

LABOUR MARKET ASSESSMENT: RAQQA CITY

MAY 2024 | SYRIA

Context & Rationale

As Syria enters its 14th year of crisis, access to livelihoods has consistently been highlighted as a priority need of host communities and IDPs alike. However, the Early Recovery and Livelihoods Working Group (ERL WG) of the Northeast Syria NGO Forum noted that little systematic data exists on key indicators that would guide implementing partners' program design, such as:

- How demand for labour varies across economic sectors, and which sectors have the greatest potential to absorb new workers or Small and Medium Enterprises (SMEs).
- How demand for labour varies across types of employment, including permanent employees; temporary or seasonal employees; and casual or daily workers.
- Specific skills that employers are looking for, including both soft skills and sector-specific skills, and how they prioritize among these.
- The key constraints that employers face when seeking to hire workers.

This assessment seeks to shed light on these indicators for Raqqa city, Raqqa Governorate, Northeast Syria, to enable implementing partners to better tailor their interventions to existing needs.

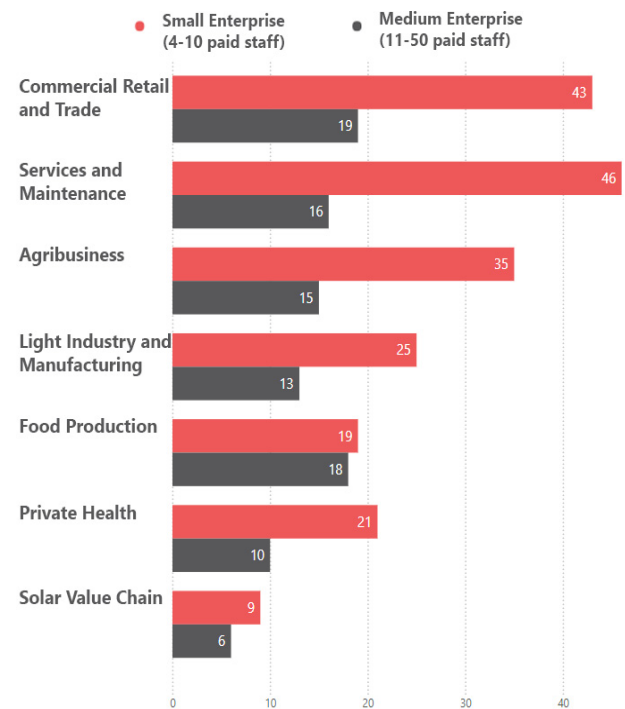


Chart 1: Number of Completed Surveys per Sector and Enterprise Size

Key Messages

- **51% or 150 out of 295 interviewed businesses reported a 'lack of access to finance or loans' as the primary challenge they face across all sectors**, followed by 'lack of access to electricity, water, or fuel' with 49% or 145 out of 295 of the interviewed businesses.
- **97% of respondents reported using verbal contracts as the primary type of labour agreement** between employees and workers. The remaining 2% reported using written contracts.
- **The top skill that interviewed businesses seek in employees, across all sectors, is work ethic (reliability, trustworthiness, etc.).** This applies when hiring employees under all three labour modalities (permanent; temporary or seasonal; and casual or daily), and was the case for small enterprises and medium enterprises.
- **Social connections are the main means for finding workers in Raqqa across all labour modalities.** 'Recommendations from friends and family' was the most common means across all three labour modalities (permanent; temporary or seasonal; and casual or daily), followed by 'recommendations by people they already know have worked with before', and 'recommendations from other business owners they trust' in the third place.

Key Definitions

- **Small and Medium Enterprises (SMEs):** The International Financial Corporation (IFC) categorizes SMEs based on three attributes: the number of employees, total assets, and annual sales. The limited data on enterprises and the lack of a central repository of registered business makes it challenging to estimate the total assets and annual sales. Hence for this assessment, only number of employees will be used to define SMEs. Small enterprises employ between four and ten paid staff, while medium enterprises hire between eleven and fifty paid staff.
- **Permanent employee:** A person who is expected to work for the business on a regular basis without a specific end date in mind. This includes full-time and part-time workers i.e., those working less than a full 40 hours every week.
- **Temporary or seasonal employee:** A person who is expected to work for the business during a specific time-frame, usually between one to six months. This includes full-time and part-time workers i.e., those working less than a full 40 hours every week.
- **Casual or daily worker:** A casual or daily worker is a person who is hired for a short time period, usually between one day or up to one month. Need for casual or daily workers may be regular or irregular.
- **Sector specific skills:** Technical, job-specific abilities and special attributes that are needed for performing an occupation in practice. Learners often acquire these as a result of their participation in post-basic education, including through highly specialized professional trainings or extra-school courses. These skills could relate to a specific job, task, or academic discipline (e.g. teacher, geographer, or medical doctor).
- **Core sectors:** Economic sectors that include many businesses of varying sizes and relatively consistent high demand. These sectors are well-established and expected to continue comprising a strong component of economic activity. Three core sectors identified during the scoping exercise: commercial retail and trade (non-agricultural), services and maintenance (non-agricultural), and agribusiness.
- **Growth sectors:** New and emerging sectors that are assessed to have strong and growing demand, as well as opportunities to grow further if supported. Four growth sectors were identified during the scoping exercise: food production; solar value chain; private health; and light industry / manufacturing (non-food items).

Methodology Overview

The Raqqa Labour Market Assessment is an add-on to the Tabqa Labour Market Assessment carried out in Tabqa between the 21st and the 25th of April, 2024.

First, the ERL WG conducted scoping interviews with key informants in Tabqa to identify core sectors and growth sectors; these same sectors were used for the data collection in Raqqa City.

Second, from 6-16 May 2024, enumerators from five partner organizations conducted 314 interviews with SMEs in the identified sectors in Raqqa City using a snowball approach. After the data cleaning stage, 295 surveys qualified for data analysis.

Findings from this assessment are indicative and should

not be generalized across the region. Further, the sampling took into account the data collected from the scoping interviews, but should not be seen as precisely representative of the relative size of the seven sectors in Raqqa.

The tool that was used for this assessment is available to partners to enable them to conduct livelihoods research of their own in other locations, resulting in more evidence-based, relevant, and effective programming in other locations in Northeast Syria and beyond.

To access the tool, please contact the ERL WG focal point at: earlyrecovery.nes@gmail.com.

Challenges & Limitations

Ideally, the assessment would cover both the supply and demand sides of the labour market, and would cover a wide range of sectors. Capacity constraints have required the research team to limit the number of sectors that will be covered under the assessment and the number of interviews of different sizes of businesses within sectors. The fewer the number of interviews conducted per enterprise size and per sector, the less accurate the findings are likely to be.

The assessment applied a snowball approach which relies on the professional network of interviewees. Enumerators could have been referred to businesses that are similar to the ones they interviewed, thus skewing the findings.

The limited data on enterprises and the lack of a central repository of registered business makes it challenging to estimate the total assets and annual sales. Hence for this assessment, only the number of employees will be used to define SMEs. Small enterprises employ between four and ten paid staff, while medium enterprises hire between eleven and fifty paid staff.

Similarly, while most respondents were men, women-run businesses in the sector may have been under-represented if they were home-based (and therefore harder for enumerators to identify), or it may be a result of conservative values and low ownership / management rates by women in the selected sectors in Raqqa.

Summary

- The **top challenges** that interviewed businesses reportedly face within their sector are **'lack of access to finance or loans'** (51% or 150 out of 295); **'lack of access to electricity, water, or fuel'** (49% or 145 out of 295); **'lack of access to new equipment and machinery'** (39% or 114 out of 295), and **'uncertainty or instability in economic conditions (including depreciation of the Syrian Pound)'** (38% or 113 out of 295).
- The **top solutions** that interviewed businesses seek to improve their business are **'access to finance or loans to operate their business'** (72% or 212 out of 295); **'access to new equipment and machinery'** (59% or 173 out of 295), and **'having better access to electricity, water, or fuel'** (54% or 158 out of 295).
- **Verbal contracts are reportedly the primary type of labour agreement between employees and workers among surveyed businesses**, with 97% of respondents reportedly using verbal contracts and 2% reportedly using written contracts.
- The **top skill that interviewed businesses seek in employees is work ethic (reliability, trustworthiness, etc.)**. This is the case when hiring employees under all three labour modalities (permanent; temporary or seasonal; and casual or daily), and is the case for small enterprises and medium enterprises.
- **Social connections** appear to be central to finding workers in Raqqa. Of the interviewed businesses, **'recommendations from friends and family' was the most common means of attracting permanent employees, of attracting temporary or seasonal employees, and of attracting daily or casual workers**. The next-most common means of finding candidates for each of the three labour modalities were **'through people they already know have worked with before'**, followed by **'recommendations from other business owners they trust'**.
- According to interviewed businesses in Raqqa that needed to hire permanent employees, temporary or seasonal employees, and daily or casual workers between April 2023 and April 2024, **the most common challenges in hiring employees were difficulty in finding trustworthy employees, high cost of hiring workers with the necessary skills, and high turnover rate of workers (for example: due to work pressure, low wage, etc.)**.
- **94% or 277 out of 295 interviewed businesses reported being officially registered with relevant governmental entities**. Of the 18 businesses that reported not being officially registered with relevant governmental entities, 12 were small businesses (five of them within the **light industry and manufacturing** sector) while the remaining six businesses were medium enterprises, three of them within the **agribusinesses** sector and two within the **light industry and manufacturing** sector. In contrast, all the businesses within the **solar value chain** sector reported being officially registered with relevant governmental entities.

Challenges that Businesses Face within their Sectors

The main challenges that interviewed businesses reportedly faced are primarily related to economic matters and infrastructure, rather than a lack of workers. The most-reported challenges were **'lack of access to**

finance or loans (51% or 150 out of 295); **lack of access to electricity, water, or fuel** (49% or 145 out of 295); **lack of access to new equipment and machinery** (39% or 114 out of 295), and **uncertainty or instability in economic conditions (including depreciation of the Syrian Pound)** (38% or 113 out of 295). For more details, see chart 2 below.

Businesses also identified the following challenges:

- Lack of access to necessary materials or inputs (32% or 93 out of 295).
- Challenges related to transportation or road networks (31% or 90 out of 295).
- Unable to afford workers with needed skills/ experience (26% or 76 out of 295).
- High costs of doing business (23% or 69 out of 295).
- Lack of workers with the skills/experience that I need (21% or 61 out of 295).
- Lack of demand from buyers/consumers (18% or 54 out of 295).

However, the top challenges varied by sector:

- 'Lack of access to finance or loans' was the most reported challenge within the **food production** sector (81% or 30 out of 37) and the **solar value chain** sector (12 businesses out of 15).
- 'Lack of access to electricity, water, or fuel' was the most-reported challenge within the **light industry and manufacturing** sector (95%), the **private health** sector (77%), and the **service and maintenance** sector (39%).
- 'Challenges related to transportation or road networks' was the most-reported challenge in the **agribusinesses** sector (58% or 29 out of 50).
- Within the **commercial retail and trade** sector, the most-reported challenge was 'uncertainty or instability in economic conditions (including depreciation of the Syrian Pound)' (68%).

Ownership or Rental of Business Premises

Among interviewed businesses, medium enterprises reportedly owned the business premises at a higher rate than small enterprises. Around half of medium enterprises, 47% or 46 out of 97, reported owning their business premises, while less than a quarter, 23% or 46 out of 182, of small enterprises reported the same.

Changes in Demand between April 2023 and April 2024

When asked to compare the level of demand for the services/products businesses provide to 12 months ago (from April 2023 to April 2024), around half of respondents (49%) reported that the demand was lower than last year, less than one fifth (17%) reported that the demand was the same as last year, and almost one third (32%) reported that the demand was higher than last year.

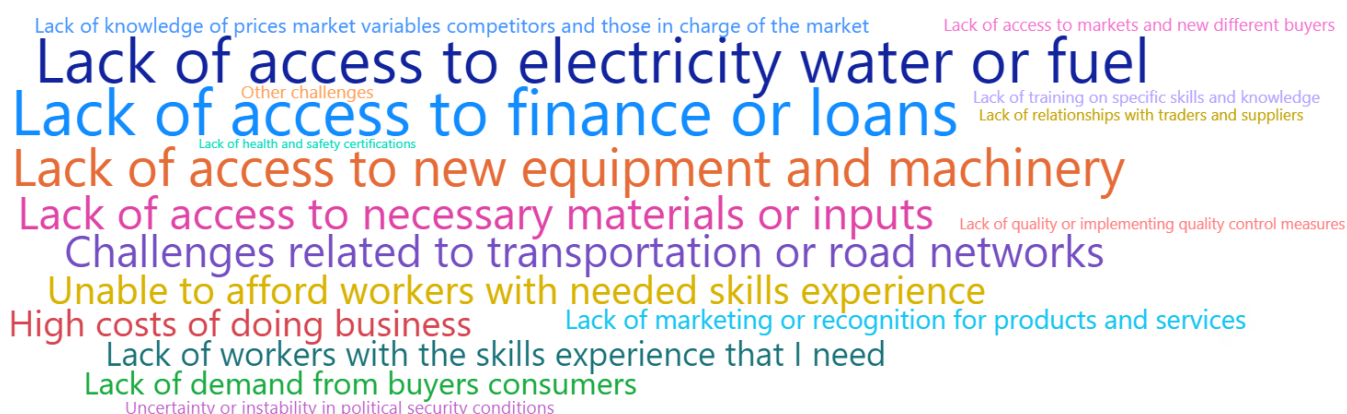
There was considerable variation between sectors. Most interviewed businesses within the **agribusiness** sector (74% or 37 out of 50) and the **commercial retail and trade** sector (73% or 45 out of 62) reported that the demand was lower than last year. In contrast, 13 out of 15 businesses within the **solar value chain** sector, and 61% or 19 out of 31 businesses within the **private health** sector reported that the demand was higher than last year, indicating sector growth.

Among respondents in the **services and maintenance**, **light industry and manufacturing**, and **food production** sectors, there was a lack of consensus on how demand for services / products in April 2024 compared to demand in April 2023.

- 32% or 20 out of 62 interviewed businesses in the **service and maintenance** sector reported the demand was higher than last year, 47% or 29 out of 62 businesses reported the demand was lower than last year, and 21% or 13 out of 62 businesses reported the demand was the same as it was last year.

Chart 2: Main Challenges Businesses Face Across All Sectors

The text size is proportional to the frequency of reported challenges



- Out of 37 businesses within the **food production** sector, 17 businesses reported the demand was higher than last year, 10 businesses reported the demand was lower than last year, and 7 businesses reported the demand was the same as it was last year.

Impact of the Change in the Number of Businesses on Demand for Services

The seven sectors covered in the assessment mostly seemed to be growing or staying the same size:



58% of all respondents reported that the overall number of businesses operating within their sector increased between April 2023 and April 2024.

32% reported that the overall number of businesses didn't change.

10% reported that the overall number of businesses decreased.

In theory, as the demand for certain services or products increases, the market expands accordingly – new businesses are formed and existing businesses expand, thus increasing the competition between businesses working within the same sector.

This can affect businesses differently, with some businesses suffering from a decrease in revenues due to increased competition, and others winning the competition and benefiting from the increase in demand despite the increase in competition.

In the **solar value chain** and the **private health** sectors, the reported increase in number of businesses does not seem to have led to an overall reduction in demand:

- Within the **solar value chain** sector, 13 out of 15 businesses reported that the demand was slightly/much higher than last year, they also indicated that the number of businesses in the sector increased from April 2023 to April 2024. Most businesses (12 out of 13) indicated that revenues were slightly higher than costs, and one respondent indicated that revenues were much higher than costs.
- Within the **private health** sector, 20 businesses indicated that the number of businesses in the sector increased from April 2023 to April 2024. However, this did not seem to be harming businesses in the sector: 19 out of 31 businesses reported that the demand was slightly/much higher than last year. 23 businesses reported that revenues were slightly higher than costs, and two businesses indicated that revenues were much higher than the costs.

Variation in Demand for Labour Across Employment Modalities

Analysis of collected data shows that among the interviewed businesses in Raqqa, demand for permanent employment is the most common labour modality, with 45% or 134 out of 295 businesses interviewed across all sectors reporting need to hire permanent employees between April 2023 and April 2024. Demand for temporary or seasonal employment is the second most common labour modality with 39% or 116 out of 295 businesses interviewed, followed by demand daily or casual work with 29% or 87 out of 295 businesses interviewed.

The **agribusiness** and the **food production** sectors have the same trends in hiring jobseekers under different labour modalities. Respondents within both sectors reported that they heavily rely on temporary or seasonal employees and casual or daily labour.

Within the **agribusiness** sector, 62% or 31 out of 50 interviewed businesses reported having needed to hire temporary or seasonal between April 2023 and April 2024, while 68% or 34 out of 50 interviewed businesses reported having needed to hire casual or daily workers within the same period. Both proportions were higher than all other sectors.

In contrast, 34% or 17 out of 50 interviewed businesses within the **agribusinesses** sector reported need to hire permanent employees between April 2023 and April 2024, the second last sector after the **food production** sector (32%).

Similarly, the proportion of interviewed businesses in the **food production** sector who needed to hire temporary or seasonal employees (50% or 19 out of 37) and casual or daily labour (27% or 10 out of 37) between April 2023 and April 2024 was higher than all other sectors except **agribusiness**.

Further, 34% or 12 out of 37 interviewed businesses within the **food production** sector reported need to hire permanent employees between April 2023 and April 2024, a lower proportion than all other sector covered in the assessment.

Out of all businesses that reported having needed to hire casual or daily workers between April 2023 and April 2024, 53% or 28 out of 53 businesses reported an estimated annual revenue in 2023 of more than 1 billion SYP (more than 70,000 USD). This suggests that larger enterprises (in terms of revenue) tend to hire daily or casual workers more than enterprises with lower revenues. However, this could be because enterprises with higher revenues tend to hire more workers generally.

Demand for Permanent Employees

Among interviewed businesses in Raqqa, demand for permanent employees was higher than the other two labor modalities, demand for temporary or seasonal employees and for daily or casual workers. However, less than half of interviewed enterprises, 45% or 134 out of 295 businesses interviewed across all sectors reported needed to hire permanent employees between April 2023 and April 2024.

The need to hire permanent employees between April 2023 and April 2024 varied between different sectors:

- The **private health** sector had the highest need with 55% or 17 out of 31 businesses.
- The **solar value chain** sector with 53% or 8 out of 15 businesses.
- The **commercial retail and trade** sector with 52% or 32 out of 62 businesses.
- The **service and maintenance sector** with 50% or 31 out of 62 businesses.
- The **light industry and manufacturing** sector with 45% or 17 out of 38 businesses.
- The **agribusinesses** sector with 34% or 17 out of 50 businesses.
- And the **food production** sector with the least need with 32% or 12 out of 37 businesses.

54% or 52 out of 97 interviewed medium enterprises needed to hire permanent employees between April 2023 and April 2024, while 41% or 82 out of 198 of small enterprises reported the same.

Generally, the types of activities that permanent employees were/are needed to carry out revolve around the day-to-day management of the business. For more details, see chart 3 on page 7.

Demand for Temporary or Seasonal Employees

Temporary or seasonal employment was the second most needed labour modality among interviewed businesses in Raqqa, after permanent employment. 39% or 116 out of 295 interviewed businesses reported having needed to hire temporary or seasonal employees between April 2023 and April 2024. This varied by sector:

- The highest rate of need for temporary or seasonal employees was within the **agribusiness** sector (62% of interviewed businesses).
- 50% of interviewed businesses in the **food production** sector and the **commercial retail and trade** sector reported having needed to hire temporary or seasonal employees.

- Around one third of businesses within the **service and maintenance sector** and the **solar value chain** sector (37% and 33% respectively) reportedly needed to hire temporary or seasonal employees.
- Within the **light industry and manufacturing** sector, around one in five of surveyed businesses (18%) reportedly needed to hire temporary or seasonal employees.
- None of the 31 businesses interviewed within the **private health** sector reported a need for hiring temporary or seasonal employees.

Interviewed businesses reportedly mostly hire temporary or seasonal employees for three or four months during the summer (May, June, July, and August) and peak seasons. Within the **food production** sector, businesses interviewed reportedly mostly hire temporary or seasonal employees during Ramadan and Eid seasons, which differ annually.

Depending on the business' activity, temporary or seasonal employees are expected to carry out physical labour and support permanent employees as needed.

For more details, see chart 4 on page 7.

Demand for Casual or Daily Workers

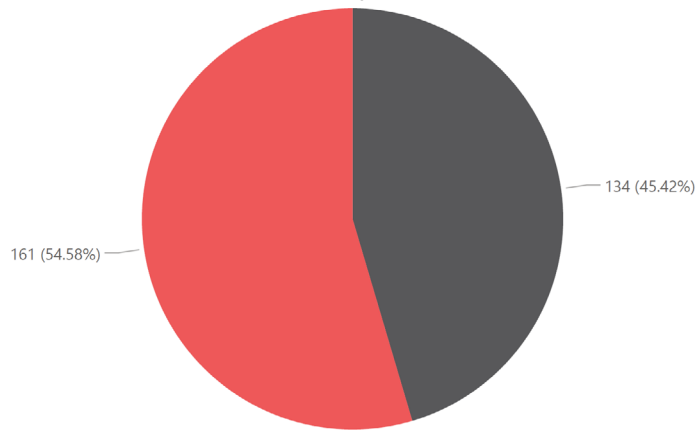
Among interviewed enterprises, casual or daily labour was the least common labour modality in Raqqa. 87 out of 295, or 29% of businesses interviewed reported having need for hiring casual or daily workers between April 2023 and April 2024. Results vary across the different sectors:

- Within the **agribusiness** sector, 68% or 34 out of 50 interviewed businesses reported having needed to hire daily or casual workers between April 2023 and April 2024.
- 19-30% of businesses within the **solar value chain** sector (30%), **food production** sector (27%), **commercial retail and trade** sector (26%), **light industry and manufacturing** sector (24%), and **service and maintenance** sector (19%) reported having needed to hire casual or daily workers between April 2023 and April 2024.
- One business out of 31 businesses within the **private health** sector reported having needed to hire casual or daily workers between April 2023 and April 2024.

35% or 34 out of 97 interviewed businesses reported having needed to hire casual or daily workers between April 2023 and April 2024 are medium enterprises.

Interviewed businesses reported a need for hiring casual or daily workers for a period between 31 and 90 days, mostly during the summer session (June, July, and August) and intermittent days year-round according to their needs. Among interviewed businesses, casual or daily workers are often expected to carry out physical labour.

Chart 3: Enterprises' Need for Permanent Employees from April 2023 to April 2024

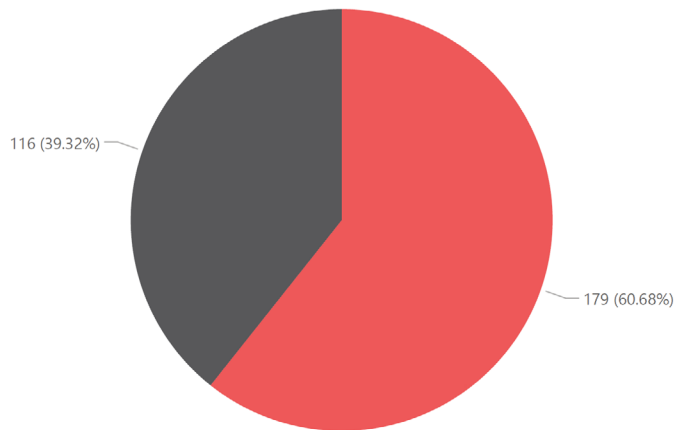


● There was a need to hire permanent employees ● There was no need to hire permanent employees

4.27

is the average number of permanent employees hired between April 2023 and April 2024 in Raqqa.

Chart 4: Enterprises' Need for Temporary or Seasonal Employees from April 2023 to April 2024

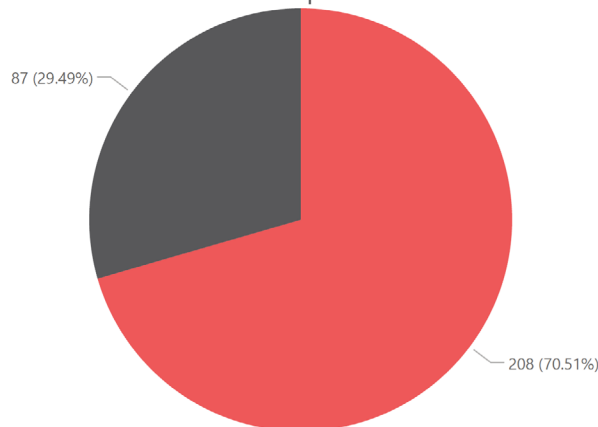


● There was no need to hire temporary or seasonal employees ● There was a need to hire temporary or ...

7.57

is the average number of temporary or seasonal employees hired between April 2023 and April 2024 in Raqqa.

Chart 5: Enterprises' Need for Casual or Daily Workers from April 2023 to April 2024



● There was no need to hire casual or daily workers ● There was a need to hire casual or daily workers

6.24

is the average number of casual or daily workers hired between April 2023 and April 2024 in Raqqa.

Sought-after Sectoral and Soft Skills, and Prioritization between Skills

Across the **commercial retail and trade** sector, **services and maintenance** sector, **agribusiness** sector, **solar value chain** sector, and the **light industry/manufacturing** sector, interviewed businesses reported work ethic (reliability, trustworthiness, etc.) as the top skill they look for when hiring employees under all three labour modalities (permanent; temporary or seasonal; and casual or daily), and both enterprise sizes (small and medium).

Businesses within the **food production** sector reported teamwork as the top skill they look for when hiring employees, followed by work ethic (reliability, trustworthiness, etc.).

Businesses within the **private health** sector reported computer skills as the top skills they look for when hiring employees, followed by flexibility, and communication skills.

While there was variation in responses, 63% of interviewed businesses reported that sector-specific and soft skills are equally important when hiring permanent employees. However, the priorities shift for the other labour modalities:

45% of respondents reported that soft skills are more important than sector-specific skills when hiring temporary or seasonal employees. 71% of respondents reported the same when hiring casual or daily workers.

For more details, see chart 6 below.

Skills Sought in Permanent Employees

The most sought-after soft skills among the 134 businesses in Raqqa who reported having needed to hire permanent employees between April 2023 and April 2024 were:

- Work ethic (reliability, trustworthiness, etc.) with 81% or 108 out of 134 businesses.
- Teamwork with 39% or 52 out of 134 businesses.

- Flexibility with 36% or 48 out of 134 businesses.
- Communication skills, and literacy with 30% each, or 42 out of 134 businesses.

Regarding sector-specific skills or experience, the skills needed reflect the nature of each activity. For example, businesses working in the food production sector who reported having a need for permanent employees between April 2023 and April 2024 expressed 'experience in cooking and food preparing, production, and packaging' in addition to 'experience in food sales and marketing'.

Skills Sought in Temporary or Seasonal Employees

The most sought-after soft skill that interviewed businesses who needed to hire temporary or seasonal employees between April 2023 and April 2024 reported looking are work ethic (reliability, trustworthy, etc.) (mentioned by 88% or 102 out of 116 businesses), followed by teamwork (47% or 55 out of 116 businesses), flexibility (2% or 49 out of 116 businesses), communication skills (34% or 39 out of 116 businesses), and literacy (21% or 24 out of 116 businesses).

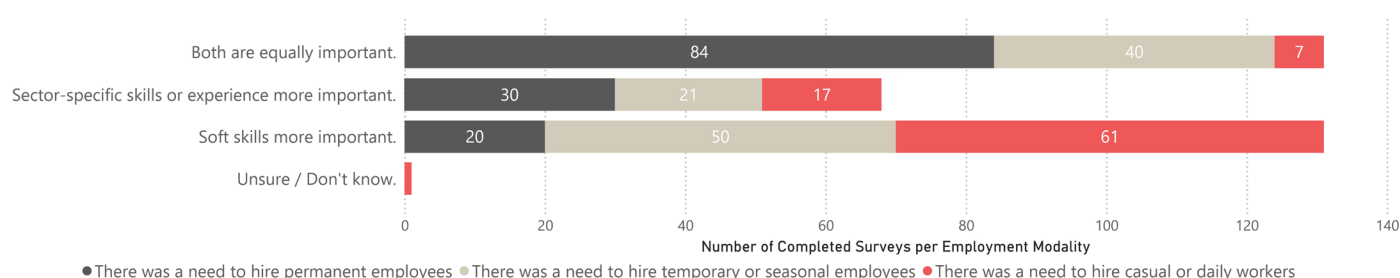
The most sought-after sector-specific skills are mostly physical labour tasks and providing support to permanent employees. Skills differ per sector, such as: Installation and maintenance of solar energy systems, experience in maintaining computers and networks, and manufacture of sweets, pastries and packaging.

Skills Sought in Casual or Daily Workers

The most sought-after soft skills for casual or daily workers among interviewed businesses in Raqqa who reported having needed to hire casual or daily workers between April 2023 and April 2024 were, in order, work ethic (reliability, trustworthy, etc.), teamwork, flexibility, communication skills, and literacy.

For more details, see chart 7 and chart 8 below.

Chart 6: Importance of Sector-Specific Skills vs. Soft Skills When Hiring Employees (Disaggregated by Labour Modality)



● There was a need to hire permanent employees ● There was a need to hire temporary or seasonal employees ● There was a need to hire casual or daily workers

Chart 7: Top Skills Enterprises Look for When Hiring Employees per Labour Modality

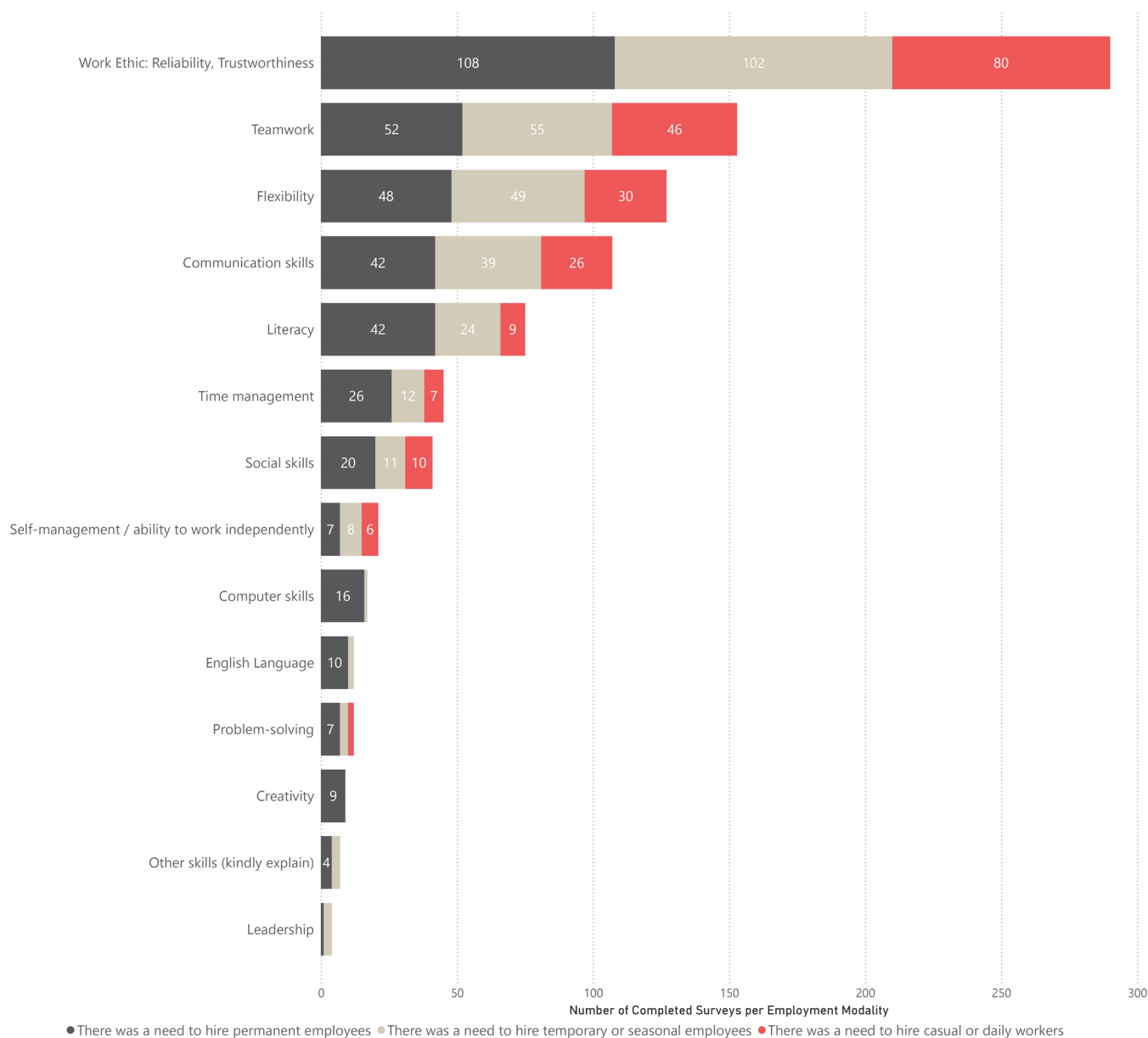
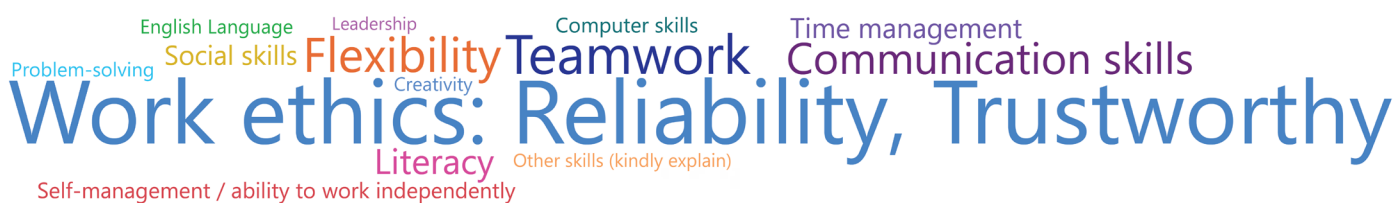


Chart 8: Top Skills Enterprises Look for When Hiring Employees per Labour Modality

The text size is proportional to the frequency of reported challenges



On-the-job Training for Permanent Employees

Out of the 134 interviewed businesses who reported having needed to hire permanent employees between April 2023 and April 2024, 84% or 113 businesses interviewed reported providing training for new employees, as follows:

- 38% or 51 out of 134 businesses reported providing training on both, sector-specific skills and general/soft skills.
- 36% or 48 out of 134 businesses reported providing training on only sector-specific skills.
- 10% or 14 out of 134 businesses reported providing training on only general/soft skills.

The top sectors that reported providing training for new workers under permanent employment, are as follows:

- **Service and maintenance** with 50% or 31 out of 62 businesses.
- **Private health** with 45% or 14 out of 31 businesses.
- **Commercial retail and trade** with 42% or 26 out of 62 businesses.
- **Light industry and manufacturing** with 39% or 15 out of 38 businesses.
- **Solar value chain** with 33% or 5 out of 15 businesses.
- **Food production** with 32% or 12 out of 37 businesses.
- **Agribusiness** with 20% or 10 out of 50 businesses.

Almost half of medium enterprises (49% or 48 out of 97) and one-third of small enterprises (33% or 65 out of 198) reported providing training for new workers under permanent employment.

The training topics are related to each business' activity/activities with focus on sector-specific skills more than general/soft skills.

Approaches to Employee Recruitment

Social connections appear to be central to finding workers in Raqqa. Of the interviewed businesses, 'recommendations from friends and family' was the most common means of attracting permanent employees, of attracting temporary or seasonal employees, and of attracting daily or casual workers. The next most-common means of finding candidates for each of the three labour modalities was 'through people they already know have worked with before', followed by 'recommendations from

other business owners they trust'.

At a lower rate, but still across all sectors, businesses reportedly publish vacancy announcements on social media channels or WhatsApp groups.

For more details, see chart 9 on page 11.

Challenges Businesses Face when Trying to Hire Employees

The challenges businesses face when looking for qualified candidates of all three labour modalities are similar:

- Difficulty in finding trustworthy employees with 40% or 119 out of 295 businesses;
- High cost of hiring workers with the necessary skills with 32% or 93 out of 295 businesses;
- High turnover of workers (for example: due to work pressure, low wages, etc.) with 26% or 78 out of 295 businesses.

For more details, see chart 10 on page 11.

Businesses' Preferred Solutions to the Hiring Challenges They Face

When asked about solutions that could help overcome the challenges businesses face related to hiring the workers under different labour modalities, respondents mainly focused on the following points:

- Provide vocational training opportunities for job seekers by relevant governmental entities and NGOs, especially the Chamber of Commerce and the Vocational Training Centers, to help jobseekers gain the experience they need to enter the labour market. Training topics should mainly focus on technical and vocational skills but also cover the basic soft skills and emphasize on work ethics.
- Establish labour offices and private recruiting firms in Raqqa, in order to act as a hub for connecting jobseekers and employers.
- Develop a unified digital platform (or a social media page/channel) for vacancies in Raqqa where employers can publish available vacancies and jobseekers can apply.
- Spread awareness about the culture of providing 'experience certificates' as proof of experience especially among small enterprises, thus helping in validating jobseekers' expertise.
- Financially support enterprises by lowering taxes,

Chart 9: Ways Businesses Utilize to Find Candidates per Employment Modality

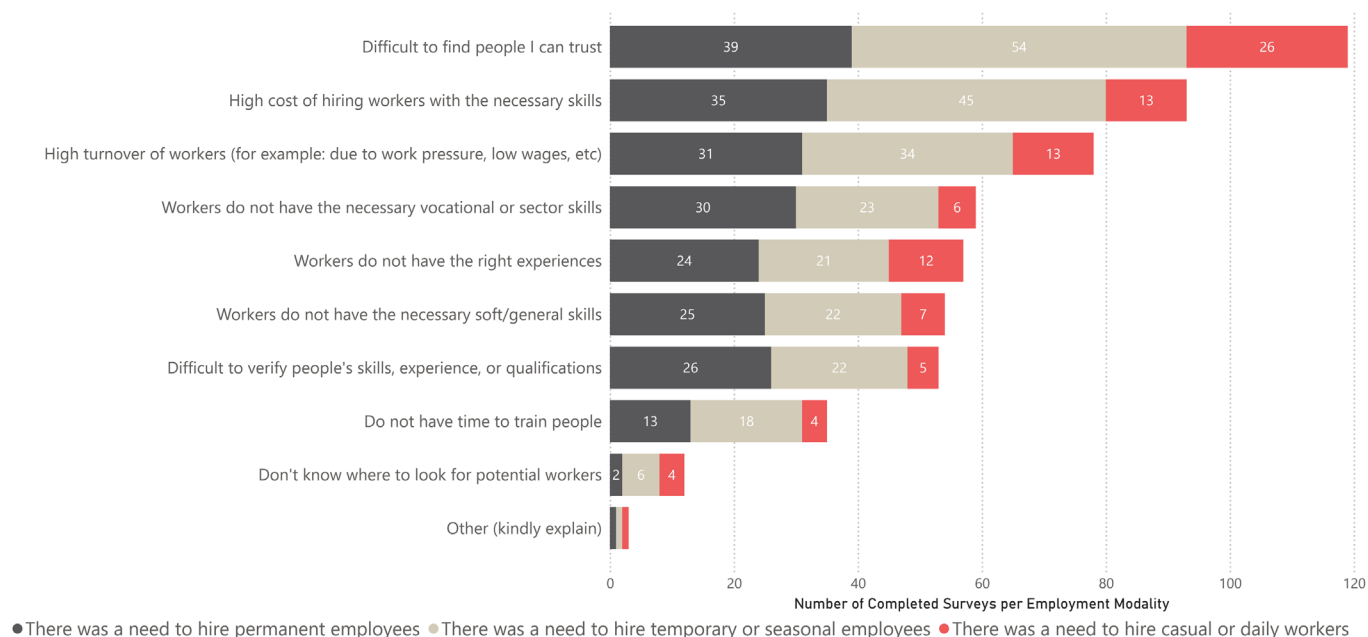
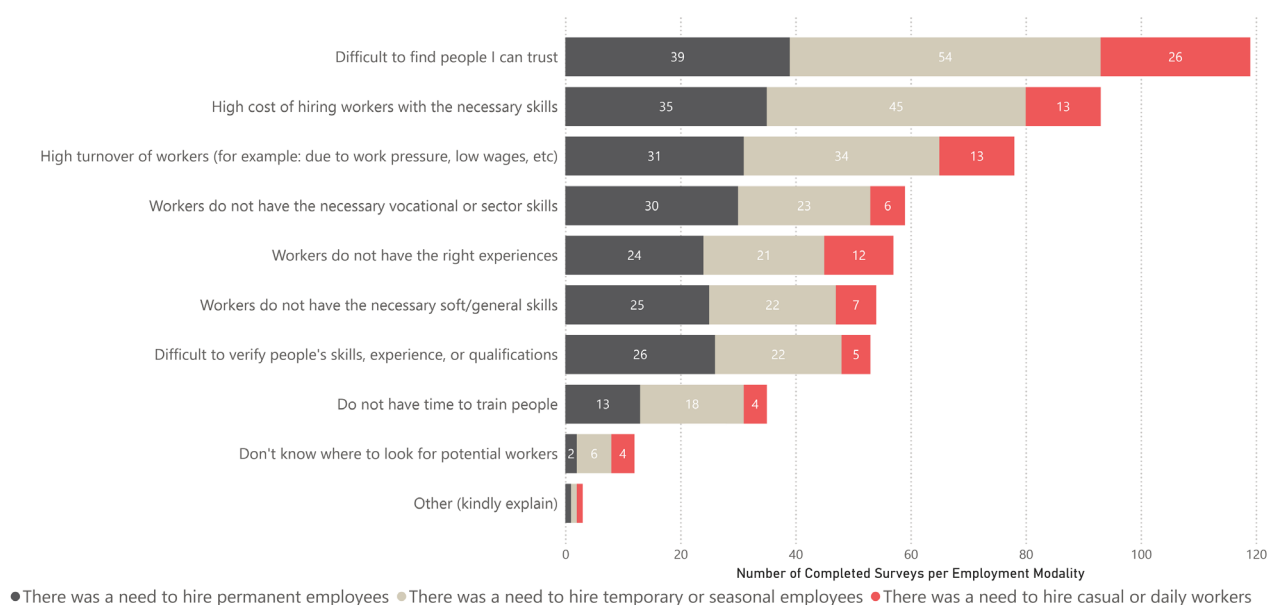


Chart 10: Main Challenges Businesses Face When Seeking to Hire Employees



About REACH

REACH Initiative facilitates the development of information tools and products that enhance the capacity of aid actors to make evidence-based decisions in emergency, recovery and development contexts. The methodologies used by REACH include primary data collection and in-depth analysis, and all activities are conducted through inter-agency aid coordination mechanisms. REACH is a joint initiative of IMPACT Initiatives, ACTED and the United Nations Institute for Training and Research - Operational Satellite Applications Programme (UNITAR-UNOSAT).

Northeast Syria
Early Recovery & Livelihoods
Working Group



About NES Early Recovery and Livelihoods Working Group

The NES Early Recovery and Livelihoods Working Group (ERL WG) is a coordination platform for NGOs implementing livelihoods, recovery, and resilience-oriented activities aimed at improving household and community welfare and self-reliance. The ERL WG platform leads operational coordination of early recovery response activities; facilitates exchange of best practices, recommendations, challenges, and lessons learned among partners; provides technical guidance for design of livelihoods activities to ensure effective and context-sensitive approaches; and leads and supports joint research, assessments, and evidence-generation to inform partners' early recovery program design.