

Dissertation Title:

Determining Whether Free Trade or Protectionism Serves as the Most Effective Trade Policy for the Libyan Poultry Meat Sector



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In the name of God, the Most Gracious, the Most Merciful

Declaration

I declare that this dissertation is a presentation of my original research work except for specific sources that are referenced in the text and in the bibliography. Furthermore, this dissertation has not previously been presented for other assessment to any other university or learning institution.

Signed: Anas Ali A. Ikheneifir

Date: 20/5/2014

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I dedicate this paper to my Son, Ali, and my daughter, Mariam, and I wish they will reach this level of education one day.

Abstract

This dissertation researched the effects of imported goods on the local producers through a case study of the Libyan poultry industry. Firstly, a full description of the terms international free trade and protectionism was developed, including the trade barriers and the evolution of international free trade in terms of globalization and the free movement of goods.

Also this description has discussed the recent and old literatures and scholars in this area and covers the main aspects for this argument to provide a full understanding. To give this research a reasonable practicality a case study of the Libyan poultry industry was chosen to apply a comprehensive insight and a qualitative analysis.

Secondly, a brief introduction about the poultry business was provided, and then the Libyan poultry business was fully described. In order to obtain a real and true data, in-depth interview with the Libyan company managers and policy makers were performed to measure the impact and their perception and how they responds and act to solve this dilemma. Recommendations were written based on the interviews outcomes and findings at the end.

Thirdly, conclusions indicated that, before applying any sort of trade policy, whether it is a protectionist or not, Libyan authorities must re-arrangement its trade policies and organizing work within the Libyan market. Therefore, managers, governments and legal firms should cooperate together to overcome and eliminate the impact of imported goods on the local producers by applying a proper trade policy and organizing the Libyan market more properly.

Finally, on the last chapter the researcher explains the MBA experience and how the learner process enhance his personality and his professional skills and the researcher use some models to identify which learning style he adopt in his MBA learning journey.

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Chapter 1

Introduction

1.1 Introduction

Determining an adequate trade policy is vital, and the pursuit of the economy's stabilisation is also crucial. Most countries of the world tend to actively engage in globalisation in one way or another. Furthermore, the outcomes of globalisation and trade liberalisation often involve new risks, threats and challenges. Some industries are very sensitive to the changes in production costs, and, due to the high amount of pressure that is derived from global competition; these factors would certainly affect local producers in many ways.

The evolution of the poultry industry has generally added many benefits and advantages to the industry, equipping it with an acceptable margin of economic feasibility and contributing to the provision of meat sources at a relatively low cost (Guerrero-Legarreta et al., 2010, p.). The Libyan poultry market requires numerous improvements in terms of laws and regulations governing this market. Typically, these laws are issued for several reasons, including the following (Guerrero -Legarreta et al., 2010)

- 1- To verify and maintain a continuous and stable supply for the domestic market with a product of acceptable quality and affordable prices for the domestic consumer.
- 2- To maintain the standard of living of farmers and local producers at acceptable levels, commensurate with the requirements of the local market.
- 3- To improve the local product quality and specifications.
- 4- To ensure that the local market and food security of the product are free from any human health hazards.
- 5- To preserve the environment and bio-security of the state.
- 6- To provide superior animal health and welfare conditions.
- 7- To ensure the provision of a fair competitive environment for all parties.

The desired results of these laws are based on improving the local economy by decreasing the unemployment rate, which is accomplished by creating new jobs and working to achieve self-sufficiency and independence in food production. The Libyan poultry market experienced many price increases and decreases due to the lack of effective regulation, in conjunction with the ambiguity of the laws that govern the suppliers-and-consumers relationship. Changing the political regime for any country bears a direct or/and indirect impact on the economy, and Libya

experienced this kind of change when the Libyan people launched their revolution, the February 17th Revolution of 2011 (also referred to as the “Arab Spring”) (IHS Global, 2013).

Consequently, most of the old laws and regulations need to be revised or removed, including trade laws. The importation of all types of poultry products was prohibited before the revolution, except the hatching eggs (Law No.52 of 2004, Law No.64 of 1971). After the revolution of 2011, all kinds of poultry products (eggs, live chicks, live birds, frozen whole birds and semi-cooked chicken meat) were allowed by the new regime to allocate the high demand of these goods due to the dramatic drop in local production (Law No.48 and Law No.18 of 2011). By the end of these military actions, most of the local producers sought to regenerate their activities by overcoming the many obstacles faced, including the following:

- The lack of animal feed resources (mainly corn and soybeans) at acceptable prices.
- Increases in the local currency (Libyan dinar) rate of exchange against foreign currencies.
- Increased labour costs.
- Purchasing a considerable amount of cheap imported frozen chicken meat.
- The spread of deadly animal diseases and epidemics due to the lack of appropriate immunisation and the absence of regulations governing the entry of live animals from neighbouring countries.

Libya is one of the countries which are negotiating the terms of accession to the World Trade Organization (WTO) (WTO, 2014), aiming to achieve economic development and diversify its sources of income. This situation places the Libyan legislators and decision makers in a position whereby they are required to apply a coherent policy in order to achieve a balanced economy. On one hand, one might argue that they should ensure that the possibility of market access is available with sufficient admissions of foreign investments and imported goods; conversely, they might implement an appropriate protectionist policy which is fully realisable and agreeable to WTO regulations.

Most of the developed countries are applying these types of protectionism policies by adapting various types of protections to support their local producers. These can be summarised as follows:

1. Import-quota (by volume or by percentage)
2. Tariffs (taxes usually measured by a percentage of imported ton)
3. Subsidies (measured in many ways)
4. Anti-Dumping Laws

These methods can be applied to them individually or as a group. For instance, the US and the EU countries have long realised these principles. They have not only protected their local producers from unjust competition from the imported goods, but have also exerted extra efforts to subsidise their farmers, thus allowing them to keep producing sufficient products for the population. The argument here arose from whether the decision makers will prioritise the local producers' interests or the free trade principle, without any kind of restrictions and trade barriers, or whether they will embrace a compromise between these two, offering a solution to stabilise the local prices and support the local farmers.

In addition, the legal authorities of developing countries frequently complain that recently established industries such as the poultry meat industry require at least a certain level of protection until they become more competitive and less vulnerable to foreign competition (Krugman et al., 2012, p.258) (sometimes referred to as “infant industries”). Such protectionist policies can be economically dangerous, because they allow domestic producers to continue producing less efficiently, and eventually lead to economic stagnation. The researcher will thus analyse the Libyan poultry meat sector in detail to identify the main factors which could improve the poultry sector by achieving:

1. Price stabilisation.
2. Assuring fair competition (imported goods versus locally produced goods).
3. Economical wealth and market share.

1.2 Why this research is important

The present research is important because there is a major problem in the form of local producers suffering from market flooding by imported frozen meat. It must be determined whether free trade or protectionism suits the Libyan context. The researcher is a Libyan individual who possesses previous experience in this field, having worked in Libya's poultry sector and wishes to contribute to a solution for this dilemma. The rationale underlying the choice of this topic is

that the researcher was, and still is, working in this sector, via his family's business. Furthermore, as a student and a person who has worked in this sector, it is relatively easy for the researcher to address the study's key points, from collecting the relevant data to contacting the appropriate persons for interviews. Additionally, the researcher believes that the research project may add some fresh information concerning the concept of protectionism, and he will strive to determine a reasonable solution for this complicated issue. The researcher will be aided in investigating this case by using his business management knowledge to analyse the economic, marketing, agricultural and legal aspects to establish a thorough understanding of the Libyan poultry meat sector.

1.3 Recipients of this research

The main recipients and beneficiaries of this research will be the Libyan authorities (the Libyan Ministry of Commerce and the Libyan Ministry of Agriculture), in addition to local Libyan poultry meat producers and farmers, economists, legal advisors and policy makers. Figure 1.1 depicts the relationship between these various areas as perceived by the researcher in this dissertation.

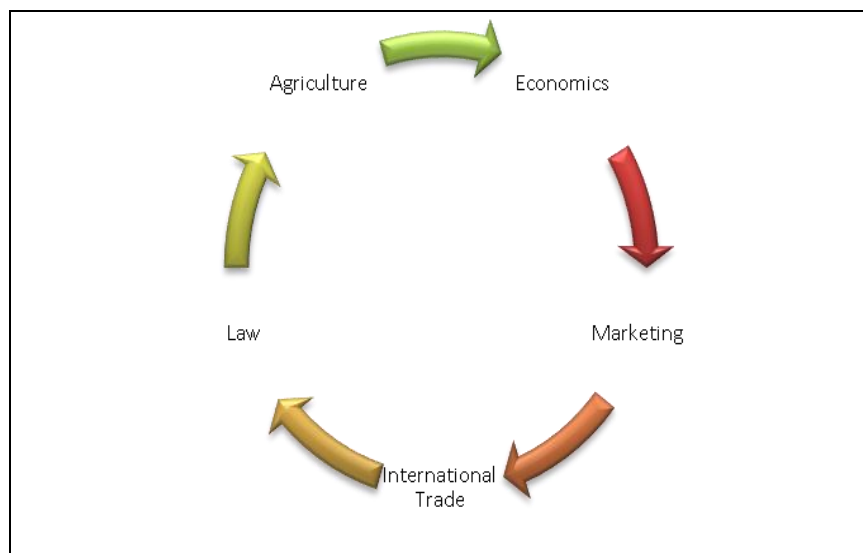


Figure 1.1: The relationship between various recipients of this research

1.4 Scope of the research and limitations

As this researcher intends to explore the impact of applying a trade policy in Libya, he will explore the existing research in this area by referencing books, articles, websites and journals. The author will also conduct an industry review by examining the performance of the top poultry

companies in Libya. The word “poultry” here includes ducks, turkey, rabbits and layer chicken, to clarify the research concerning and limit the research area; this research will address the Libyan poultry meat sector (chickens meat only). This geographic and type of industry elements are the research’s main limitations.

1.5 Research structure

This dissertation consists of six chapters. The first chapter is the present “Introduction” chapter, whereby the aim of the dissertation has been outlined briefly, while background information into the research topic and the reasons for conducting this research have been justified. The research hypothesis has also been addressed, and the research questions listed. Chapter 2 will examine the literature available in relation to the research area based on the various sources encountered, including books, online journals, articles, official reports, conference materials and internet materials. In this chapter, the researcher will try to explain the Libyan poultry market situation and justify the need for this type of research.

Chapter 3 will detail the research methodology, design, strategy and approach which have been used in order to prove the hypothesis. This chapter will also offers also justifications for each approach pursued by the author. Most aspects of the research approach were adopted from Saunders et al. (2009). Chapter 4, meanwhile, will be concerned with the interview findings of the qualitative primary research (in-depth interviews). The researcher will present the findings of the primary research and strive to match these findings with the research objectives in order to answer the research questions. Also, Chapter 4 will discuss the findings in order to gain a full understanding of the research topic and lead the researcher to ascertain appropriate conclusions.

In Chapter 5 (“Conclusion and Recommendations”), the author will summarise the findings according to the objectives, and will also highlight general issues and concepts raised during this research, advancing general conclusions and listing some recommendations based on the research findings. This chapter will also incorporate the potential of further studies in this area. Chapter 6 will offer the researcher’s self-reflection in regard to the dissertation work and MBA programme by using some models to identify the researcher’s learning style and establish how he gained this knowledge. Furthermore, the researcher will describe the entire MBA experience and indicate the benefits of this academic experience.

Chapter 2

Literature Review

The pursuit of economic prosperity for any country is based on how this country applies an appropriate trade policy. One may visualise a situation whereby a country begins to appraise and discuss the benefits of international economic integration. The first move towards trade liberalization involves reducing the trade barrier's effects. Once this step is completed, opposition to it may emerge. However, the battle between those forces desiring liberalisation and those fearful of local market disruption may persist. A political compromise should be established to eliminate the consequences of these kind of disputes.

2.1 International free trade versus protectionism

2.1.1 International free trade and trade liberalization

The Scottish economist Adam Smith, in his famous book *The Wealth of Nations*, proposes the gain (value) of free trade by adopting the concept of absolute advantage, stating that “It is the maxim of every prudent master of a family, never to attempt to make at home what it will cost him more to make than to buy [...] If a foreign country can supply us with a commodity cheaper than we ourselves can make it, better buy it of them with some part of the produce of our own industry, employed in a way in which we have some advantage” (Smith, 1863). In the introduction of his book, Smith defines wealth as “the annual produce of the land and labor of the society” (Smith, 1863). With this theory, Smith reasons that international trade should not be banned or restricted by tariffs, quotas or any kind of trade barriers, but rather allowed to flow as dictated by market forces. The trade theory of absolute advantage was opposed to the principle of mercantilism in terms of discouraging imports, which were prevalent during that period of time.

The English economist David Ricardo, in his book *On the Principles of Political Economy and Taxation*, proposed the principle of comparative advantages (Ricardo, 1817), asserting, “A country has the comparative advantage when it is unable to produce a good more efficiently than other nations but produces the good more efficiently than it does any other good”. However, no country can develop a comparative advantage in everything, because comparative advantage is a concept of the relative costs of doing things, so some things must be comparatively more or less advantageous. Moreover, all countries must possess a comparative advantage in something in terms of trade (Kowalski, 2011, p.32). Furthermore, he adds that comparative advantage theory has a major role to play in trade (Kowalski, 2011, p.32).

In the 1930s, two Swedish economists, Eli Heckscher and Bertil Ohlin introduced a new international trade theory. Simply known as the Heckscher-Ohlin model, this also adopted the principle of factor proportions: “countries produce and export goods that require resources (factors) that are abundant and import goods that required resources in short supply” (Ohlin, 1933). In other words, the cost of any resources is simply the result of supply and demand. According to Adam Gerard in his work *Globalization: From Heckscher-Ohlin to the New Economic Geography*, describing the O-H Model, he states,

In the framework of international trade theory, the opening of international markets applies not only to equalization of goods prices but also to equalization of factor prices. When H-O trade occurs, the prices of goods tend to equalize between countries, and the relative prices of factors of production will also tend toward international equality. The country where labour is expensive will be importing labour-intensive goods, causing local wages to decline. A country where capital is expensive will in turn be importing capital-intensive goods reducing the need for local capital and presumably its return (Adams, 2008, p. 163).

Despite the considerable limitations of these theories, research reveals that they appear to be supported by a substantial body of evidence. The most appropriate method by which to understand the benefits of free trade is David Ricardo’s theory of comparative advantage, in conjunction with an analysis of the impact of a tariff or import quota using the law of supply and demand to demonstrate the theoretical benefits and disadvantages of free trade (Wild and Wild, 2013, p.165).

Because the present research deals with protectionism in the agricultural sector, we should briefly mention the famous Corn Laws, which were designed to protect local cereal farmers in the United Kingdom against competition from less expensive foreign imports, basically imposing steep import duties, ensuring it became too expensive for anyone to import grain from other countries, even when the people of Great Britain and Ireland needed inexpensive food, as was the case during the Great Irish Famine (“Corn Laws,” 2013). Economists such as Helpman and Krugman in the mid-1980s developed a trade theory which is known as “new trade theory” by using an integrated approach to explain the trade pattern (Helpman and Krugman, 1985). Krugman, in another article of the same period, supports the free trade reports that, “If there were

an Economist's Creed, it would surely contain the affirmations 'I understand the Principle of Comparative Advantage' and 'I advocate Free Trade'" (Krugman, 1987).

Jadish Bhagwati, the famous economist, explains why free trade remains the best policy despite two centuries of theoretical challenges. He also writes, "In short, we need to remember that if we refuse to reduce our trade barriers just because others do not reduce theirs, we lose from our trading partners' barriers and then lose again from our own" (Bhagwati, 2003). Before this, he (Bhagwati, 1994, 1989) wrote of domestic market failure, arguing that the greatest threats to free trade arise from unemployment and claiming that protection represents an unsuitable method of solving domestic market failure, such as unemployment (Bhagwati, 1989). Clearly, this is true, considering the American experience in the car industry, when America attempted to support its local producers in order to assure US jobs against the Japanese car manufactures by applying several types of protection, which caused cars to become more expensive in the US; consequently, fewer cars were sold, and jobs were lost.

Douglas Irwin argues that, "When legitimate exceptions to free trade are accepted into economic theory, there may come a period of diminished confidence among economists in free trade as a policy," adding that any emerging theories linked with strategic trade policy will facilitate some economic insights, yet will fail to fundamentally challenge economists' faith in free trade (Irwin, 1991). According to Dutt's (Dutt, 2009) findings which strengthen the case for free trade and weaken the case for protectionism, by observing and investigating the impact of protectionist trade policy, "We examine whether protectionist trade policies lead to increased bureaucratic corruption. Using multiple measures of corruption and trade policies, we find strong evidence that corruption is significantly higher in countries with protectionist trade policies." Someone could object to free trade without supporting protectionism, and could disagree with protection without supporting free trade. The Economist scholar Krueger (1974) analysed the relationship between protectionism and corruption originally in the form of rent-seeking activities. She recognizes that government regulations are pervasive and give rise to rents and rent-seeking, which may take the form of bribery and violate the ethical standards. However, her analysis dealt mainly with proofing that welfare losses with import quotas (that give rise to rent-seeking) are greater than losses under an equivalent tariff. Moreover, as Bhagwati (1982), Bardhan (1997) point out that, applying a protection measure may lead to corruption the higher the tariffs the

higher will be the willingness to pay of firms upon whom the tariff is imposed to reduce or remove the tariff.

Obviously, most of the world's economists and scholars support free trade principles, and most believe that this progressive trade liberalisation has been highly beneficial. Meanwhile, both theory and evidence suggest that income rises are more evenly distributed when countries pursue free trade, rather than applying any type of protection instrument.

In contrast, there is no specific theory to support protectionism, but protectionists seek to justify their interests by promoting new types of instruments; one of these is known as "fair trade". The theories relating to trade policies are still strong enough to explain why and when this will be the case, or what the results of supporting fair trade will be. As the fair trade movement grows, these theories will become increasingly incapable of predicting and explaining trade policy outcomes. This was clear when the *Economist* magazine facilitated an online debate on its website in 2010 by hosting two economics experts, one supporting free trade (Jadish Bhagwati) and the other supporting fair trade (Ngoire Woods). The debate ended with a very tight result in favour of fair trade, with 55% for "Yes" to Fair Trade and 45% indicating "Yes" for Free Trade ("Economist Debates," 2010).

Moreover, despite the large amount of researches that support free trade but developed countries like US and EU countries still subsidizing their local producers. For example, the American authorities allowed the president of the United States to negotiate trade deals with other countries by issuing the Trade Act of 1974. Section 201 of this act granted the president broad authority to counteract injurious and unfair foreign trade practices ("TRADE ACT OF 1974, Public Law 93-618," 1974). This law was restored in 2002 by the Trade Act of 2002. According to Pindyck and Rotemberg (Pindyck and Rotemberg, 1987), "UNDER Section 201 of the 1974 Trade Act, a domestic industry can obtain temporary protection against imports by demonstrating, first, that it has been injured and second, that increased imports have been a substantial cause of injury". Protection under the act might assume the form of a quota or tariff lasting for a period of five years, during which time the industry would presumably possess an opportunity to make the adjustments necessary to strengthen its competitive international position.

2.1.2 The political role of trade organisations and policies (GATT-WTO)

During the Great Depression of the 1930s, the United States suffered due to stringent and irresponsible laws known as the Smoot-Hawley Act. Under this act, the level of trade fell dramatically and the US authorities decided to reduce the effect of this law to pass this difficult period. Therefore, political action and bilateral negotiation took place domestically and internationally to pursue trade liberalisation (Krugman et al., 2011, p.236). The 1960s was a profitable era for free traders. The Kennedy round of trade negotiations reduced tariffs to unprecedentedly low levels in order to liberate the world economy. This was dashed by the experience of the 1970s, when the Tokay round of trade negotiations began to remove so-called nontariff barriers (NTBs). Unfortunately, it has not developed from its first stage, and an increase in the protectionism practices by the industrialised countries is evident.

The consequences of this became clear when the *Wall Street Journal* published an article titled “Trade tussle: Surge in protectionism worries and perplexes leaders of many lands”, by Janssen et al. (1978). This article states that, “After three decades of immense increases in world trade and in living standards, exports and imports are causing tense pressures in nearly every nation and among the best of allies. The U.S. sets price floors against Japanese steel, Europe accuses the U.S. of undercutting its papermakers, the Japanese decry cheap textiles from South Korea, French farmers have smashed truckloads of Italian wine, and AFL-CIO President George Meany rattles exporters world-wide by calling free trade ‘a joke’”. The negotiations commenced under a provisional set of rules known as the General Agreement On Tariff and Trade (GATT), which mainly led to a continuous reduction of trade barriers. In 1995, the World Trade Organization (WTO) was established to form a legitimate body which could regulate the trade actions between nations. Krugman et al. (Krugman et al., 2011, p.238) describe the GATT-WTO approach as “like a device designed to push a heavy object, the world economy, gradually up a slope-the path to free trade. To get there requires both ‘levers’ to push the object in the right direction as well as ‘ratchets’ to prevent backsliding”.

Despite the aims firstly set up in the Uruguay round (UR) of trade negotiations to introduce efficiency gains by reducing trade barriers across nations, the developed countries have managed to rely on various nontariff barriers, especially in the agricultural sector. According to Nogués (Nogués, 2004), conclusions concerning the UR Agreement affect agricultural trade, and it was

clear that this agreement declaration promised to liberalise world agricultural trade, though this has not occurred for several reasons:

- Protection levels for many products are higher today than at the time of the UR initiation.
- Multilateral rules on contingent protection make it impossible for farmers to defend themselves from accusations of unfair trading.
- Some protection instruments have been created which leave too many decisions to be taken by bureaucrat, and consequently, this would facilitate rent-seeking behaviour.

In 2001, WTO decide to initiate another round of negotiations which took place in Doha (Qatar), globally known as the Doha Development Round, in order to make the world more globalised and to help the poorer nations by eliminating trade barriers and subsidies in farming, and by addressing the Geneva negotiators' failure to reach agreement on agricultural subsidies and import tariffs, though, ultimately, no agreement was reached during the stages of the Doha round. Political action still serves to act against protectionism. When the G20 summit took place in London (April, 2009), it was stated clearly after the beginning of the global recession in year 2008 (point No 22) that:

Resisting protectionism and promoting global trade and investment, World trade growth has underpinned rising prosperity for half a century. But it is now falling for the first time in 25 years. Falling demand is exacerbated by growing protectionist pressures and a withdrawal of trade credit. Reinvigorating world trade and investment is essential for restoring global growth. We will not repeat the historic mistakes of protectionism of previous eras ("G20 Summit – Leaders' Statement," 2009).

After three months (July, 2009), the G8 leaders also emphasised their declaration in L'Aquila city in Italy, via an official statement (Point No.45):

"We reconfirm our commitment to keep markets open and free and to reject protectionism of any kind. In difficult times we must avoid past mistakes of protectionist policies"(G8 Summit-Leaders Statement, 2009).

2.1.3 Infant industry argument

The governments of developing countries often argue that most of the established industries require temporary protection until they become more competitive and less vulnerable to foreign competition. Such industries are called “infant industries”, where protectionism is vital to survival. According to Krugman and Obstfeld (2006, p.244), in their criticism of this argument, the approach of the infant industry appears realistic, though economists have highlighted its shortcomings. They cite two particular reasons for this: firstly, “it is not always a good idea to try to move today into the industries that will have a comparative advantage in the future”, and secondly, “protecting manufacturing does no good unless the protection itself helps make the industry competitive”.

Clearly, any domestic market failure may stem from several factors; for instance, a lack of experience, the lack of skilled labour, the lack of modern technology, and so on. Although some protectionism is permitted for developing countries under WTO regulations (WTO-GATT Article XVIII) where it relates to the Governmental Assistance to Economic Development, the balance of evidence suggests that infant industry protection has had only limited success in practice this is become clear when Krueger and Turner (1982) applied an empirical study to test the Infant industry argument on the Turkish economy in particular ; they conclude that the protected Turkish industries did not experience rapid increases in outputs per unit of input. It is sufficient to prove that protection was not warranted, however, at least in the Turkish economy case protection did not elicit the sort of growth in outputs per unit of input on which infant industry proponents’ base their claim for protectionism, as protected industries have tended not to become internationally competitive over time.

Free Trade means letting people buy and sell as they see fit, abroad as well as at home. Protectionism means using the force of government to keep people from trading as they see fit or to fine them for it. Sometimes the misuse of this force could lead to something known as (Beggars-Thy-Neighbor) policy, that policy is attempt to increase a nation’s output, income and employments at the expense of another nation’s outputs, income and employment, which this policy may leads to a trade disagreements and conflicts between countries. Most economists like John Keynes (Keynes, 1994, p.152), Joan Robison (Robison, 1937), Abba Lerner (Lerner, 1936) argue against it; and the whole world suffers from the destructive power that Beggar-Thy-Neighbour policies made in the world economy in that era.

2.2 Types of Protectionism

The classic argument for free trade is based on the overall, or aggregate, economic wellbeing of society. Free trade is best for the overall economy, even though individual groups may suffer financial losses from this policy. The conflict between the economic interests of specific groups within the community and the economic interests of the community as a whole is the essence of the battle between free trade and protectionism. Free traders argue from the perspective of particular interest groups (Krauss, 1978, p.2). Protectionism could be defined as a policy of protecting local industries against unfair foreign competition by means of trade restriction(s) placed on the imports of foreign competitors, protection could come in one single form or a combination, and these forms are:

2.2.1 Tariffs

A tariff is simply a tax levied on imports (sometimes exports). Under WTO rules, tariffs must, with certain exceptions, be utilised on a non-discriminatory, 'most favoured nation' basis where all trading partners should be treated equally (WTO-GATT: Article 1). The effect that tariff has on the domestic market is to raise domestic prices in the country imposing the tariff which creates a gap between prices in the importing and exporting countries. The gain of inducing tariff is generating revenues for the government of the importing country (source of income). Therefore, tariffs will benefit the government and producers of the importing country in the form of tax and producer surpluses.

There are types

Tariffs is the oldest form of protectionism, the importance of tariffs has declined in modern times because modern governments usually prefer to protect domestic industries through a variety of nontariff barriers, such as import quotas (limitations on the quantity of imports) and export restraints (limitations on the quantity of exports usually imposed by the exporting country at the importing country's request) (Krugman et al., 2011, p.193). Nonetheless, an understanding of the effects of a tariff remains vital for understanding other trade policies.

2.2.2 Import Quota

A restriction on the amount (measured in units or weights) of a good that can enter or leave a country for a certain period of time is called a quota. After tariffs, quotas are the second most common type of trade barriers that governments used (Wild and Wild, 2014, p.188). Quotas known as nontariff barriers (NTB), the quantitative restrictions on trade have been one of the

main means of increasing protection in the world economy in the last twenty-five years. Textiles, steel, and autos are well-known examples (Anderson, 1988). Historically, countries placed import quotas on the textile products of other countries under the Multi-Fibre Arrangement. This arrangement at one time affected countries accounting for more than 80% of the world trade in textiles and clothing used (Wild and Wild, 2014, p.188). When that arrangement expired in 2005, most of poor textile producer countries feared to lose their market share to China, but some countries like Bangladesh find its way through the global market by benefiting from cheap labour and the reluctance among purchasers to rely exclusively on China (Global monopoly) (Wild and Wild, p.189).

Jadish Bhagwati (1969) had criticized the presence of monopoly in domestic production, monopoly in foreign supply or monopoly among quota holders by saying that it is sufficient to destroy the economic equivalence of tariff and quotas, and later on scholars show that it also breaks down in the presence of uncertainty (Pelcovits, 1976), and in the presence of retaliation as pointed out by Rodriguez (1974). Quota could be distributed by several ways and they have rather different economic effects and different purposes (Winters, 1992):

- i. *First come first served*: this entails allowing imports from 1st January until the quota is exhausted and then just closing the borders.
- ii. *Auction*: Quotas will be sold by the governments to the highest bidders.
- iii. *Administrative allocation*: this type of distribution made to avoid monopoly among quota holders.
- iv. *Non-Price bidding*

Lastly, the difference between a quota and a tariff is that with a quota, the government receives no revenue. When a quota instead of a tariff is used to restrict imports, the sum of money that would have appeared with a tariff as government revenue is collected by whoever receives the import licenses. License holders are thus able to buy imports and resell them at a higher price in the domestic market (Krugman et al, 2011, p.206).

2.2.3 Anti-Dumping Laws

The term “dumping” in international trade terminology; means price discrimination in favour of exports. Dumping could occur between different importing country and between different individual buyers. The concept of dumping is defined in Article VI of GATT 1994 by WTO, the agreement on implementation of Article VI of GATT 1994, commonly known as the Anti-

dumping agreement, provides further elaboration on the basic principles set forth in Article VI itself, to govern the investigation, determination, and application, of anti-dumping duties (WTO, 2014). Basically, it is a duty imposed upon the import of a product to compensate for the amount by which the product is dumped (Bentley and Silberston, 2007, p.10) tariffs rates were agreed by the members of WTO.

Anti-dumping investigations are initiated when a country suspects that its domestic industry is threatened by imports sold at unfairly cheap prices, According to the World Bank, the number of investigations initiated rose during the global economic crisis(from 2008). The number of new cases in 2008 was 101, up from 73 in 2007 and in 2009 went up again, to 106 (The Economist, 2010). Examples of anti-dumping impositions, in 2012, China imposes Tariffs on EU and Japanese stainless Steel tubes, the duties, ranging from 9.2% to 14.4%. (BBC News, 2012), this also maybe a response to the European impositions of 24.2% anti-dumping duties on Chinese steel wire rods on July 2009, on that time China filed a complaint with the WTO for the first time against the EU's anti-dumping measures; claiming that the EU firms violating the WTO rules in its adoption of anti-dumping measures (Mingli, 2009).

2.2.4 Subsidies

Government subsidies (in the form of payments or cheap loans) are sometimes given to local firms that cannot compete against cheap imports. According to De moor and Calami (1997) “any measure that keep prices for consumers below the market level or keep prices for producers above the market level, or that reduce costs for consumers and producers by giving direct or indirect support that can be considered a subsidy.” Examples for subsidy like, Subsidy of European airlines (Swiss air) (The economist, 2001), in agriculture, Europe's common Agricultural policy (CAP); the budgetary consequences of the CAP have also posed concerns: In 2009, the CAP cost European taxpayers \$76 billion (55 billion euros) Government subsidies to European farmers are equal to about 36 percent of the value of farm output, twice the U.S. figure (Krugman et al., 2011, p.205). However, GATT is not silent on the subject of the trade effects on domestic subsidies. Article III section (b) specifically permits “the payment of subsidies exclusively to domestic producers” (Krauss, 1978, p.73).

2.2.5 Embargo

A complete ban on trade (imports and exports) in one or more products with a particular country, it is the most restrictive type of (NTB) (Wild and wild, 2014). The embargo usually used for political goals or for health safety reasons. Also it may be placed on one or a few goods. One of the most famous embargoes in history was the oil embargo that middle-eastern countries mainly (Saudi Arabia) imposed on the United States in the 1970s (Hiro, 1982), other examples like, the US embargo on trade with Cuba, and the United nation's Iran embargo (resolution 1737 Iran sanctions regime).

2.2.6 Voluntary Export Restraints (VER)

VER is a quota on trade imposed from the exporting country's side instead of the importer's, and it is generally imposed at the request of the importer and is agreed to by the exporter to forestall other trade restrictions. A VER is always more costly to the importing country than a tariff that limits imports by the same amount (Krugman et al., 2011, p.208). An example for that is the limitation on auto exports to the United States enforced by Japan after 1981.

2.2.7 Export subsidy

An export subsidy is a payment to a firm or individual that ships a good abroad. Like a tariff, an export subsidy can be either specific (a fixed sum per unit) or ad valorem (a proportion of the value exported). Export subsidies can be applied either to all export industries or to selected ones. Unlike the general production subsidy that does not affect comparative advantage and can be efficiently adjusted for by an appreciation of the currency of the subsidizing country, currency appreciation cannot efficiently adjust for a general export subsidy (Krauss, 1978, p.84). Article XVI section (B) of GATT particularly condemns the use of export subsidies, and the GATT rules concerning export subsidies are much stricter than those concerning industrial subsidies. It states that

“The contracting parties recognize that the granting by a contracting party of a subsidy on the export of any product may have harmful effects for other contracting parties, both importing and exporting, may cause undue disturbance to their normal commercial interests, and may hinder the achievement of the objectives of this Agreement. Accordingly, contracting parties should seek to avoid the use of subsidies on the export of primary products.” (WTO-GATT, Article XVI (b)).

2.3 Protectionism after World economic crisis (After 2008)

After the world economic crisis which began in 2008, the largest economies in the world have striven to compete in a competitive atmosphere that has shaped the world trade environment since that period of time. These economies suffer from several factors, including sovereign debt problems, especially in Europe. There is also the delayed economic recovery of the US, rising commodity prices, natural disaster in Japan and political turmoil in major oil-exporting countries (Arab Spring). These factors have together rendered uncertain the outlook of world trade. Consequently, incidences of widespread protectionism have developed across the world. According to Evenett (2013), in his *Global Trade Alert* report, he stated

“Rather than being “the dog that didn’t bark in the night”, protectionism now appears to be “the thief in the night”. On the basis of the evidence presented in the 12th GTA report, traditional forms of protectionism during the last year (2012-2013), are imposed less often than more subtle forms of beggar-thy-neighbour policies that many governments now appear increasingly to favour, not least as a means of side-stepping the established WTO disciplines.”

Global Trade Alert (GTA) reports provide information in real time concerning state measures taken during the current global economic downturn that are likely to discriminate against foreign commerce. Basically, the GTA report addresses measures taken by national and subnational governments, in addition to other state-owned bodies in any customs territory. These measures in the GTA database and reports were classified according to the impact of their implementation on domestic and foreign commercial interests.

The measures detailed in this report have highlighted that the extent of protectionism imposed in Q4 2012 and Q1 2013 has been the largest that the GTA team has achieved since November, 2008. Indeed, it is much worse than in Q1 2009, when policymakers first became extremely anxious in regard to protectionism (GTA, 2013). Most experts contend that the worst quarter so far within the crisis era, in terms of the protectionism imposed, was Q1 2009, with 77 measures, while the counts pertaining to Q4 2012 and Q1 2013 have been 127 and 125, respectively (GTA, 2013). Meanwhile, between June, 2012 and May, 2013 (one year), 431 protectionist measures were implemented (GTA, 2013). Figure 2.1 illustrates the shares of these measures among the implemented countries.

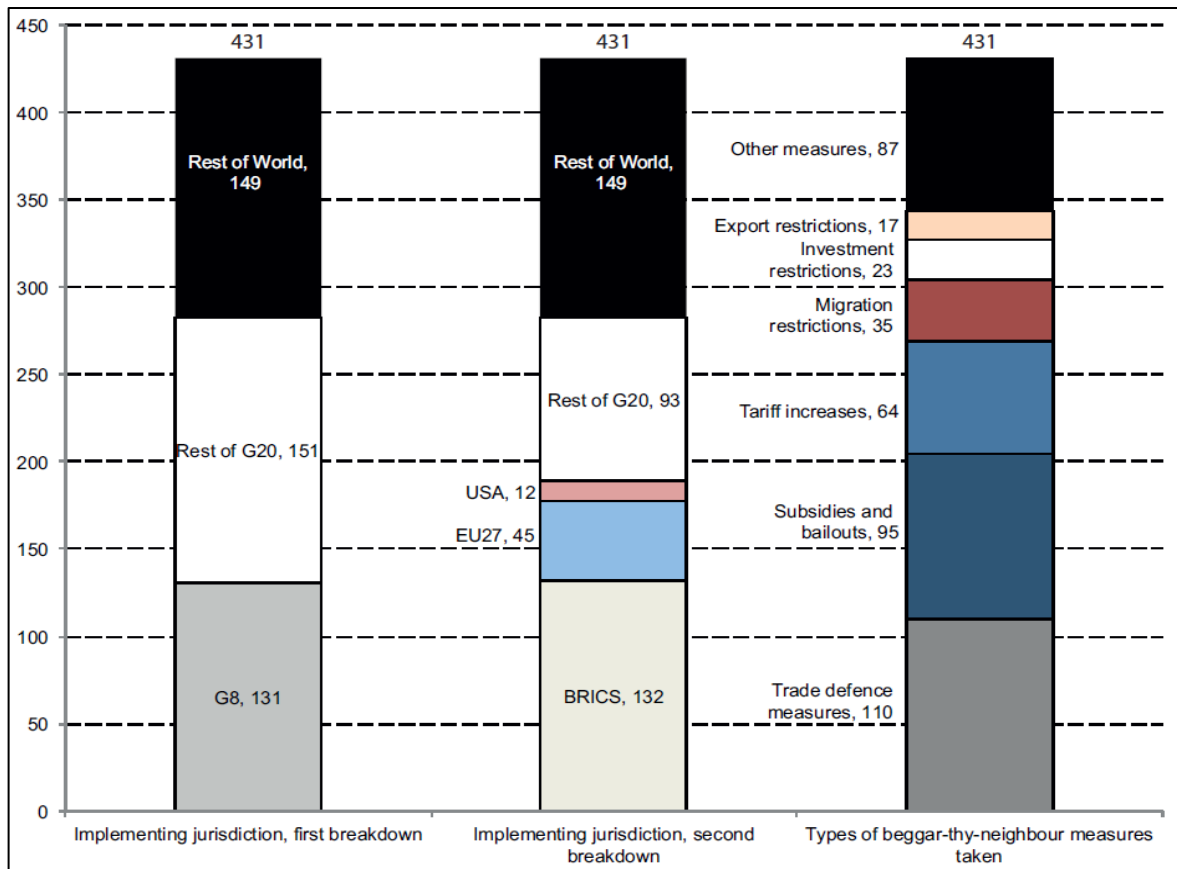


Figure (2.1) Decomposing the sources and form of protectionism measures over the period (June 2012-May 2013)

Source: GTA's Pre-G8 Summit Report, 2013

The GTA report also reveals examples of these implemented protectionist measures and their economic effects. For example, in June, 2013, the European Union imposed provisional duties on allegedly dumped imports of Chinese solar panels. Duties were levied initially at 11%, and then in August, 2013, import duties have reached 47%, and the affected trade amount is approximately €21 Billion (European Commission, 2013). Another example, in November, 2012, in Italy, was when the fund established to support “Made in Italy” (supported sectors such as food and food distribution, fashion and luxury, furniture and design, tourism, lifestyle and leisure, including the exports of these sectors) totalled just under US \$111 billion (Fondo Strategico Italiano, 2012). In June, 2012, the United States Department of Commerce announced more restrictive anti-dumping regulations, a measure which covers all Chinese and Vietnamese imports into the USA. The total value of such imports in 2012 was US \$465 billion (GTA, Measure No.3555, 2012). In February, 2013, the Russian government announced that exporters from six industrial sectors of its economy which source at least 30% of their parts locally would receive state guarantees on their

export sales. In April, 2014, the European Commission decided to impose a definitive anti-dumping duty on imports of Ferro-silicon, originating in China and Russia. The rate of the duty imposed on Chinese exports was 31.2% (GTA, 2013). In December, 2011, the European Commission introduced a global tariff quota on imports of rice and broken rice (GTA, 2013). From the previous measures and actions, it is clear that all of the largest economies in the world practise these protectionist measures, even if they condemn the use of them.

2.4 Libyan Poultry Meat Sector

2.4.1 Poultry business overview

The poultry industry is divided into two main categories, in terms of production of materials suitable for human consumption: table eggs and chicken meat. These categories are focused in several activities, including:

- Sourcing the most productive breeds.
- Grandparents rearing and breeding breeders.
- Hatching eggs of all kinds.
- Farming fodder crops to produce feeds.
- The slaughtering and processing of chicken.
- The storage and distribution of eggs and meat.
- The manufacturing of different vaccines to immunise chickens.
- The manufacture of veterinary medicines and disinfectants.

There is, clearly, a great deal of diversity and complexity in this industry, which is an indication of the need for proper management, and having an organised market environment to provide stability to this industry. By the mid-1970s, the industry had evolved into its modern state, with the implementation of nutritional discoveries, disease eradication programs, genetic improvements through traditional breeding, and both mechanisation and automation technologies.

By the early 1980s, consumers preferred cut-up and processed chickens to the traditional whole bird. Driven by industry advancements, the broiler produced today is meatier, more affordable to the consumer, and more wholesome than the broiler of 50 years ago. The industry employs the most advanced scientific technology available, and is constantly seeking new methods to ensure quality for the consumer. The production and consumption of chicken meat across the world

drastically differs from region to region. This mainly depends on differences in cultures, feed ingredients, resources, consumer habits, their purchasing power and any protectionist policy in the region. Table 2.1 reveals the top global poultry producers.

Country	Production (Int \$1000)	Production (MT)
United States	24,269,046	17,038,000
China	18,043,178	12,667,151
Brazil	16,506,226	11,588,139
Russian Federation	4,670,639	3,279,006
Mexico	3,973,383	2,789,500
India	3,160,804	2,219,031
Iran	2,786,610	1,956,330
Indonesia	2,495,157	1,751,716
Turkey	2,455,541	1,723,904
Argentina	2,370,557	1,664,242

Table (2.1) Source: FAO statistical yearbook 2013.

2.4.2 Poultry industry in Libya

Libya's modern poultry industry began in the mid-70s, after the discovery of crude oil; which helped to increase the General income for Libya. The poultry industry in Libya centres on the production of two edible products: table eggs and broiler meat (chicken meat). In that era, the Libyan regime adopted a socialist-oriented economy, where the government owned most of the nation's industries and wealth; therefore, most of the state-owned projects' productions were subsidised by the state and facilitated by state-owned supply chains (Ministry of Agriculture, 2014). In addition, economic factors have encouraged the expansion of this activity via the introduction of new technologies which increase the production efficiency by implementing complete production cycles (hatching plant, parents stations, broiler stations and grandparents stations) to increase the targeted production capacity of meat and eggs, in order to match the growth and development of the population and the rising cost of living.

Libyan authorities have established a number of productive projects across Libya. These projects have contributed more than 70% of Libya's demand chicken meat, and have been equipped with all the specialised means required for broiler breeding. However, these complexes have begun to decline over the past few years and production have almost ceased for more than six years. Some are still partially operational, but they cost the state a large amount annually. Such projects cannot be managed by the public sector in the presence of an open, competitive market, due to the high cost of production. Some of these projects are listed below:

- Ghut Alssultan complex for poultry and cattle – Benghazi city.
- Tawergha complex for poultry and cattle – Tawergha city.
- The Libyan-Romanian complex for poultry – Benghazi city.
- Alheirah complex for poultry and cattle – Alheirah city.
- Jendouba Project for Poultry – Jendouba city.
- Tarhuna Grandparents (Pure-line) Poultry Project – Tarhuna city.

The opening of this industry to the private sector occurred in the late 90s, when the government issued hundreds of loans to local farmers in order to allow them to purchase modern housing units and equipment. Furthermore, the Libyan authorities continued to support this industry by subsidising feed prices, because the Libyan government was responsible for the importation of corn, soya beans and animal feeds premixes. The support did not stop at this point, as the Libyan authorities initially protected its poultry industry by banning imports from abroad and encouraging domestic production (Law No.64 of 1971).

In the 2000s, Libyan poultry production was primarily based on the importation of hatching eggs as a source of one-day-old chicks. This constitutes approximately 80% of the production market share, with more than 165 million chicks imported annually (Information and Documentation Center, 2014). Most of the state-owned projects have stopped working due to the lack of funding from the government and general inefficiency. Therefore, with governmental incentives and support; the Libyan private sector has assumed control of the whole market over the last 10 years.

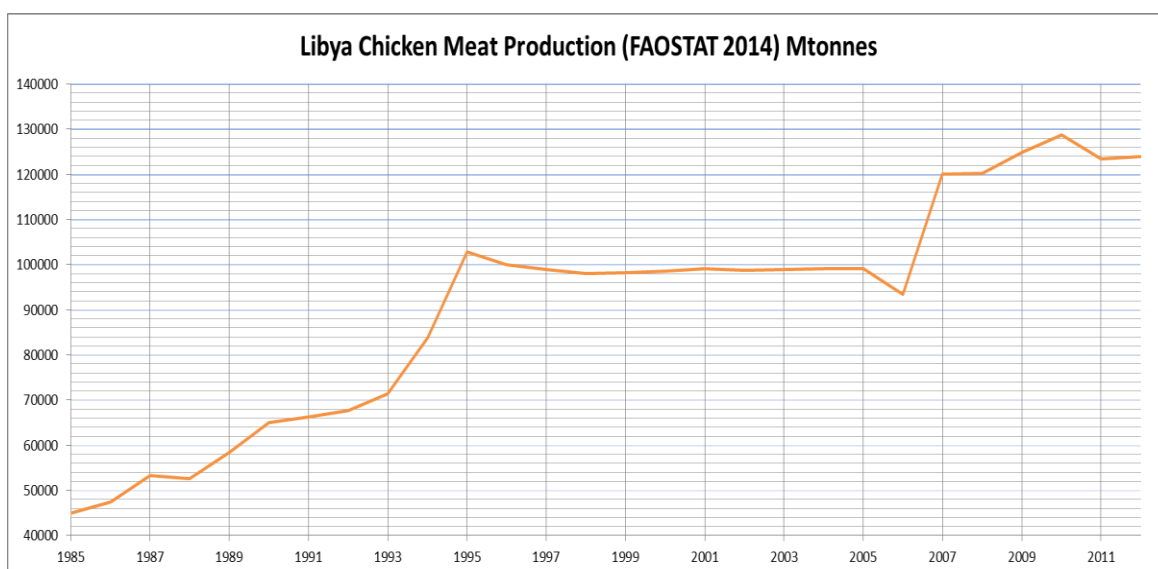


Figure (2.2) Shows Libyan Chicken Meat production History

Source: FAOSTAT, 2014 FAO Statistics Division

Figure 2.2 illustrates the history of Libyan chicken meat production. From this figure, it is indicated that chicken meat production rose from 95,500 tons in 2006 to 124,000 tons in 2009, representing a 30% growth rate. It is obvious that there was a stable period, in terms of the production rate, from the 1990s to the mid-2000s, which is now known as the “golden age” of the public sector production in Libya. The per capita consumption of poultry meat has been quite stable in the last 15 years, ranging from 16 kg to 19 kg/year. The percentage of poultry meat consumption compared to overall meat consumption ranged between 35% and 40%. Figure 2.3 and Table 2.2 illustrate the relationship between annual poultry meat consumption and its percentage to the overall meat consumption.

Year	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Chicken Meat consumption Kg/capita.	19	18.7	18.7	18.3	17.5	17.2	15.9	19.9	19.6	19.9
Meat Consumption Kg/Capita	31.3	30.2	28.8	27.5	32.7	29.5	30.3	33.5	35.6	33.5
Chicken meat Consumption %	39%	38%	35%	33%	46%	41%	47%	40%	45%	40%

Table (2.2) Libyan Meat And chicken Meat Consumption Kg/Year/Capita

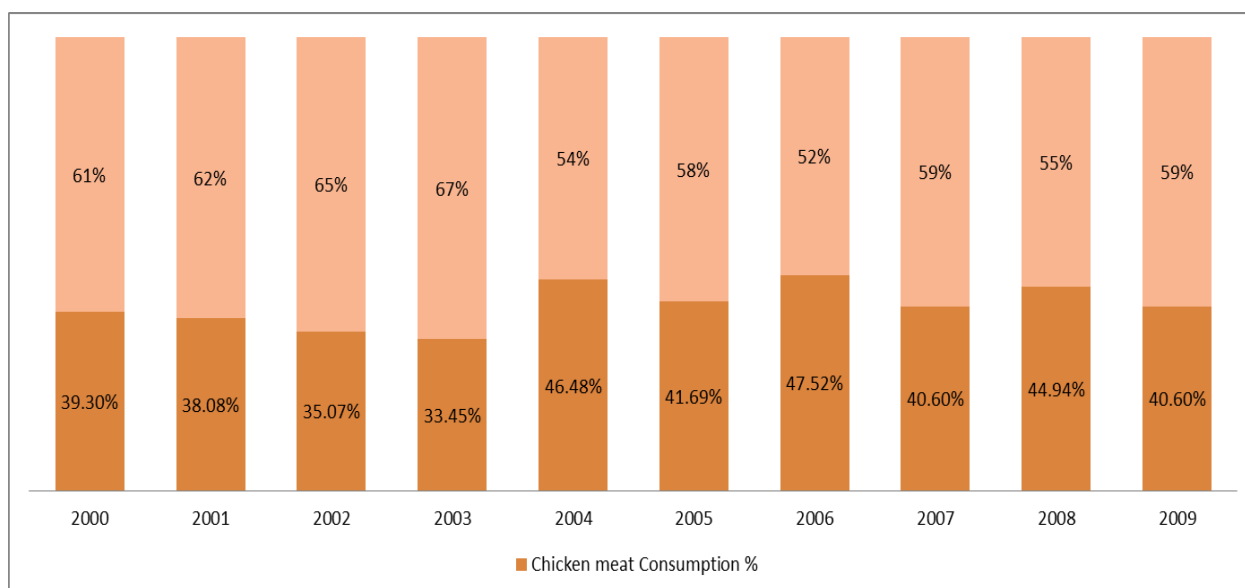


Figure (2.3) Libyan chicken Meat Consumption % to Meat Consumption

Table (2.2) and Figure (2.3) Source: FAO Statistics Division, 2014

The Libyan meat market depends heavily on the live bird market; the eastern region of Libya sells chicken per bird, while the western region sells chicken per live weight. There is clearly a lack of a market infrastructure, in addition to the lack of slaughterhouses equipped to accommodate these quantities of production and various consumer behaviour factors (Ministry of Agriculture, 2013). The Libyan government and most of the Libyan producers strive hard to overcome this dependence by attempting to push the market towards a more modern way of slaughtering which is considered healthier; however, these trials proved useless because of the lack of alternatives. Forcing a ban on live bird markets will never be successful until a balance is reached between the production of live birds and the number of slaughterhouses and cold storage capacity, no matter what rules or regulations are imposed (FAO, 2006). Libyan poultry production needs to overcome its inefficiency resulting from the high cost of production, reducing the industry's scale of production from medium to small. Poor quality products and a lack of further processing denies the industry extra profit and ensures that it is unable to compete with incoming processed poultry and ready-to-eat products which may be cheaper and of a better quality than local products.

In the year 2011, the Libyan market encountered difficult conditions due to military actions during the Libyan revolution which caused huge economic losses in this sector. These actions led to market turmoil in terms of supply and demand, the migration of a significant number of

foreign labours, farms which were abandoned by their owners (because their farms were inaccessible) and the bombing of some farms during this war. Because of the reluctance of producers to meet the domestic demand of chicken meat, and because the Libyan border has become open to humanitarian aid, some traders have taken the opportunity to fill this gap in the domestic market by importing those products into the Libyan domestic market. This phenomenon had been widespread in Libya, and everyone began importing frozen chicken from overseas, particularly from Turkey, Brazil, the US and France. Everyone began to deal with the problem through a de facto policy; no one cared to obey the law which prohibited the importation of such products (Law No.52 of 2004, Law No.64 of 1971). However, the Libyan authorities did not stand idle, and began to deal with the crisis quickly. They have drafted some legislation to legalise this activity on a temporary basis, which has, unfortunately, remained until the present time (Law No.48 and Law No.18 of 2011). Table 2.3 lists some of these imports into the Libyan domestic market during the first and second quarters of the year 2012 and 2013, respectively. All of these imports are imported frozen chicken.

Port name	Imported Quantity (Tons) Q1 and Q2 of 2012	Imported Quantity (Tons) Q1 and Q2 of 2013
Tripoli Port	3,164	1,323
Khoms Port	2,410	28,055
Benghazi Port	5,559	3,494
Derna Port	0	0
Misurata Port	5,173	1,997
TOTAL	16,306	3,4869

Table (2.3) Libyan poultry meat imports in year 2013 and 2012

Source: Food and Drug Control National Center, Libya 2014

It is worth mentioning that the opening of the Libyan border for importation caused a major problem in terms of the country's bio-security, because some traders imported large quantities of shipments infected by deadly diseases, which caused the death of large numbers of avian flocks; for example, the outbreak of Newcastle disease has been reported in eastern Libya, resulting in the death of over 50,000 birds. The extermination of the birds caused great economic loss and severely harmed the local market in the Tobruk area (World Poultry, 2013; Information and Documentation Centre, Libyan Ministry of Agriculture).

2.4.3 Information about Libyan current situation

According to International Monetary Fund report about the Libyan current situation they state that “Security conditions continue to deteriorate as political and sectarian tensions deepen and the legitimacy of the state is eroded. Attacks have kept hydrocarbon output at less than one third of capacity since mid of 2013, resulting in an alarming decline in GDP and widening fiscal and current account deficits” (IMF, 2014).

Libya facts and figures	
Population	6.155 million (2012)
Gross Domestic product GDP	\$62.36 billion
Income Level	Upper middle income
Gross National Income (GNI) per capita	\$12,930
Life expectancy at birth	75 years
Rural population (% of total population)	22.1%
Agriculture, Value Added (% of GDP)	1.9% (2008)
Exports of goods and services (% of GDP)	67.4% (2008)
Imports of Goods and services (% of GDP)	27.5 (2008)

Table (2.4) Libya facts and figures

Source: The World Bank, 2014

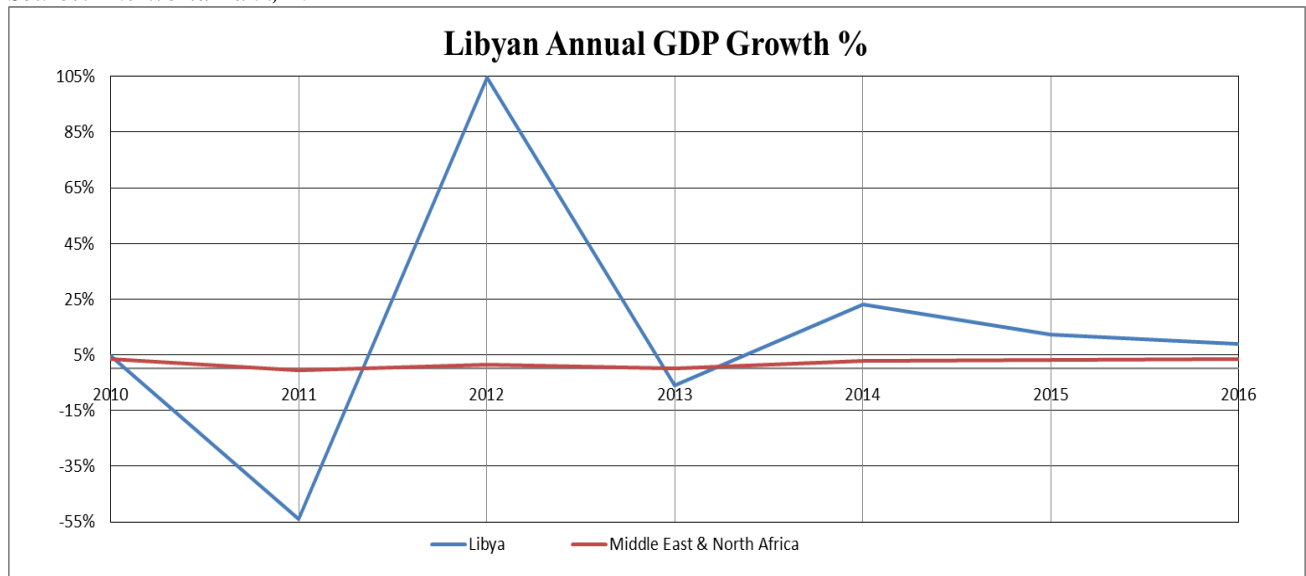


Figure (2.4) Libyan Annual Gross domestic product Growth Rate to ME & NA countries

Source: The World Bank, 2014 / Forecast (2014, 2015, 2016)

Chapter 3

Research Methodology

3.1. Proposed methodology

This chapter will discuss the methodological approach of this dissertation. It will also illustrate various potential methods available, alongside the chosen research design, the sampling method and the limitations. This research aims to critically analyse the importance of applying protection instruments to stabilise domestic markets, specifically with regard to the Libyan poultry meat sector. It will do so by evaluating the present market's status, economically speaking, with an extensive investigation of the Libyan farmers and decision makers. It will also examine the need for protectionism, to guarantee fair competition in the domestic Libyan market.

3.1.1 The research questions

1. Should the Libyan trade policy be free trade or protectionist?

The aim of this question is to explore this research issue and determine the best trade policy for adoption by the Libyan policymakers.

2. How can the Libyan authorities cope with unfair competition in the local market, and how can they prevent its future occurrence?

This question targets the Libyan decision making process and identifies the manner in which it addresses unfair competition in the local market, in addition to the possibility of preventing any future instances of this unfair competition.

3. Do the Libyan authorities prioritise free trade concepts or protectionism, and why?

The main purpose of this question is to ascertain the priorities of the Libyan authorities in regard to adopting the principle of free trade or not, and to identify the principle of differentiation they took when they applying any kind of trade policy.

4. What is the impact of unfair competition on Libyan poultry farmers?

The main objective of this question is to explore any negative impacts on Libyan farmers from unfair competition that could develop when importing low-cost products.

In order to answer such questions, Saunders et al. (2009, p.139) have classified appropriate research methods according to their purpose into three categories, based on how the research question are asked and whether this would result in descriptive, descriptive and explanatory, or solely explanatory answers in order to determine answers for the research questions. The three categories used for the purpose of this research are as follows:

i. Exploratory study

This study offers a valuable means of determining the current situation by scrutinising a certain area and clarifying the researcher's understanding of the problem's characteristics. Exploratory studies provide us with qualitative data, and offer great advantages in terms of flexibility and the ability to change the research direction at any stage according to new findings which direct the study towards new conclusions. According to Adam and Schvaneveldt (1991 cited in Saunders et al, 2009, p.140), this allows the researcher to “reinforce this point by arguing that the flexibility inherent in exploratory research does not mean absence of direction to the enquiry. What it does mean is that the focus is initially broad and becomes progressively narrower as the research progresses”. Saunders list three principal means by which to conduct such research:

- **A search of the literature**, which offers one of the quickest and least costly ways to discover hypotheses in order to conduct a literature search.
- **Interviewing experts operating in the subject area**: At a certain point, we need to gain information from experts in the area, and the need of in-depth interviews become vital. This type of research is used to make use of the knowledge and experience of those possessing information relevant to the problem or opportunity at hand. Anyone possessing relevant knowledge could be a potential candidate for an in-depth interview. This manner of investigation can yield important insights that could help the researcher in his/her findings.
- **Conducting focus group interviews**: This generally involves a small number of individuals who share some interests in a certain area or topic. They are brought together to participate in an extensive discussion and interact with each other to engender ideas and thoughts that could help to determine answers for some question. Usually, this type of discussion is facilitated by a moderator who manages the dialogue. The most interesting aspect of this is the interactive nature of the focus group discussion, which might negate the disadvantages of in-depth interviews (such as biased or ambiguous questions and answers).

ii. Descriptive research

The purpose of descriptive research is to “portray an accurate profile of a person, event or situation” (Robson, 2002 cited in Saunders et al., 2009, p.140). Descriptive research is very

commonly used in business studies and other aspects of life, and usually aims to describe some group other entities for the following purposes:

- i. To describe the characteristics of a certain group.
- ii. To determine the proportion of people who behave in a certain way.
- iii. To define a relationship between variables.
- iv. To make a specific forecast or prediction on a certain topic.

iii. Explanatory research

Explanatory research seeks an explanation of the nature of certain relationship between variables (Saunders et al., 2009, p.140). Table 3.1 illustrates the differences between these designs, according to Marshall and Rossman (1999, p.33).

Purpose of the study	General research questions
Exploratory <ul style="list-style-type: none"> •To investigate little-understood phenomena. •To identify or discover important categories to generate hypotheses for further researches. 	<ul style="list-style-type: none"> • What is occurring in this social context? • What are the salient themes, patterns or categories of meaning for participants? • How are these patterns linked with one another?
Descriptive <ul style="list-style-type: none"> •To document and describe the phenomenon of interest. 	<ul style="list-style-type: none"> • What are the salient actions, events, beliefs, attitudes and social structures and processes occurring in relation to this phenomenon?
Explanatory <ul style="list-style-type: none"> •To explain the patterns related to the phenomenon in question. •To identify plausible relationships affecting the phenomenon. 	<ul style="list-style-type: none"> • What events, beliefs, attitudes, or policies shape this phenomenon? • How do these forces interact to result in the phenomenon?

Table 3.1 (types of studies with its purposes and questions)

Source: (Marshall and Rossman, 1999, p.33)

For this thesis, exploratory research is utilised, in conjunction with some descriptive elements, as its aims are to clarify the understanding of the research problem and gain valuable insight into those issues. The thesis aims to achieve a deeper understanding of the Libyan poultry industry and the process of choosing an appropriate trade policy. At this point, the author will describe the reason for each choice using “the research onion” (Saunders et al., 2007, p.102). Figure (3.1)

illustrates the structure of each layer; the next section (section 3.2.1) will reveal each layer's content.

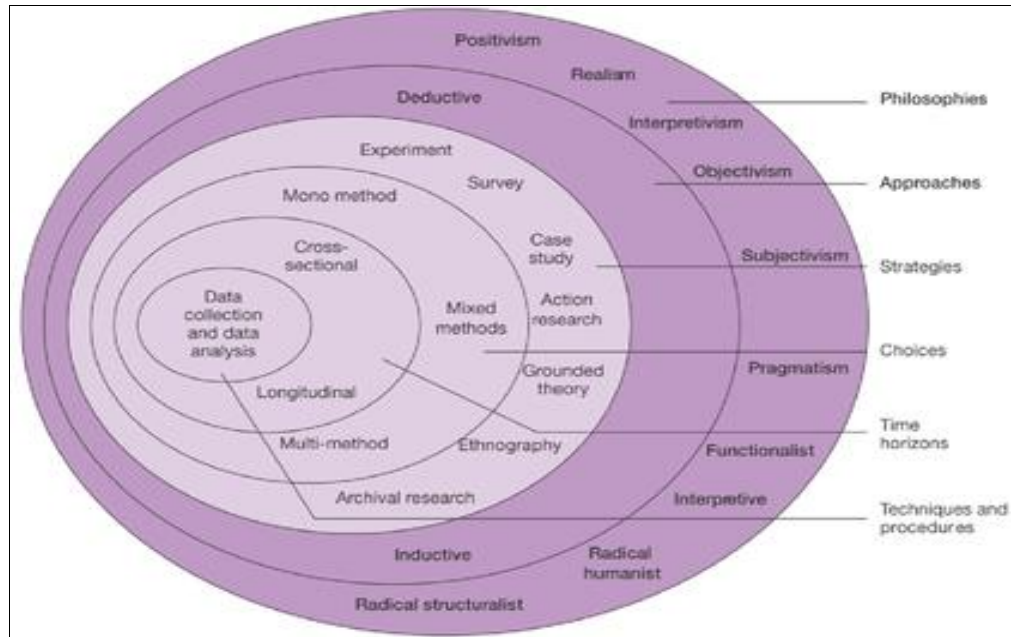


Figure 3.1 (Research onion profile), *Source: (Saunders et al., 2007, p.102)*

3.2 Research Onion

3.2.1 Research philosophy

The most adequate philosophy for this research is **interpretivism**, which allows us to describe the complexity of any business situation in order to understand what is occurring. Saunders and Lewis (Saunders and Lewis, 2012, p.106) define the interpretivism philosophy as “a research philosophy which advocates the necessity to understand differences between humans in their role as social actors”. According to Bryman and Bell (2003, p. 16-18), two main philosophies are involved in business research, positivism and interpretivism, with interpretivism being more appropriate in the case of business and management research (Bryman and Bell, 2003; Saunders et al., 2012). However, the researcher is aware that adopting this research philosophy involves the possibilities of mishandled interviews, the misinterpretation of verbal communications or biased answers. Other philosophies in this layer include the following:

i. Positivism:

This is typically adopted in the field of natural science, where the researcher prefers to work with observable social reality to achieve law-like generalisations (Saunders et al., 2009, p.113). Most of the time, positivism uses the quantitative research method to strengthen the degree of generalisation.

ii. Pragmatism

This philosophy is completely different in its definition, according to Simpson (2010, p45), who writes: “*Pragmatism* is a philosophy of human conduct and practice that seeks to account for lived experience”. Saunders et al. (2009, p.128) offer the following description: “Pragmatism holds that the most important determinant of the epistemology, ontology and Axiology adopted is the research question”. Therefore, pragmatism seems not to be linked to any philosophy, and can be considered an “alternative” philosophy, rather than a philosophy.

iii. Realism

According to Saunders et al.’s (2009, p.114) definition of realism, it “is another philosophical position which relates to scientific enquiry. The essence of realism is that what the senses show us as reality is the truth: that objects have an existence independent of the human mind”. There are two types of realism, direct realism and critical realism. This could help us to understand the policy makers’ social environment and how things are developing. According to Saunders et al. (Saunders et al., 2007, p.107), there is challenge here “to enter the social world of our research subjects and understand their world from their point of view”. The application of a comparative analysis is vital in our case study, because there is a need to seek the benefits that we could gain by adopting other countries’ trade policies and protectionist ways of controlling trade, and also by comparing what has been done and what needs have to be done. Figure 3.2 illustrates the steps involved in the selected approaches, according to Saunders et al.’s research onion



Figure 3.2: the adopted steps of research onion layers

3.2.2. Research approach

There are two research approaches involved:

1. Induction: building theory (a “bottom-up” approach).

Research using an inductive approach is more likely to focus in the context in which such events are taking place, rather than examining the content. Therefore, the study of a small sample of subjects might be more appropriate than a large number, as with the deductive approach. Moreover, in the inductive approach, the theory follows data, rather than vice versa, as with the deductive approach (Saunders et al., 2009, p.126).

2. Deduction: testing theory (a “top-down” approach).

In the deductive approach, as Saunders et al. (2009) have highlighted, “a theory and hypothesis are developed and a research strategy designed to test this hypothesis”. Furthermore, “An additional important characteristic of deduction is that concepts need to be **operationalized** in a

way that enables facts to be measured quantitatively” (ibid.). Robson (2002 cited in Saunders et al., 2009, p.125) sets five steps to apply in the case of a deductive approach:

1. Deducing the hypothesis from the theory.
2. Expressing the hypothesis as an operational term, with a relation between two concepts.
3. Testing the operational hypothesis’s terms.
4. Examine the outcomes, confirming the theory and indicating any modification required.
5. If necessary, modifying the theory in light of the findings.

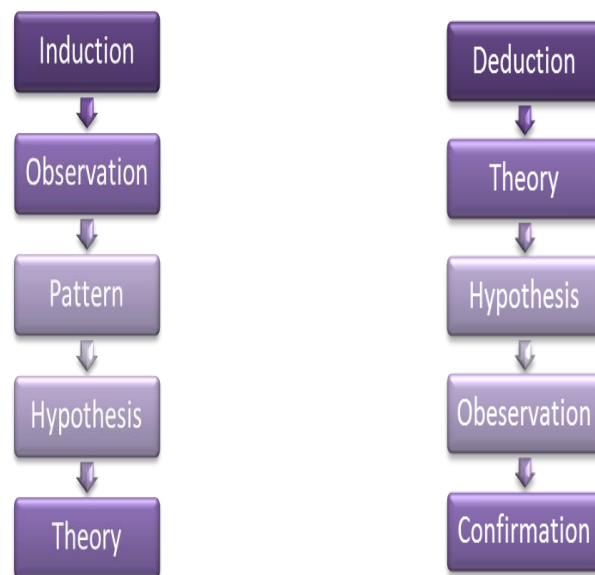


Figure 3.3: (Research approaches steps) *Source: (Trochim and Donnelly, 2003)*

The main approach used in the present study is the inductive approach, in order to collect and analyse the qualitative data. This approach will be used because it fits better with the research target and possesses a more flexible structure than the deductive approach, which typically deals with quantitative data. Saunders, Lewis and Thornhill describe this approach thusly: “Research using an inductive approach is likely to be particularly concerned with the context in which such events were taking place. Therefore the study of small and deified sample of subjects might be more appropriate than a large number as with deductive approach” (Saunders et al., 2007, p.119). Saunders et al. (2009, p.124) link each approach to a certain philosophy, stating that “deduction owes more to positivism and induction owes more to interpretivism”. Induction is usually

described as moving from the specific to the general, while deduction begins with the general and ends with the specific.

3.2.3 Research strategy

Saunders et al. (2003, p.120) state that a research strategy is “a general plan of how you will go about answering the research questions that have been set”. Choosing the appropriate research strategy is vital. The following are the most used strategies in researches

1. **Experiment strategy:** Saunders et al. (2009, p.141) indicate that “the purpose of an experiment is to study causal links; whether a change in one independent variable produces a change in another dependent variable”. This strategy is mainly used to test a research rationale or hypothesis in order to answer the research questions.
2. **Survey strategy:** Saunders et al. (2009 p.144) describes the survey strategy as usually associated with the deductive approach. It is a popular strategy in business and management research, and is most frequently used to answer questions in relation to who, what, where, how and how many. It therefore tends to be used for exploratory and descriptive research. The survey strategy allows one to collect quantitative data which can be analysed quantitatively using descriptive and inferential statistics.
3. **Ethnography strategy:** Saunders et al. (2009, p.150) explain that “in adapting an ethnographic strategy, you will be researching the phenomenon within the context in which it occurs and, in addition, not using data collection techniques that oversimplify the complexities of everyday life”. This strategy is more suited to the positivism philosophy, which is not used as the present research philosophy.
4. **Archival research:** Saunders et al. (2009, p.150) describe an archival research strategy as allowing research questions which focus on the past and changes over time to be answered, be they exploratory, descriptive or explanatory. Saunders et al. also criticise this strategy: “data may be missing or you may be refused access or your data censored for confidentiality reasons. Using an archival research strategy therefore necessitates you establishing what data are available and designing your research to make the most of it” (ibid).

5. **Grounded theory:** According to Saunders and Lewis (Saunders and Lewis, 2012, p.119), this is “a research strategy in which theory is developed from data generated by a series of observations or interviews principally involving an inductive approach”.
6. **Case study:** This strategy is the most suitable for determining answers to the research questions, because it allows the researcher to obtain a detailed understanding of the context of the research and the activity taking place within that context. According to Robson (2002, p.178 cited in Saunders et al., 2009), this is “a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context”. The case study strategy will be appropriate if the researcher wishes to gain a rich understanding of the context of the research and the processes being enacted (Morris and Wood 1991). The case study strategy also permits one to answer the “why” question and to explore the context of a particular subject. The researcher (Anas) believes it is the appropriate strategy for pursuing the answers to the research question.

3.2.4 Research choice

In order to understand and address all aspects of this industry in detail and to answer the research questions, the mono-method of qualitative research is chosen, because it allows us to investigate the reason causing the problem for which we are seeking an appropriate solution. As highlighted by Saunders et al. (2012), there are three types of research choices that a researcher could adopt:

1. **Mono-method:** Here, the researcher adopts a single quantitative or qualitative data-gathering approach and a corresponding analysis procedure.
2. **Multi-method:** In this method, the researcher employs more than one quantitative or qualitative data collection approach and corresponding analysis procedures.
3. **Mixed-method:** This is an approach where both quantitative and qualitative forms of data collection and corresponding analysis procedures are selected.

In the present study, the data will be collected using the qualitative approach, mainly involving in-depth interviews, and will be analysed qualitatively. If there is any reason to quantify the qualitative findings (for example, devising with statistical figures and results), a quantitative analysis will be used to meet this demand.

According to Boyce and Neale (2006), “In-depth interviewing is a qualitative research technique that involves interviews with a small number of respondents to explore their perspective on a

particular idea, program or situation”. Most researchers have found that managers are more likely to agree to be interviewed than complete a questionnaire, especially where the interview topic is considered interesting and relevant to their current work. According to Rubin and Rubin (2005, p.20), qualitative interviewing is an in-depth interviewing technique which involves “understanding the interpretive constructionist approach, enabl[ing] you to adapt to unexpected research problems and work out new solutions that enable you to collect information that is both thorough and credible”.

In-depth interviews grant the researcher the opportunity to “probe” for pertinent answers, where the researcher wishes the interviewee to explain or elaborate. This is important if the researcher is adopting an interpretivist epistemology, as in the present case study philosophy. The in-depth interview was selected in this case for the following reasons:

1. Because of the nature of the research, it grants the researcher a flexible and adaptable environment in which to work, and it offers a rich source of data.
2. It allows the researcher to ask probing questions and elaborate on ideas relating to the topic, thus ensuring greater accuracy and detail (which is why it is also known as the “snowball effect”).
3. It permits the researcher to establish personal contact (face-to-face) with the interviewees, which makes it easier to facilitate an effective approach to the research issue.
4. It saves time if the researcher can gain access to the most appropriate sample of interviewees.

The present researcher has decided that all (face-to face) in-depth interviews will be audio-recorded and subsequently transcribed as soon as possible after each interview, while some will be translated if conducted in the Arabic language. Each interview will be kept in a separate file and will be saved for any future research purposes.

3.2.5 Time horizon

A cross-sectional research design will used in this research, due to the limitation of time, mainly because it deals with research problems at a particular time. Saunders and Lewis define cross-sectional research as “the study of a particular topic at a particular time ‘snapshot’” (Saunders and Lewis, 2012, p.123).

3.2.6 Research technique and procedure

Qualitative data analysis

Strauss and Corbin define this as “any type of research that produces findings not arrived at by statistical procedures or other means of quantification” (Strauss and Corbin, 1998). Primary data will be collected for this research using in-depth interviews with policy makers in regard to the poultry meat sector in Libya, and with the most successful (Top) poultry producers in Libya. Questions will be asked in order to determine and identify the nature of the issues which relate to the deterioration of the Libyan agricultural economy and to the poultry sector in particular. Their willingness to answer the interview questions would be very important in this study. The reason of deciding to interview both Policymakers (Group 1) and Top producers (Group 2) in aim to compare opinions and gathering information from both sides, in order to address the subject of how protectionism policies could be implemented to protect domestic Libyan producers and to support the advancement of the Libyan poultry industry; in addition to its sustainability.

Data will be analysed qualitatively in order to gain answers pertinent to the research questions. Nonprobability purposive sampling will be used to select the research sampling, which is the most frequently used form of non-probability sampling. This type of selection technique affords the researcher freedom of judgment in the selection of the sample members based on a range of possible reasons and premises (Saunders and Lewis, 2012, p.138). This method would aid the researcher to identify the most appropriate interviewees.

3.3 Ethics

Research ethics refers to “the standard of the researcher’s behavior in relation to the rights of those who become the subject of a research project, or who are affected by it” (Saunders et al., 2012, p. 680). Ethical considerations are important at an early stage of research investigation. As the roman emperor Marcus Aurelius asserted, “If it is not right do not do it; if it is not true do not say it”. Based on this principle, when conducting the research investigation and observation by collecting the research data, the researcher will strive to act ethically, in terms of maintaining the privacy of the companies, organisations and individuals involved.

It is important that the interviewees are accurately informed about the aim, purpose and the nature of the research. In this case, they may choose whether or not to participate in the interviews. The researcher will also inform each interviewee that he/she possesses the right not to

answer any question that he/she feels is inappropriate or an intrusion. Furthermore, the interviewees should know that the information they will provide will be treated in a confidential manner and applied within an academic framework. Because some of the interviewees are non-English speakers, the researcher will translate the relevant interviews transcripts (from Arabic to English or vice versa). It will be important to ensure that the translated interviews do not contain any misinterpretation. It is worth noting that the researcher adopted the Code of Ethics for Dublin Business School as guide throughout his work on this research project.

3.4 Rationale of some interview questions

The in-depth interviews used in this research aim to identify and investigate the effects of applying trade policy to the Libyan poultry industry (see Appendix 1 for interview questions for group 1). The rationale underlying the choice of some of the interview questions is as follows:

Q1. How does your authority normally make decisions in the work place, could you give an example or framework?

and **Q2.** Describe to me the most difficult steps that could hinder the government to solve this issue, In terms of legislations and trade policy making?

These questions aim to allow both the interviewer and the interviewee to understand the mechanism of the decision-making process adopted by the Libyan authorities, identifying the steps involved.

Q3. Protectionism is the best tool to give the local producers a competitive advantage, do you agree with this?

And **Q6.** How do you define ‘protectionism? And do you think the time to apply this kind of policies has gone and will not come back?

In these questions, the researcher will capture the interviewee’s views on the research issues, particularly that of protectionism, and will try to understand his/her standpoint, whether he/she does or does not agree with the principle. Q3 assumes the form of a closed-ended question in the aim of avoiding ambiguous answers.

Q4. How the Libyan authority monitored the Libyan poultry business? And what is their source of information to follow up the market what is the degree of the reliability?

With this question, the researcher is mainly endeavouring to understand what kind of controlling tools and censorship laws the Libyan authorities are applying to control the local market. This question also aims to reveal any lack of transparency and to determine how the authorities detect any lawless actions in this context.

Q5. How the Libyan authorities communicate with the local producers? Is there any way to communicate and how did the government responds to their demands?

In this question, the researcher seeks to establish a clear picture of how the Libyan authorities communicate with local farmers and to understand the communication channels existing between them. It will be worthwhile identifying these channels in order to investigate any lack of communication which could occur.

Q10. What the government has done in the recent years to improve the Libyan poultry business are there any plans in the near future?

This question aims to understand the recent improvements that the Libyan authorities have implemented, and to predict their future plans. It is an open-ended question in order to afford the interviewee sufficient scope to explain and predict such future events.

Chapter 4

Interview Findings and Discussion

4.1 Introduction

This chapter details the findings of the primary qualitative research (in-depth interviews) and discusses the emerging themes within the context of the research objective. The researcher's aim in this chapter is to summarise and present his findings to the reader. Five in-depth interviews were conducted for this research. Three were conducted in Tripoli (Libya), while one was in Benghazi city (Libya) (1,000 km east of Tripoli) and one was performed in Albayda city (1,200km east of Tripoli). The researcher interviewed one Libyan policymaker (the Deputy Minister of Agriculture) and four poultry business leaders (Appendices 4 to 8). The researcher interviewed and studied two types of respondents in order to measure the impact of trade liberalisation and protectionism. The first group consisted of policymakers (henceforth referred to as "Group 1" or "G₁", while the other involved poultry industry leaders (G₂). Each group was asked different questions (refer to Appendix 1 for the G₁ interview questions) concerning trade policy in the Libyan poultry meat sector and the themes associated with this industry. When the conversation required a clearer understanding of the problem, or of certain aspects or opinions, additional questions were asked. The average duration of individual in-depth interviews was 45 minutes. Each interview was recorded using an audio recording device (a smart phone), and was subsequently translated into English and transcribed into a Microsoft Word document. All of these materials were sent to the research supervisor, Mr. Enda murphy (Appendices 4 to 8). In the discussion which follows, the researcher refers to the responses of participants thusly: "Respondent 1(G₂)", "Respondent 2(G₂)", "Respondent 3(G₁)", "Respondent 4(G₂)" and "Respondent 5(G₂)".

The first interviewee was a poultry business leader from Benghazi city. The second was from the Tripoli region, and was one of top hatching egg importers. The third participant hailed from Tripoli, and was one of the main poultry producers and agricultural service providers. The fourth was the Deputy Minister of Agriculture, who had been working in this sector for more than 25 years. The last interviewee was from Albayda city in Eastern Libya, and he was one of the top domestic hatching egg producers. Figure 4.1 depicts the categorisation of the in-depth interviews into two groups. Information concerning the respondents is also provided.

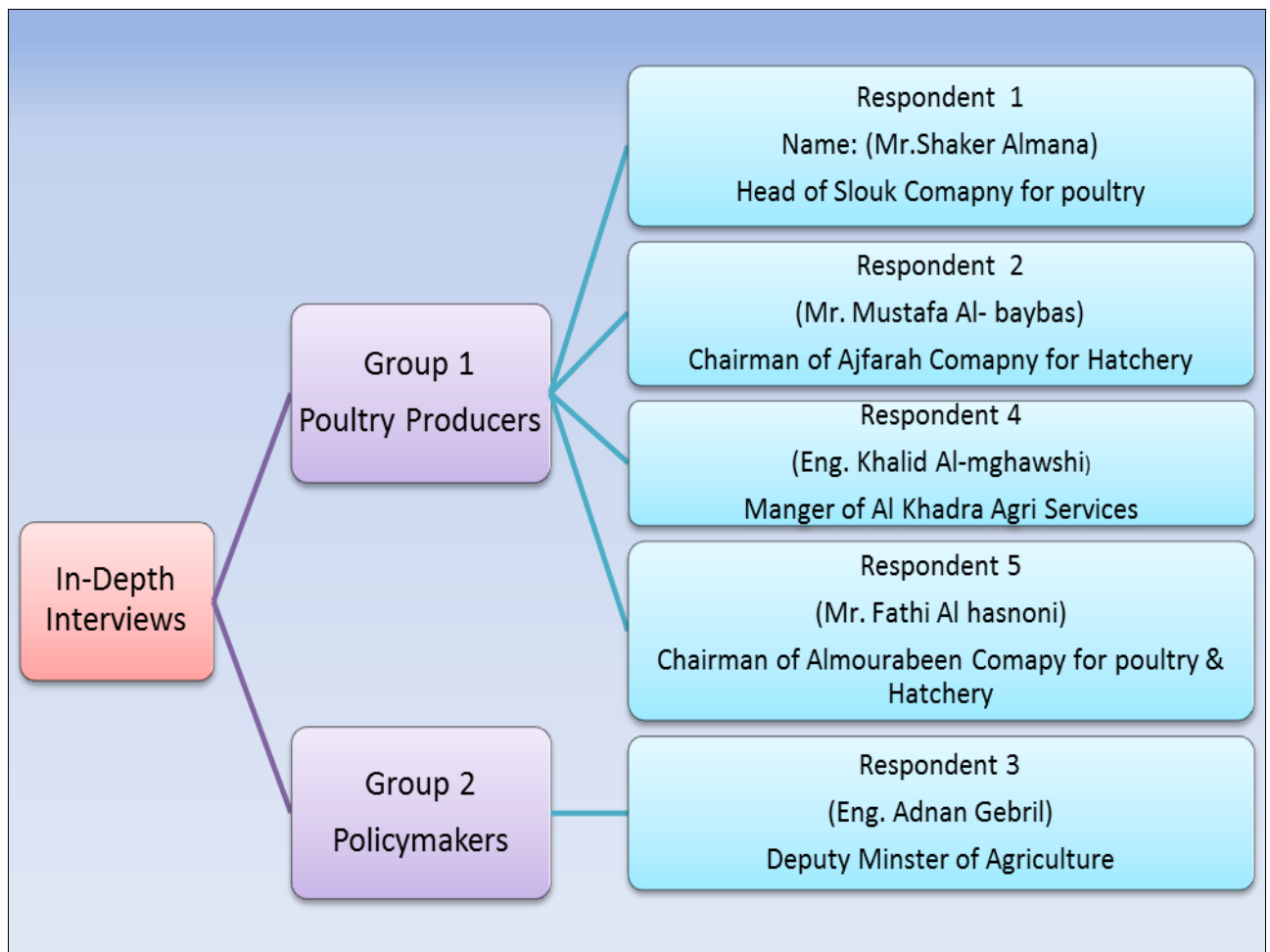


Figure (4.1) illustrates all in-depth interviews respondents group

4.2 Sampling

As indicated in Chapter 3, a purposive sampling approach was used to aid the identification of policymakers and business leaders involved in poultry business of Libya. The interviews were carried out in many locations across various Libyan cities, and lasted approximately 45 minutes to an hour. A set of questions was provided in order to have an open discussion with the interviewees based on their experience and knowledge within the context of the research objective.

4.3 The credibility of interview findings (Reliability and Validity)

Reliability refers to the extent to which a data collection technique or analysis procedures will yield consistent findings, whereas data validity is concerned with whether the findings are really specific to the current focus (Saunders et al., 2009, p.156). The researcher used the in-depth

interview approach in collecting the research data. This approach is subject to several reliability concerns, including subject/participant errors and bias. To avoid the occurrence of these threats, and to enhance reliability, the researcher has documented all of the interviews, and, in terms of reducing bias, the researcher consistently strove to remain neutral whilst performing this research. For instance, the researcher used (Saunders et al., 2009) guidelines to be neutral in conducting any academic research. In addition, the researcher verified the accuracy of all the interview transcripts with all respondents in order to clarify their answers and viewpoints regarding the subject matter.

4.4 Findings

As far as the analysis of qualitative in-depth interviews is concerned, it will always be based on the most pertinent quotes from the respondents, which reveal their viewpoints. These will be used in the coding and discussion section of this chapter, in order to determine answers to the research questions. Thus, the researcher has coded his findings into six sections. The coded findings are as follows:

4.3.1 Determining the main causes of the current crisis in the Libyan poultry sector

There is a consensus from everyone that the crisis afflicting the poultry sector in Libya caused not only from opening the Libyan borders and allow imports of poultry products, but another secondary reasons has appeared to be contributed significantly in shaping current status for this industry.

4.3.1.1 Producer findings

The information are from poultry producers leads to one main reason which causing this dilemma in the Libyan poultry market, according to **respondents 1,2,4** they all agreed that the main reason is opening the Libyan borders and start importing poultry products from abroad.

Respondents 1 said:

the only thing that has occurred in the industry is that it has become an open market, and imported products entered the domestic market [...] The entrance of imported frozen chicken had a huge effect on the market prices, especially on one-day-old chick prices, as the price of day-old chicks reached 15 pennies, and this price is not acceptable at all.

Respondent 2 strongly affirmed that this was the main reason for the deterioration of the Libyan poultry industry: “many Libyan producers [...] left this profession altogether because of the unfair competition against products imported from abroad”.

The interviewees also raised secondary reasons which they claimed to cause the hinder of Libyan poultry production; and made it unable to cope with the current situation and unfair competition. These secondary factors are as follows:

- 80% of the Libyan poultry producers are not using any of the latest techniques and technology which may be able to minimise their expenses. In regard to this, **Respondent 3** stated, “For the evolution of this industry in Libya is considered late, as about 20% of the Libyan farmers only are applying the modern international standards and management techniques”. **Respondent 1** also highlighted this issue, claiming, “I would say [no], we are trying to adopt some of these international standards, and we are trying to be perfect and efficient. Unfortunately, most of the Libyan poultry farmers in the eastern side of the country are still working with the old-fashioned techniques, and they are not applying any of these modern approaches in terms of housing units’ acclimatisation, air cooling and ventilation, heating systems, drinking systems and feeding lines. I would say that 80% of these farmers are not applying any kind of modern techniques in their farms”.
- The lack of sufficient resources to facilitate a successful infrastructure for the poultry industry. As **Respondents 1 and 2** mentioned, this could hinder the Libyan industry’s capability of handling sudden fluctuations in the supply and demand of poultry products. **Respondent 1** observed, “At the moment, we have a severe shortage in the availability of equipped slaughterhouses to accommodate any domestic production quantity”.

Also **Respondent 1** commented on that: “The lack of equipped slaughter houses is the only deficit that confronts this industry to overcome this problem. You know most the Libyan farmers are still using classic methods of slaughtering (manually) which it may affect the quality of the finished product. And I hear some Libyan producers are moving to establish new and modern slaughter houses.”

- Opening the borders without a proper control led to a national bio-security problem. **Respondent 1** stated that the “lack of sufficient bio-security control instruments at Libyan

ports and borders led to catastrophic destruction and great losses in the Libyan economy, during the year 2013, when Newcastle disease hit our farms”.

- The absence of an effective role for the Libya authorities, due to the fickle political situation that Libya has at the moment.

On this point, **all 4 respondents** admitted to the absence of the Libyan state’s role, with a lack of effective channels of communication between the Libyan policy makers, Libyan producers and Libya consumers. On this matter, **Respondent 2** commented thusly: “The Libyan authorities have no effective role, and channels of communication are almost non-existent with the authorities in Libya. In addition, each person solves his problems individually”. He linked the application of any trade policy with the extent to which Libyan authorities have the absolute ability to apply any of them. **He** stated: “Protectionism might be found if the state is exists, but the situation now is open. There is no state, and there are no ministries. Nothing works properly in the state at the moment. This is because we are in a transitional period. Therefore, it is difficult to apply any kind of trade policy in this situation”.

- Local customer behaviour and his orientation in purchasing poultry products. **Respondent 4** highlighted this issue: “Mainly, the imports and the costumer behaviour had changed from frozen to fresh from the 80s to the 2000s, and back again from fresh to frozen after the revolution. At each time of change, you hear voices justifying the use of this type of product, and others prohibiting the use of fresh due to the contamination danger. The culture of people takes time to change”.
- The unstability of prices and the differences in selling methods and commodity trading between eastern and western Libya. According to **Respondent 1**, “as you know, we sell our production per bird on the eastern side, and by live weight on the western side of the country.”

Based on this, these wrong principles underlying selling methods could massively affect this industry, because being selling their products per live bird is pointless, and could harm their financial performance. This because all farmers are buying their animal feeds per ton, not per bird; by taking in account the feed-meat conversion ratio.

4.3.1.2 Policymaker findings

Respondent 3, in the introduction section of the interview, summed up the chronology of all the main events which he claimed to have caused this crisis. He began with the huge drop in production in 2011, followed by the opening of the borders for imports in the same year. He subsequently mentioned the problem of power outages, while the last cause cited was the Newcastle disease epidemic in 2013. These were the main events that led to the current situation. On this matter, **Respondent 3** made the following three statements:

“In February, 2011, at the beginning of the revolution, tension resulted from the traumatic events, and, before the UN Security Council resolution – from the middle of February to the middle of March, 2011 – the Libyan poultry industry broke down completely, and Libyan production was forced to stop.”

“After three months, regrettably, when the industry began to recover, the second disaster occurred, which hit the industry for the second time in a row. This problem was the electric power outages for very long periods of time, and this lasts for months.”

“In 2013, an outbreak of Newcastle disease was reported in several regions in Libya, resulting in the deaths of thousands of birds [...] this was the third disaster which struck the heart of this industry, which created the need to feed the market with other products for meat and eggs, and the state’s inability to take the right steps remained.”

Respondent 3 also stated his concerns regarding the continuity of adopting the old regime trade policy and erroneous procedures: “The real fear is that the Libyan poultry industry still relies on the same old regime principles which failed to protect it from the rapid collapse, within two weeks in February, 2011, and at the beginning of 2013”.

4.3.2 The seen and unseen damages resulting from opening the borders and allowing imports

From the interviews, it was clear that economic losses have occurred, with a huge decrease in domestic production. Most of the respondents claimed that these losses were caused only from trade liberalisation of poultry meat products.

4.3.2.1 Producer findings

Concerning this context, **Respondents 1, 2, 3, 4 and 5** mentioned many forms of damage caused by opening the borders. **Respondents 1, 2 and 5** observed that their production capacity decreased by approximately 50% after removing all trade barriers existing before the Libyan revolution. **Respondent 1** stated: “Yes, it has a direct impact; this impact affects the production rate by about 50%, where the production rate decreased by about half since 2012 until this day, in comparison to the pre-revolution production rates”. Furthermore, **Respondent 2** stated that “The effect was simply huge, there was a vast difference in prices of poultry products, and those farmers were left alone to face this crisis.” **He** added: “Yes, imports affect the domestic market significantly, and I would say that, now, it controls about 50% of the market share, and the production capacity of the local poultry products decreased by 50% due to the reasons mentioned”. Allowing imports without providing sufficient monitoring instruments and control will also cause serious biological threats, as **Respondent 1** indicated via the following response: “The lack of sufficient bio-security control instruments at Libyan ports and borders leads to catastrophic destruction and great losses in the Libyan economy, as it did in the year 2013, when Newcastle disease hit our farms”.

4.3.2 Reasons and causes of the inability to compete with imported product

4.3.3.1 Producer findings

The main reason for this was the rise in prices of raw materials used for the feed manufacturing process, which comprise 60-70% of the production cost of chicken meat products. A dramatic rise in hatching eggs prices from their origins (EU countries) due to the high demands from Iraq and Russia was also a contributing factor. These affect the Libyan domestic product and exacerbate the inability of local product to be more competitive. One of the reasons that this industry could not establish a competitive production level is that 80% of Libyan farmers are using old breeding and management techniques. Using a modern method of management and having new equipment with good specification would certainly minimise their losses and increase their profit margin.

In regard to this matter, **Respondent 1** stated: “Feeds and the price of one-day-old chicks are the main factors in controlling the chicken prices and costs. Feed prices make up 70% of the price of the final product due to the high demand on European hatching eggs from Iraq and Russia. This

affects one-day-old chick prices in Libya. Also, due to the political issue in Ukraine, there is a rise in the prices of feed ingredients (corn and soya beans). Because of these issues, the cost of one-day-old chicks at the moment has reached 80 to 90 pennies per chick, whereas it should not exceed 50 pennies per chick”. Meanwhile, **Respondent 4** added: “Based on our dealings with farmers in terms of equipment, installations and facilities or even administrations, we saw that most of them follow primitive methods of breeding which are not based on valid grounds. Although most of them had the opportunity to develop by participating in exhibitions and seminars, they did not participate [...] What I'm trying to say is that the Libyan farmer is still considered illiterate in terms of following the latest technology”.

One of the reasons for this is that Libya's labour market is experiencing problems. There is a huge shortage in the labour force; this is mainly caused by the exodus of large numbers of foreign labour from Libya, due to security threats. It is because a significant number of Libyan workers have moved to work in other industries, with higher salaries and benefits which offered in other fields of work.

Regarding this issue, **Respondent 1** observed, “After the revolution, due to the drop in the production rate, the employment rate dropped, too. It is worth mentioning that the Libyan state, after the revolution, raised the salaries in general, and in particular for those with limited income, which led to the exit of some workers in this area into other areas, and, finally, the acute shortage of foreign labour caused several problems for the industry”.

4.3.3.2 Policymaker findings

Respondent 3 expressed his opinion on this matter, regarding why the Libyan authorities are unable to improve this industry in order ensure local production becomes more competitive. The three main aspects which have led to this inability to implement a comprehensive trade policy are as follows:

- Firstly, the availability of accurate and reliable sources of information could be very helpful in taking any step concerning this matter. **Respondent 3** mentioned that “the most important thing in any decision-making process is the availability and accuracy of information, and how to analyse this information in order to gain a clear picture for the problem. This would help to decide the perfect time and place of intervention in order to

- solve any problem”. **He** added that “we have a problem in gathering accurate and reliable information, but we still use the approximate values and do our plans according to that”.
- Secondly, regarding the foreign labour market and its disruption of the decision-making process, **he** stated, “Reliance on expatriate labour caused a state of confusion in identifying our agricultural trade policies, because we believe that foreign labour will not place much intention on the environmental issues. Furthermore, they will utilise their earnings outside the country, and so on.”
 - Thirdly, **Respondent 3** expressed his fears regarding the old regime’s philosophy in the decision-making process, expressing the following: “To be honest with you, the Libyan experts were born and raised in a political culture. This system was overshadowed by its negative aspects, not just concerning the overall performance; also it affected the Libyan experts’ logical thinking in shaping their decisions. This is something we all agree on: that we were living in complete ignorance [...] The Libyan economists [...] have strong convictions in their minds which are very difficult to overcome. This is the reality of the Libyan situation”. On another occasion, he expressed himself thusly: “The real fear is that the Libyan poultry industry still relies on the same old principles which failed to protect it from the rapid collapse, within two weeks in February, 2011, and at the beginning of 2013”.

4.3.4 How to address the crisis

4.3.4.1 Producer findings

There are slight differences in terms of selecting an appropriate approach to address this crisis, but most of the producers have agreed that governmental support is urgently needed. Others reject governmental intervention except an extreme protectionist policy, for several reasons. **Respondent 1:** “My opinion is that we do not need any governmental interventions except setting new and clear regulations that stop imports from abroad”. **Respondent 1** added that “we must intensify the work in raising awareness among the Libyan farmers. This could be done by establishing awareness campaigns for local farmers in terms of breeding and bio-security, and urge them to adopt the latest ways of breeding by setting up conferences, seminars and annual exhibitions. I would like to add that the poultry industry is a science which develops rapidly

every day, in terms of breed species, medications and immunisations, and the Libyan farmer should have a full knowledge and understanding of the culture of this industry”.

In answering a clear question regarding what steps should be taken, **Respondent 2** answered that “We hope that the Libyan state and ministries establish an effective regulatory system with a powerful customs authority, and also establish an effective union for farmers, and, finally, work to protect the bio-security of the country. These are the main recommendations that we need at the moment to encourage farmers to return to work and production”. **Respondent 4** emphasised the need for industrial subsidisation, reporting that, “By facilitating loans, it is understood that the bank will follow-up these loans in terms of economic feasibility studies, monitoring, without repeating the mistakes of the past, to avoid what happened in the past.” **He** added: “Yes, I agree; it is a good method if we use it properly. This will allow domestic production compete against its imported equivalent. Direct payments, subsidising the feeds, or any kind of these forms of support, will definitely solve the issue of unfair competition”.

Respondent 5 has suggested a unique method of support which very simple and he claimed that it’s an appropriate way to support Libyan famers especially small ones, he said that “We had an extensive discussion regarding this matter several times without coming up with a proper solution, we all had agreed in the principle but we disagree on execution modality. I would suggest that establishing a governmental body or institution, this body will work as fund provider to support the Libyan famer. As we know; Libya has 3,000 to 3,500 Libyan poultry producer. We will just give them € 15,000/ house to renovate their farms with basic modern facilities, these facilities will last for approximately 10 years, we are talking about 1,500/year/house which is almost a negligible amount of money. I have to admit that could not happen without having a proper market control agency and governmental transparency.”

4.3.4.2 Policymaker findings

In order to tackle this crisis, **Respondent 3** identified four different types steps:

- By strengthening the level of control and surveillance: “The other thing is the imposition of surveillance, which is vital in this sector, and we should ensure specifications and standards in every aspect of this industry are fulfilled, including environmental, health and economic aspects, where some of these might be absent in other cases”.

- By organising the domestic market more properly: “the decision to join or not must be based on the interior organisation of our Libyan home [ie. the Libyan economy]. As long as we are well-organised internally, there is no fear in entering the WTO”.
- By boosting the partnership and cooperation between the three ribs of the Libyan industry: “Without a true partnership, and without an appropriate mechanism of support, protection and development, the two parties [ie. the government and producers] will not be able to serve the interests of the three parties [ie. the government, producers and the Libyan nation]”.
- The fourth step is, raising the public awareness. When **Respondent 3** was asked this question: To What extent can the Libyan authorities contribute in raising the level of domestic production of poultry? **Respondent 3** answered thusly: “The main contribution is by transferring the newest researches and new technologies to the farmers. The second contribution involves lifting the level of awareness amongst farmers, promoting guidance amongst them; and the media plays a major role in helping these contributions reach their targets, via exhibitions, conferences, workshops, etc.”

4.3.5 The steps that have been taken

4.3.5.1 Producer findings

From the opinions of the producers, the researcher has sensed their disappointment regarding how the Libyan authorities have dealt with the crisis. What has also been reported is that the government’s provisions have not extended beyond some vaccines and some support for a specific group of producers, mainly feed producers. All producers agreed that nothing of note had been achieved or provided by the government. **Respondents 4 and 5** mentioned a one shy step towards establishing a strong poultry producers union; unfortunately these efforts were fruitless and ended with creating a weak body does not rise to the level of the crisis.

4.3.5.2 Policymaker findings

Respondent 3 was very optimistic in telling the interviewer of his ministry’s accomplishments, and its future plans. **He** stated, “For years, we were trying to apply a concept called NARS [national agriculture research system]. This concept is basically a partnership among the private

sector, civil societies [NGOs], research centres, development institutions and universities. This combination could create a kind of harmony and push in the direction of a correct diagnosis for problems, trying to solve them, if possible, and making planned implementations possible with the removal of all constraints”.

In considering whether there are any steps in this area which have been accomplished, **he** answered, “First of all, as much as possible, some of them are at a very early stage, and it is difficult to judge whether they have succeeded or not, but the overall political situation in Libya, with its economic deterioration and its security conditions, is one of the main negative reasons hindering the creation of this mosaic”. **Respondent 3** mentioned some international corporation programmes, including these programs aimed at enhancing this industry, which are working in conjunction with the FAO. **He** stated that, “For instance, we have an agreement with FAO [Food Agriculture Organisation] valued at \$70 million, which was established to enhance the Libyan agricultural sector with 17 projects in the field of human resource development, and providing technical support in many ways. This agreement has entered into effect, and it will last for five 5 years maximum”.

4.3.6 In favor of protectionism or against it with justifications

4.3.6.1 Producer findings

In this group of respondents, 3 out of 4 respondents supported the use of protectionism by banning imports, with all stating that it would guarantee their ability to meet any domestic demand of poultry meat in the future. According to **Respondent 1**,

No, my opinion is that we do not need any governmental interventions except setting new and clear regulations that stop imports [...] Look, I support the lock completely, and I’m against any form of protectionism instead of an importations ban, because any other form of protectionism will be manipulated and exploited for personal interests, and, as you know, Libya occupies an advanced position in terms of administrative corruption, because of the weakness of the Libyan state at the present time. I emphasise that we can meet all domestic demands, and we have in Libya several state-owned projects which are not working. These projects are huge, like Ghout Al-sultan project, the Romanian project in Benghazi and the Tarhuna project. If these projects

were activated again using qualified staff and workers, I'm sure we would not have any problem in terms of a shortage in poultry products.

Regarding this matter, **Respondent 2** suggested returning to the old trade policy which prohibits the importation of poultry meat products: "Yes, we should go back to apply this policy, because, it is an important industry. As you know, this industry employs a significant number of Libyans, especially in the eastern side of Libya, starting from drivers, veterinarians, etc."

In term of trade liberalisation supporters, **Respondent 5** was the only Libyan producers who disapproved of the ban of imports from abroad. He was very passionate about the subject of trade liberalisation, and expressed a clear view on this subject, defending his point of view by urging industrial regulations at first. He argued that domestic producers will possess the absolute ability to compete against any imported goods if the government organises this market in an appropriate manner. **Respondent 5** added, "I am against the idea of closing the border by banning imports and imposing trade barriers. My suggestion is that the Libyan authorities should do their utmost as regards organising this market, and they must support Libyan small producers, rather than supporting the bigger ones. I am not saying they should do so with 100% support; I am just asking for 20% of that support. I guarantee you that we will have strong domestic production which could compete with the imported goods. The Libyan authorities should have a serious role in regulating this market". Both **Respondents 5 and 4** insisted on avoiding the mistakes of the previous regime in regard to support policies, by being very selective, who gets protected. This was because they used to be very selective in providing banking facilities and low-interest loans to a very small group of people who were affiliated with the previous regime.

4.3.6.2 Policymaker findings

The researcher noticed a slight contradiction in **Respondent 3's** answers regarding this issue. Once he replied in favour of protectionism, and yet he also supported the principle of free trade. The researcher identified the cause of this discrepancy as the confusion currently affecting Libya and its civil unrest. **Respondent 3** claimed: "Protection of the domestic producer is an important part of the consumer protection process; this should happen with a chain of supplementary legislations". Conversely, **he** expressed that "There is no leery of the continuation of these resolutions and laws in the current situation quo". **He** added: "Let us be fair: today, we live in an open world, and the policy of a closed economy is not paying off; it doesn't contribute to the

renaissance of any nation, and cannot create a strong Libyan economy. No one in this world could live alone, and cannot dispense another nation's help or cooperation. The other thing is that we should accept the trade liberalisation concept, and deal with it."

4.4 Discussion

This section will mainly seek to determine answers to the research questions by referring to the findings. This, in essence, is what this dissertation has set as its research objective. It does not bring definitive answers or quick solutions for the argument of this research topic. The gathered data were analysed carefully to avoid any ambiguity. The reliability and validity of qualitative data is vital in this research, and because some statistics have been mentioned in these dialogues by the respondents without verifying them from their sources. Furthermore, the research was subjected to a limited timeframe, which was insufficient to verify these numbers. Further research using quantitative methods might be needed to complement the findings of this study. This discussion will be specific, answering the following research questions:

4.4.1 Should Libyan trade policy be free trade or protectionist?

According to the research findings, there is no definitive answer to this question. The researcher discovered that the problem with the Libyan poultry meat sector predominantly stemmed from the lack of regulation in this industry, and the weak role that the Libyan authority was playing in governing this industry, in addition to the existence of administrative corruption which may hinder any trade policy implementation.

4.4.2 How can the Libyan authorities cope with unfair competition in the local market, and how can they prevent its future occurrence?

The researcher believes that, initially, the governmental intervention must be restricted only in organising this industry. Applying a protectionist policy could conceal the uneconomical and inefficient performance of this poultry industry, which might only occur in a fragile industry. By having a well-established market with clear legislation, the chances of repeating the previous mistakes will be low. The Libyan authorities should strengthen their information sources in order to gain a complete picture of any sudden changes that might occur in the near future.

4.4.3 Do the Libyan authorities prioritise free trade concepts or protectionism, and why?

When the Libyan policymaker was asked this question, his answer was quite diplomatic and reasonable. He did not support the complete closure of importation, but he agreed with the principle of supporting this industry for several reasons. He attributed the cause of his non-objection to the existing legislation as a precautionary measure, to avoid the repetition of previous experiences that led to the complete collapse of this industry in only two weeks. The researcher also unearthed the point that the protection of domestic producers from unfair foreign competition is becoming very difficult to maintain because of Libya's obligation to join the World Trade Organization (WTO).

4.4.4 What is the impact of unfair competition on Libyan poultry farmers?

The impact of this has been large; it caused a huge decrease in the production rate, almost 50% of the domestic production of poultry meat. This caused catastrophic economic losses to Libyan domestic producers. Allowing imports in the absence of strong and sufficient regulatory bodies will threaten Libyan national bio-security.

Chapter 5

Conclusions and Recommendations

5.1 Introduction

The purpose of this chapter is to provide conclusions for the work conducted in this dissertation, where the main aim was to present an extensive investigation of whether the Libyan trade policy in the poultry meat sector should pursue free trade or a protectionist policy. The secondary purpose was to determine appropriate and reasonable answers to the research questions. Fortunately, all of the research objectives were achieved.

The secondary research was based on academic journals, books and articles, while the primary data was retrieved via five in-depth interviews. Two groups of interview questions were designed to elicit meaningful responses from two separate target groups. The first questions were aimed at Libyan poultry producers (Group 1), whereas the second interview questions were prepared for Libyan policymakers, particularly those working within the Libyan government. The literature review chapter (secondary data) helped considerably to better understand the research object, and also helped the researcher in designing these questions for the two groups of respondents.

5.2 Findings and conclusions

From the interviews carried out in this study, the researcher was able to confirm that, despite most Libyan poultry producers supporting the trend towards protectionism and rejecting the principle of free trade in their support of banning imports from abroad, the researcher could conclude their intentions towards this direction. Ultimately, the researcher has justified this orientation because they own the highest proportion of the Libyan production market share; thus, this approach certainly works in their personal favour.

However, the researcher must highlight something important here: one of the top producers (Respondent 5) indicated no resistance to allowing imports from abroad. Respondent 5 encouraged the support of this industry by setting coherent and well-established regulations in order to strengthen the stability of this industry. He suggested that, “if these legislations work properly and the Libyan market becomes more organised, we will have no problem in competing with the imports from abroad”. He cited a real-life example regarding this case, concerning support for the importation of Libyan animal feed from the Libyan authorities in the last 15 years, by stating that “for 15 years, Libya has been importing all its animal feed demands from abroad, mainly from Italy and Tunisia. Nowadays, Libya is producing all its demand for animal feed locally, thanks to the Libyan government’s support in developing this sector by setting clear

importation rules for animal feeds that are free from animal protein sources [such as fish powders and slaughterhouse wastes], and also by making well-established plans for banking facilities and low-interest loans to the Libyan feed producers.”

The governmental viewpoint differs somewhat. The researcher concludes that the government does not object to the survival of the current legislation which allows imports of poultry meat products from abroad with the expiation of customs tariffs. It adopted this direction because of past experiences, wishing to ensure the existence of an alternative poultry meat source if great demand emerges due to the cessation of domestic production for security reasons such as armed conflicts or any kind of national threat. Therefore, without any doubt, the researcher can confirm that the Libyan authorities are seeking to support the Libyan poultry industry. However, Libya’s current situation is very sensitive in terms of political stability and security concerns, and this would surely affect the Libyan economy. Thus, Libya desperately needs to an extraordinary plan for this abnormal current situation.

It has also been revealed in this study that, in Libya’s case, the restoration of security is a precondition for the growth of Libyan economic activities. Furthermore, in order for Libya to cast off its dependency on hydrocarbon exports to embrace sustainable income sources, it would be necessary to create the conditions for diversified, private sector-led growth and avoid the previous regime mindset of thinking. This will require, amongst other things, improving the business environment, upgrading the skills of the workforce, enhancing Libyan farmers’ self-awareness through better education and training, fostering financial intermediation by issuing low-interest loans and investing in physical, regulatory and institutional infrastructure. To reach this stage, Libya needs the international community’s support. Libya must also be more open to the world, and must widen its horizons, to achieve economic prosperity.

The researcher concludes that the reason underlying the respondents’ refusal of protectionism based on the principle of direct payments to Libyan farmers or providing subsidies for them is because these types of protectionism are highly subject to administrative corruption and manipulation, and Libya is currently experiencing a major problem with this. The Libyan budget is burdened with various subsidies, some of the subsidized products of which are being smuggled across borders to profit the difference in pricing.

Considering the findings from the literature review, the research notes that, despite the fact that most scholars and experts agree with the principle of free trade, in recent years, most of the major countries in the world which have the largest exports of agricultural products have mostly practiced some protectionist practices, such as increasing tariffs and subsidies, in order to protect their domestic producers from a catastrophic failure, especially during the global economic crisis era. The researcher has discovered an enormous contradiction in the political positions of the G8 and G20 leaders compared with their countries' trade policy practices. Perhaps this is because we are concerned with an agricultural industry which is very sensitive to any dramatic economic changes. In any case, it is certain that the debate over agricultural subsidies, both in Libya and across the rest of the world, is unlikely to end soon.

The main point that the researcher wishes to emphasise is that Libya should adopt a well-organised market in order to apply any trade policy, whether it is a protectionist policy or not. Otherwise, Libya, or any other country, cannot apply any sort of trade policies while it fails to possess a regulated market with well-established laws and legislation governing the work within this market.

5.3 Recommendation

The artist Pablo Picasso once said

“Action is the foundational key to all success” (Pablo Picasso)

Therefore, irrespective of any argument for or against the principle of free trade, the Libyan authorities should engage in a systematic set of steps, namely:

1. The Libyan authorities must work to organise the industry with an emphasis on the interests of local producers.
2. The Libyan authorities must establish an effective mechanism to regulate the local market and control the prices within it.
3. The Libyan authorities must seek assistance from international organisations such as the Food and Agriculture Organization (FAO), the World Trade Organization (WTO), the International

Monetary Fund (IMF) and the World Bank (WB), including the pool of experts they possess to avoid any disorders resulting from poor management.

4. The current circumstances in Libya must be taken into account, and future plans for the medium and long term are needed to develop the Libyan poultry industry.
5. It is vital to create awareness programmes and campaigns for both the producer and the consumer to improve the overall understanding of what constitutes a good, healthy product.
6. It is essential to support and develop the Chamber of Commerce and Agriculture to ensure that it becomes a source of information that the authorities can use and depend on in their decision-making process.
7. The application of regulations is inconsistent and non-transparent in Libya, and the level of administrative corruption is quite high. Consequently, the Libyan authorities and Libyan society should work together to counteract this scourge.
8. In order for Libyan poultry producers to survive, they must firstly solve the biosecurity problems that caused significant losses, by following the international standards and the precautionary measures outlined.

5.4 Suggestions for Further Researches

Further research could be conducted in regard to determining a proper solution to this argument. Because this research has adopted a qualitative approach in gathering and analysing the research data, it is possible to conduct another research study that embraces a quantitative approach in order to obtain statistical data, using surveys and questionnaires. This may allow other researchers to gain a full understanding of the Libyan poultry industry. More information might be needed, such as studying the local consumer perceptions and behaviour in regard to purchasing the imported poultry meat products. This is because the Libyan customer tends to consider any locally produced product as a niche product. As a matter of fact, the researcher believes that Libyan costumers always prioritise the purchase of local products instead of imported ones.

Further research could also target another Libyan industry; this industry should be more organised and well-established than the poultry industry, in order to establish various different findings and conclusions from what has been revealed in this research. It would also be pertinent to conduct research studying Libya's entry into the World Trade Organization (WTO), and to

ascertain the main obstacles that may hinder Libya's membership, by determining whether there are any relevant reasons for practicing a false trade policy which could violate the WTO membership terms and conditions.

At last, if the Libyan authority needs to make an extensive investigation on applying package of protectionism rules, another research might be needed in order to test the applicability of each trade policy, the findings of these kinds of researches, ultimately, would help the Libyan authorities in their decision making process. Add more, these type of researches could be funded from the Libyan government as well.

Chapter 6

Self-reflective Learning

The completion of this thesis has been, without question, the most difficult yet rewarding experience of researcher's academic life. This chapter will provide information regarding the learning process of the author during his MBA journey. It will use Kolb's (1984) learning style model, Honey and Mumford (1986) typology of learner's model and VAK learning Style.

6.1 Kolb's learning model

Kolb, in his definition of the term "learning", wrote: "Learning is the process whereby knowledge is created through the transformation of experience" (Kolb, 1984, p.38). Kolb's learning style model, which is also known as ETL (experimental learning theory), involves a cycle of the learning process's key areas, defining each phase of this cycle. Experiential learning is a process of constructing knowledge that involves a creative tension between the four learning modes that is responsive to contextual demands. These four key areas are as follows:

1. Concrete experience (CE).
2. Reflective observation (RO).
3. Abstract conceptualisation (AC).
4. Active experimentation (AE).

Kolb's model enables individuals to analyse their most efficient learning styles and identify where they can progress in their learning process. Kolb argues that there are four basic types of learners, which he labels:

- i. Divergers, or "feeler-watchers", combining CE and RO. They prefer to learn through concrete experience and reflective observation, making them efficient at generating alternatives and identifying problems.
- ii. Assimilators: These combine AC and RO, and are also known as "thinker-watchers". They learn primarily through reflective observation and abstract conceptualisation. They are generally more interested in ideas, rather than their practical applications.
- iii. Convergers: These combine AC with AE. People who adopt this learning style are best at finding practical uses for ideas and theories. They are also known as "thinker-doers", which means that they possess the ability to solve problems and make decisions based on finding solutions to questions or problems.

- iv. Accommodators, also called “feeler-doers”, combining CE and AE. They prefer learning through active experimentation and concrete experience. They like to learn through practice and taking risks (Muscat and Mollicone, 2012, p.70).

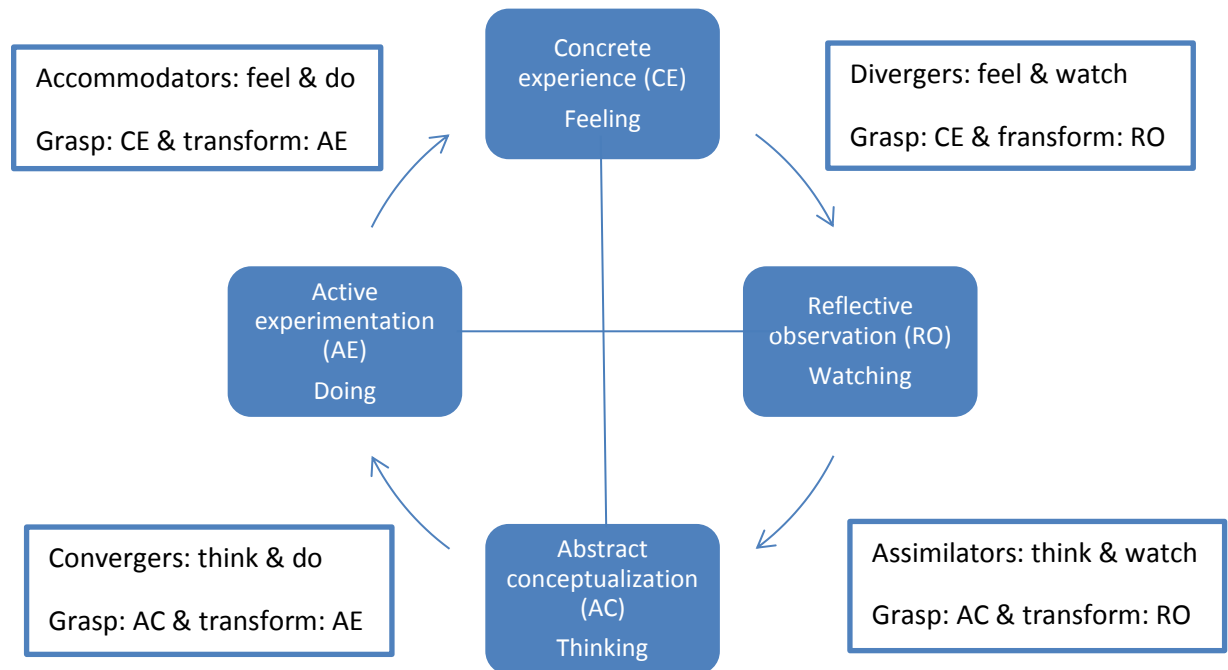


Figure 6.1: KOLB's learning style model (Kolb, 1984).

In attempting to categorise the researcher's learning style, elements of all four styles may be detected within certain contexts. This is due in part to the author's engineering background. According to Muscat and Mollicone (2012, p.70), “most students in engineering normally are either convergers or assimilators or somewhere in between. Engineering students have a tendency to implement ideas in practical situations, to get things done and to be logical”. Meanwhile, Jennings (2012, p.206) highlights that “*Assimilators* use logic and inductive reasoning to build new knowledge. These are the folks who can take information and organize it and need to be certain that there is sound logic behind new information”. Based on the previous sentences, it could be argued that the author's learning style most resembles that of an assimilator, using academic information to support assumptions. Another well-known learning theory that has developed from Kolb was presented by Honey and Mumford (1986).

6.2 Honey and Mumford (LSQ)

Honey and Mumford categorise the methods of learning into four styles: activist, reflector, theorist, and pragmatist. They take Kolb's original concept of a learning cycle of different learning styles but propose a new measure, the Learning Styles Questionnaire (LSQ), which is designed to ascertain the learner's preferred learning style (refer to Appendix 2).

- i. Activists: those who learn by actively doing something, and who tend to be more open (open-minded) to new adventures, always seeking to explore new ideas and challenges.
- ii. Reflectors tend to think a lot more before making decisions or doing any kind of step; they like to scrutinise the data, and are usually more cautious.
- iii. Theorists tend to think very carefully and logically when they plan for something. They aim to develop theories based on the information available.
- iv. Pragmatists tend to be more practical, and prefer to put available theories into action, being keen to try new ideas. Their philosophy is that there is always a potentially better method. Like activists, they like to make quick decisions.

From the questionnaire (refer to Appendix 2), the researcher identified his learning style as that of a theorist. This model defines theorists as those who

Adapt and integrate observations into complex but logically sound theories. They think problems through in a vertical, step by step, logical way. They assimilate disparate facts into coherent theories. They tend to be perfectionists who won't rest easy until things are tidy and fit into a rational scheme. They like to analyse and synthesize. They are keen on basic assumptions, principles, theories, models and systems thinking. Their philosophy prizes rationality and logic. If it's logical it's good'. Their approach to problems is consistently logical, they prefer to maximize certainty and feel uncomfortable with subjective judgments, lateral thinking and anything flippant.

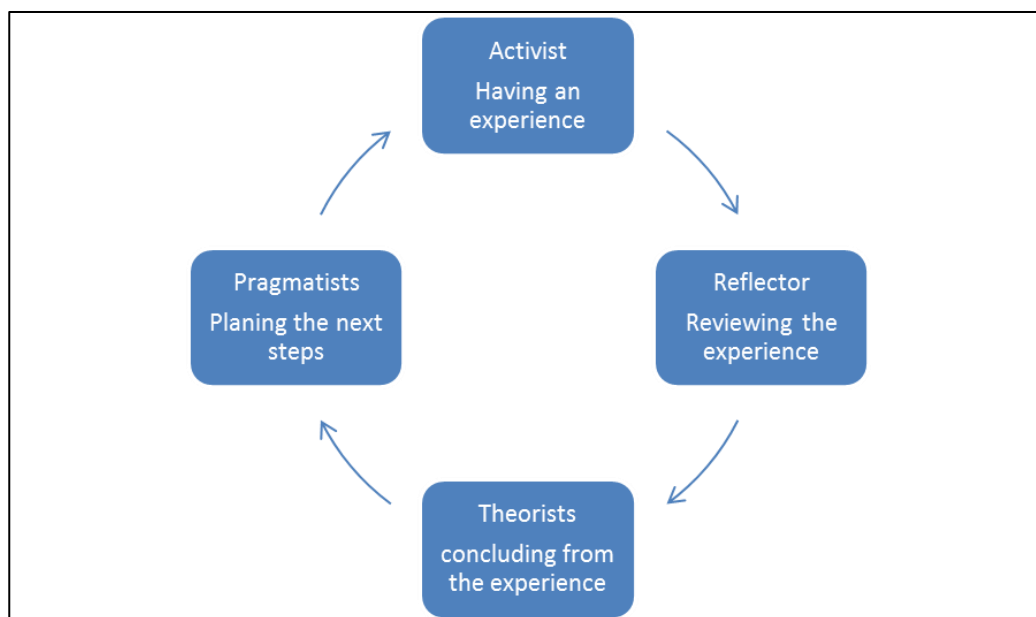


Figure 6.2: Honey & Mumford learning styles,(adapted from Honey and Mumford (1986)).

- **VAK learning style**

The **visual-auditory-kinesthetic** learning style model, or “inventory” (usually abbreviated to VAK), provides a simple way to explain and understand the learning style for any person. Basically, it concerns answering a questionnaire and adding up the answers scores to identify the researcher’s personality type, and consequently determining the most preferable learning style for him/her. Table 6.1 categorises these styles.

learning style	description
visual	seeing and reading
auditory	listening and speaking
kinesthetic (physical)	touching and doing

Table 6.1: VAK learning styles descriptions

From the questionnaire results (Appendix 3), it is indicated that the researcher is more kinesthetic or physical, possessing a preference for physical experience – touching, feeling, holding, engaging in practical, hands-on experiences. These people will typically use phrases such as “let me try” and “how do you feel?”, and will be best able to perform a new task by simply trying it

out, learning as they act. These are the people who enjoy experimental, hands-on work, and typically do not consult the instructions or guideline firstly. The researcher considers this style to be very close to his personality and how he approaches the learning process.

6.3 MBA experience

The Master of Business Administration (MBA) course at Dublin Business School (DBS) was a remarkable experience and a huge challenge for the researcher, for many reasons, especially because the researcher was required to live abroad in a different country and deal with different culture, in addition to not being a native English-speaker. Furthermore, the European education system is completely different from the Libyan system which meant that the researcher had to commit extra efforts to overcoming these difficulties. Being an international student in a multi-cultural school was an enjoyable experience, and the researcher no doubt gained a huge amount of knowledge regarding this new culture, by dealing with different mentalities and cultures. Nonetheless, the researcher feels that he can improve his negotiation skills and communication skills, conflict management and time management through the group discussions and research interviews. As a civil engineer, the researcher was unaware of management theories, finance or marketing and trade, but this course enhanced the researcher's knowledge in this area by addressing the critical issues that relate to these topics.

The MBA course added value to the researcher's knowledge and equipped the researcher with the ability to view things in a different way and subsequently plan things more effectively, putting theory into practice. The author decided to use his family business as a major focus of the research topic, following advices from a senior professor in DBS Heikki Laiho. This researcher's academic interests have deep roots in international trade and international economics. Combining academic interests with ongoing professional work provided a perfect combination for improving the author's knowledge regarding the relationship between theory and practice. This logic and practicality helped the author to frame the objectives of this dissertation. Fortunately, the author's International Business and Trade course lecturer was his dissertation supervisor, Mr.Enda Murphy. This is a person whom the author knows very well, and during the last semester, and greatly everything went well during the dissertation writing process. His feedbacks were very precise and valuable in the early stage of this thesis. When the author was writing his dissertation, particularly during the literature review process, he sometimes found himself investigating a

topic that bore no direct relation to the dissertation topic. Though it was beneficial to his learning experience, unfortunately, it was a time-consuming stage, and the author learned from this experience, and becoming determined to improve his reading and time management skills.

6.4 Time management

The researcher's time management skills have improved in terms of completing assignments on-time and planning for near/far future tasks, especially when the researcher completed the PDP (Personal Development Portfolio) assignment in the first semester, during which he gained a huge amount of information regarding time planning and forecasted his career development over the next five years following his MBA graduation. The time allocation section of the dissertation proposal also provided him with a clear understanding of managing his work during the writing period of his dissertation, thanks to the PM course (Project management tools and techniques), where the researcher used a Gantt chart to illustrate his time plan. The MBA course enhanced the researcher's time management skills, and the advice he received from his lectures and supervisor regarding how best to manage time, prioritise his workload and deal with it on day-to-day basis.

6.5 Interpersonal skills improvement

The researcher's interpersonal and soft skills have improved enormously, including skills such as decision-making, communication, the ability to work within a team involving different mentalities and different degrees of education, in addition to possessing an appreciation for diversity, honesty and how ethics play a major role in the academic and professional life. The MBA course also added other skills to the researcher's personality that could aid him in any job interview. These include strategic thinking, which is a cornerstone of the MBA, a skill which allowed the researcher to gain a large perspective and a full understanding. The strategic management course in the MBA programme enhanced this skill and granted the researcher the knowledge of to be an active strategic thinker. Secondly, the researcher gained entrepreneurial skills, involving the ability to spot a gap in the market and knowing how to use good judgment to determine whether it was worth filling this gap, developing the creativity and technical understanding required to do so. Thirdly, the leadership skills cultivated through the MBA experience shaped the researcher's journey. This journey was enhanced by the addition of a range

of practical skills and training to complement his transformation into an effective manager and inspiring leader in the future.

- **Conclusion**

The author's learning experience during the MBA course was invaluable. It widened the author's thinking and horizons, helping him to learn other types of education methods previously not encountered. It enhanced the author's professional thinking and practical knowledge. In particular, when the author was writing this thesis, it was vital to adopt many different perspectives in order to fulfil all of the requirements which emerged. Conducting interviews with individuals in senior decision-making positions afforded the author the freedom and creativity to identify relevant information and analyse the issue at hand in a professional manner. The author's Arabic and engineering backgrounds, being a native Arabic-speaker ensured that this academic experience was a major challenge, involving a completely new science, new principles and a different language. Finally, the author was particularly delighted to complete his master's degree study in DBS, an institution which truly provides "Excellence through learning".

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Appendices

APPENDIX 1

Proposed interview questions for Group 2 policymakers:

1. How does your authority normally make decisions in the work place? Could you give an example or framework?
2. Describe to me the most difficult steps that could hinder the government in solving this issue, in terms of legislations and trade policy making.
3. Protectionism is the best tool for granting the local producers a competitive advantage: do you agree with this?
4. How do the Libyan authorities monitor the Libyan poultry business? What is their source of information to monitor the market, and what is its degree of the reliability?
5. How do the Libyan authorities communicate with local producers? Is there any way to communicate, and how did the government respond to their demands?
6. How do you define “protectionism”? Do you think the time to apply these kinds of policies has gone, and will not return?
7. How do you assess the current situation of the Libyan poultry market, from an economic and administrative point of view?
8. To what extent can the Libyan authorities contribute to raising the level of domestic production of poultry?
9. How do you assess or gauge progress toward free trade or toward protectionism?
10. What has the government done in recent years to improve the Libyan poultry business? Are there any plans in the near future?

11. How do the Libyan authorities strive to meet the requirements of entering the WTO? Is it part of its policy at the moment?
12. How much influence did the government have on controlling the Libyan market share (volume of sales and prices)?
13. What are the difficulties affecting the implementation of any form of protectionism? Can you give me examples?
14. What is the main concern when applying any kind of protectionism? Who receives protection, and against what?
15. In your opinion, what is the best practice of trade policy that the Libyan authorities could apply?
16. What kind of changes do you perceive as potentially occurring in this business in general?
17. We all know that Libya is now striving to stand on its feet to move forward, but how can global firms deal with this situation in Libya? Is there any help required to improve the Libyan economy?
18. Can you recommend another person I could interview in relation to this topic?
19. What specifically could be done to improve the situations we have discussed today?
20. Thank you for meeting with me for this interview. I have asked all of the questions I had prepared, but, before we finish, I would like to provide you with the opportunity to address any topics you would like to comment on that I neglected to address, or if you would like to expand on anything you said earlier?
21. Other questions.

APPENDIX 2

Learning Styles Questionnaire by Honey & Mumford

This questionnaire is designed to find out your preferred learning style. Over the years you have probably developed learning habits which help you benefit more from some experiences than others. Since you are probably unaware of this, this questionnaire will help you pinpoint your learning preferences, so that you are in a better position to select learning experiences to suit your style. There is no time limit to this questionnaire. It will probably take 10-15 minutes. The accuracy of the results depends on how honest you can be. There are no right or wrong answers. If you agree more than you disagree with a statement, put a tick by it. If you disagree more than you agree put a cross. Be sure to mark each item either with a tick or a cross.

- ☒ 1. I like to be absolutely correct about things.
- ☐ 2. I quite like to take risks.
- ☒ 3 I prefer to solve problems using a step by step approach rather than guessing.
- ☐ 4. I prefer simple, straightforward things rather than something complicated.
- ☐ 5. I often do things just because I feel like it rather than thinking about it first.
- ☒ 6. I don't often take things for granted. I like to check things out for myself.
- ☐ 7. What matters most about what you learn is whether it works in practice.
- ☐ 8. I actively seek out new things to do.
- ☒ 9. When I hear about a new idea I immediately start working out how I can try it out.
- ☒ 10. I am quite keen on sticking to fixed routines, keeping to timetables, etc.
- ☐ 11. I take great care in working things out. I don't like jumping to conclusions.
- ☒ 12. I like to make decisions very carefully and preferably after weighing up all the other possibilities first.
- ☒ 13. I don't like 'loose ends'; I prefer to see things fit into some sort of pattern.
- ☒ 14. In discussions I like to get straight to the point.

- ☐ 15. I like the challenge of trying something new and different.
- ☐ 16. I prefer to think things through before coming to a conclusion.
- ☐ 17. I find it difficult to come up with wild ideas off the top of my head.
- ☐ 18. I prefer to have as many bits of information about a subject as possible, the more I have to sift through the better.
- ☐ 19. I prefer to jump in and do things as they come along rather than plan things out in advance.
- ☐ 20. I tend to judge other people's ideas on how they work in practice.
- ☐ 21. I don't think that you can make a decision just because something feels right. You have to think about all the facts.
- ☐ 22. I am rather fussy about how I do things - a bit of a perfectionist.
- ☒ 23. In discussions I usually pitch in with lots of ideas.
- ☐ 24. In discussions I put forward ideas that I know will work.
- ☐ 25. I prefer to look at problems from as many different angles as I can before starting on them.
- ☒ 26. usually I talk more than I listen.
- ☐ 27. Quite often I can work out more practical ways of doing things.
- ☒ 28. I believe that careful logical thinking is the key to getting things done.
- ☒ 29. If I have to write a formal letter I prefer to try out several rough workings before writing out the final version.
- ☐ 30. I like to consider all the alternatives before making my mind up.
- ☐ 31. I don't like wild ideas. They are not very practical.
- ☐ 32. It is best to look before you leap.
- ☐ 33. I usually do more listening than talking.
- ☐ 34. It doesn't matter how you do something, as long as it works.

- () 35. I can't be bothered with rules and plans, they take all the fun out of things.
- (√) 36. I'm usually the 'life and soul' of the party.
- () 37. I do whatever I need to do, to get the job done.
- (√) 38. I like to find out how things work.
- () 39. I like meetings or discussion to follow a proper pattern and to keep to a timetable.
- () 40. I don't mind in the least if things get a bit out of hand

Scoring

For each question you ticked on the other sheets, put a '1' beside the question number on this sheet. Put nothing for crosses. Add up the 1s in each column

	1	4	2	11
	3	7	5	12
	6	9	8	16
	10	14	15	18
	13	20	19	21
	17	24	23	25
	22	27	26	29
	28	31	35	30
	38	34	36	32
	39	37	40	33
	Theorist	Pragmatist	Activist	Reflector
SCORE	6	2	3	2

Appendix 3

VAK Learning Styles Self-Assessment Questionnaire

Circle or tick the answer that most represents how you generally behave.

(It's best to complete the questionnaire before reading the accompanying explanation.)

1. When I operate new equipment I generally:

- a) read the instructions first
- b) listen to an explanation from someone who has used it before
- c) go ahead and have a go, I can figure it out as I use it

2. When I need directions for travelling I usually:

- a) look at a map
- b) ask for spoken directions
- c) follow my nose and maybe use a compass

3. When I cook a new dish, I like to:

- a) follow a written recipe
- b) call a friend for an explanation
- c) follow my instincts, testing as I cook

4. If I am teaching someone something new, I tend to:

- a) write instructions down for them
- b) give them a verbal explanation
- c) demonstrate first and then let them have a go

5. I tend to say:

- a) watch how I do it
- b) listen to me explain
- c) you have a go

6. During my free time I most enjoy:

- a) going to museums and galleries

- b) listening to music and talking to my friends
- c) playing sport or doing DIY

7. When I go shopping for clothes, I tend to:

- a) imagine what they would look like on
- b) discuss them with the shop staff
- c) try them on and test them out

8. When I am choosing a holiday I usually:

- a) read lots of brochures
- b) listen to recommendations from friends
- c) imagine what it would be like to be there

9. If I was buying a new car, I would:

- a) read reviews in newspapers and magazines
- b) discuss what I need with my friends
- c) test-drive lots of different types

10. When I am learning a new skill, I am most comfortable:

- a) watching what the teacher is doing
- b) talking through with the teacher exactly what I'm supposed to do
- c) giving it a try myself and work it out as I go

11. If I am choosing food off a menu, I tend to:

- a) imagine what the food will look like
- b) talk through the options in my head or with my partner
- c) imagine what the food will taste like

12. When I listen to a band, I can't help:

- a) watching the band members and other people in the audience
- b) listening to the lyrics and the beats
- c) moving in time with the music

13. When I concentrate, I most often:

- a) focus on the words or the pictures in front of me
- b) discuss the problem and the possible solutions in my head
- c) move around a lot, fiddle with pens and pencils and touch things

14. I choose household furnishings because I like:

- a) their colours and how they look
- b) the descriptions the sales-people give me
- c) their textures and what it feels like to touch them

15. My first memory is of:

- a) looking at something
- b) being spoken to
- c) doing something

16. When I am anxious, I:

- a) visualise the worst-case scenarios
- b) talk over in my head what worries me most
- c) can't sit still, fiddle and move around constantly

17. I feel especially connected to other people because of:

- a) how they look
- b) what they say to me
- c) how they make me feel

18. When I have to revise for an exam, I generally:

- a) write lots of revision notes and diagrams
- b) talk over my notes, alone or with other people
- c) imagine making the movement or creating the formula

19. If I am explaining to someone I tend to:

- a) show them what I mean
- b) explain to them in different ways until they understand
- c) encourage them to try and talk them through my idea as they do it

20. I really love:

- a) watching films, photography, looking at art or people watching

- b) listening to music, the radio or talking to friends
- c) taking part in sporting activities, eating fine foods and wines or dancing

21. Most of my free time is spent:

- a) watching television
- b) talking to friends
- c) doing physical activity or making things

22. When I first contact a new person, I usually:

- a) arrange a face to face meeting
- b) talk to them on the telephone
- c) try to get together whilst doing something else, such as an activity or a meal

23. I first notice how people:

- a) look and dress
- b) sound and speak
- c) stand and move

24. If I am angry, I tend to:

- a) keep replaying in my mind what it is that has upset me
- b) raise my voice and tell people how I feel
- c) stamp about, slam doors and physically demonstrate my anger

25. I find it easiest to remember:

- a) faces
- b) names
- c) things I have done

26. I think that you can tell if someone is lying if:

- a) they avoid looking at you
- b) their voices changes
- c) they give me funny vibes

27. When I meet an old friend:

- a) I say "it's great to see you!"
- b) I say "it's great to hear from you!"
- c) I give them a hug or a handshake

28. I remember things best by:

- a) writing notes or keeping printed details
- b) saying them aloud or repeating words and key points in my head
- c) doing and practising the activity or imagining it being done

29. If I have to complain about faulty goods, I am most comfortable:

- a) writing a letter
- b) complaining over the phone
- c) taking the item back to the store or posting it to head office

30. I tend to say:

- a) I see what you mean
- b) I hear what you are saying
- c) I know how you feel

Now add up how many A's, B's and C's you selected.

A's = 6

B's = 8

C's = 16

If you chose mostly A's you have a **VISUAL** learning style.

If you chose mostly B's you have an **AUDITORY** learning style.

If you chose mostly C's you have a **KINAESTHETIC** learning style.

APPENDIX 4

Interview #1

City: Benghazi –Libya,

Place: Shaker al-manna home

Time: 8:45 pm, Date: 21/4/214

Group #1 (Producers) Anas Ikheneifir (Interviewer): Shaker AL-manna (Respondent #1): Head of Slouk company for poultry

Interviewer: How many years have you been working in this industry?

Respondent #1: I have been working in this industry since 1996.

Interviewer: From your point of view, how do you evaluate the Libya poultry business, in terms of applying the world quality standards and production efficacy, are the Libyan farmers adopting these standards?

Respondent #1: I would say (No), we are trying to adopt some of these standards and we are trying to be perfect, unfortunately, most of the Libyan poultry farmers in the eastern side of the country are still working in the old fashion techniques, and they are not applying any of these modern approaches in terms of housing unit's acclimatization, Air cooling and ventilation, heating systems, drinking systems and feeding lines. I could say 80% of these farmers are not applying any kind of modern techniques in their farms.

Interviewer: do you think if they have applied one the modern techniques in their farms, this would help them to reduce the cost expenses?

Respondent #1: Absolutely, and it will definitely increase their profit margin.

Interviewer: What are the changes that have occurred on the poultry industry after the Libyan revolution? What is the most tangible thing faced by farmers and producers post revolution?

Respondent #1: In terms of changes in breeding methods, nothing worth mentioning, the breeding methods are the same methods that we used to practice it before the revolution, the only

thing that has occurred on the industry that it has become an open market and imported products entered the domestic market.

Interviewer: how these imported products affect the Libyan poultry producers, does it has a direct impact or it was just a period of time and then the farmers adapt themselves into these new conditions?

Respondent #1: yes, it has a direct impact; this impact affects the production rate by about 50%, where the production rate decreased by about half since 2012 until this day in comparison before the revolution production rates. For year 2011, we cannot account it in our statistics because it is the year of war and it has harsh condition. Before the revolution the imported quantity of hatching eggs was 12 trucks per week. Now, after the revolution the maximum number we had reach was 6 trucks per week. The capacity of the truck is: 960 box X360 egg X 80 % hatchability percentage= 276,480 bird/week.

The weekly imported hatching eggs post revolution= 276,480 X 6= 1,658,880 bird/week

The weekly imported hatching eggs post revolution= 276,480 X 12= 3,317,760 bird/week.

Respondent #1: the entrant of imported frozen chicken made a huge effect on the market prices, especially, one day old chick prices, as the price of day old chick reached 15 penny, and this price is not acceptable at all. The decrease in the price caused by the saturation on the demand for the finished product (whole chicken) because the presence of the alternative (imported frozen chicken). To be honest with you, we cannot compete against this imported product at the moment, in terms of cost, quality and quantity as well.

Interviewer: what are the main reasons of not selling your production, if you could have the day old chick with very low prices? (15 penny)

Respondent #1: as you know we selling our production per bird in the eastern side, and by live weight in the western side of the country. Therefore, the live weight Kilogram in normal conditions costs 2.1 LYD approx. and the price of this Kilogram reached 1.5 LYD. So what I'm trying to say is that, whatever the way we used to minimize the cost of our products we still cannot compete. Plus, at the moment we have a severe shortage in the availability of equipped slaughter houses to accommodate any domestic production quantity.

Interviewer: Does the reason of the decrease (50%) in the domestic production stems from the trade liberalization and Libyan market become open to the world, or there are other reasons?

Respondent #1: yes, there are several factors to cause this decrease. The main one is open the market and initiate importation. The lack of sufficient bio-security control instruments at Libyan ports and borders, which it leads to catastrophic destructions and great losses in the Libyan economy, on year 2013, when the Newcastle disease had hit our farms.

Interviewer: Is there any local production for one day old chick (Breeders)? What is the role it does play to enhance this industry, did they suffer any changes after the revolution?

Respondent #1: for the breeders (parents) farmer, the rate of their production was stable and no changes actually but definitely there is no growth.

Interviewer: what is the role does the Libyan authorities playing to support this industry? What are the channels of communication with the Libyan authorities?

Respondent #1: There are no channels of communication with the Libyan authorities, and the Libyan state had never solved any problem belong to this sector, each producers or a group of producers act individually to solve their own issues. Yes, there is an association for the Libyan farmers, but it not capable of making any change. And I can say clearly, that the role government has is “Zero” And not worth mentioning unfortunately.

Interviewer: Is it possible to apply any type of protectionism for the Libyan poultry sector?

Respondent #1: This topic has been discussed several times with a group of domestic Libyan producers in this sector, and most of them agreed on the necessity of preventing the imports from abroad. Most of them also were keen to refer to the old regulations that were dealing with pre revolution (ban importation). Where the importation of all poultry products include frozen chicken, table eggs and live bird were prohibited. I’m sure and I guarantee to you that we are capable to meet any domestic demand in-terms of chicken meat or eggs with reasonable prices.

Interviewer: in terms of prices, if Libyan authority applied a protectionist instrument; how could you provide us a product with a reasonable price if you have a huge margin in terms of cost expenses?

Respondent #1: *Yes, there will be a difference in the costs and selling prices, but this difference is negligible. Maybe the prices will increase to reach 5 LYD/ bird instead of 4.75 LYD/bird.*

Interviewer: do you think this different in price and cost , the Libyan government could do something to overcome this issue like giving the producers (direct payment) this difference to reduce their selling prices, what do you think?

Respondent #1: *No, my opinion is that, we do not need any governmental interventions except setting new and clear regulations that stopping imports.*

Interviewer: as you know in the 80's and 90's the Libyan government used to subsidize all industries that related to this sector, starting from, Feeds, Chicks prices, Veterinary medicines and vaccination, is that could help this sector if we bring this subsidies back?

Respondent #1: *yes, absolutely will help and enhance this industry, if we applied it in a proper form.*

Interviewer: In your support for the Prohibition of imports, you're talking here from you only local producers point of view, but on the other side of the market, a category of importers, which began taking shape and takes its share of the market has different point of view. This category has its employees which they are Libyans too and with Libyan shareholders with Libyan funds. They will claim that to have the right to take a chunk from this market, my question is, Is that possible to combine the two solutions and we came up with solution that would satisfy all parties, in other words, to allow the imports with codification and give producers a sufficient support in different forms?

Respondent #1: *look, I support the lock completely, and I'm against any form of protectionism instead of the ban of importations, because any other form of protectionism will be manipulated and exploited for personal interests and, as you know that Libya occupies an advanced position in terms of administrative corruption because the absence and the weakness of the Libyan state in the present time. Libyan state general budget burdened with many forms of support for fuel, wheat flour and sugar, unfortunately, these are being smuggled outside the country and sold on the black market and the Libyan authorities are still fighting these phenomena and trying to get out of this impasse. That is why I'm supporting this solution at the moment because there is no an alternative reasonable solution. Adding more, I assure and emphasize on that we can meet all domestic demands and we have in Libya several state-owned*

projects are not working, these projects are huge like (Ghout AL sultan , , the Romanian project in Benghazi) and Tarhuna project. If these projects were activated again under a qualified staff and workers I'm sure we will not have any problem in terms of shortage in poultry products.

Interviewer: What has to be done to improve the industry in terms of authorities and breeders?

Respondent #1: *we must intensify the work in raising awareness among the Libyan farmers , this could be done by establishing awareness campaigns for local farmers in terms of breeding and bio-security, and urge them to adopt the latest ways of breeding by setting up conferences, seminars and annual exhibitions. I like to add this; the poultry industry is a science which is develops rapidly every day, In terms of breeds species, medications and immunizations. And the Libyan farmer should have a full knowledge and understanding of the culture of this industry.*

Interviewer: what are the main factors that affect the local product cost and prices?

Respondent #1: *Feeds and price of one day old chick are the main component in controlling the chicken prices and cost. Feed prices make up 70% of the price of the final product due to the high demand on European hatching eggs from Iraq and Russia, this affect the one day old chick prices in Libya. And also due to the political issue in Ukraine this leads to a rise in the prices of feeds ingredients (corn and soya beans). Because these issues the cost of one day old chick at the moment reached 80 to 90 P/chick, where it should not go beyond 50 penny/chick level.*

Interviewer: what are the main recommendation that you recommend the Libyan authorities and policy makers regarding Libyan poultry sector?

Respondent #1: *Firstly, as I said before, banning the importation of frozen chicken, secondly; providing Non-interest loans (Islamic loans) to the Libyan farmers for the development of this industry, as you know this industry became very costly and deals with a modern technology, it needs huge amount of funds, if you want to have a complete production cycle starting from the hatchery plant to the slaughter house, you need a large amount of money to run this cycle properly. Thirdly, the Libyan government should stand with the private sector, because it is the future for this industry.*

Interviewer: In the foreseeable future for the industry, do you see this industry is moving forward or decay? In other words, is the domestic production curve increasing and the importation curve declining or vice-versa?

Respondent #1: *the importation curve is growing rapidly, and in five years, if nothing happened in terms of changing trade regulation this industry will be affected significantly from this increase in importations.*

Interviewer: in terms of profitability, are there any changes happened on the margin of profitability pre and post the revolution in this sector?

Respondent #1: *before the revolution the whole country was stable to some extent and the market too, and the political stability played an important role to stabilize the Libyan economy and in influencing profitability. Any political decision or act any strike and street blocking have an effect on the market. Therefore, the profitability for the poultry sector became very sensitive to the political stability.*

Interviewer: in your personal information about this sector, what are the functional slides covered by this industry? (Employment rate)

Respondent #1: *First, the progress and growth of this sector increases employment opportunities certainly. In several areas including, Veterinary Medicine, Accounting, Management, Drivers, Technical workers, Electricians and Mechanics. For the female element, they have the opportunity to work in slaughterhouses and hatchery plants too. After the revolution due to the drop in the production rate the employment rate dropped too. It is worth mentioning that the Libyan state after the revolution raised the salaries in general and in particular for those with limited income, which led to the exit of some workers in this area into other areas and finally the acute shortage of foreign labor caused several problems for the industry.*

Interviewer: do you want to add anything more

Respondent #1: No thank you very much

Interviewer: thank you Mr. Shaker for your time and wish you all best your career

APPENDIX 5

Interview #2

City: Tripoli –Libya,

Place: Al Saraya Café, martyrs square

Time: 12:30 pm, Date: 27/4/214

Group #1 Producers

Anas Ikheneifir (Interviewer),

Mr.Mustafa al-beybas (Respondent #2): Chairman of Ajfarah Company for hatchery

Interviewer: How do you evaluate the Libya poultry business, in terms of applying the world quality standards and production efficacy, are the Libyan farmers adopting these standards?

Respondent #2: I can say, it is slowly moving forward and it is growing, but still cannot compete against products imported from abroad.

Interviewer: in your opinion, could give us a percentage for how many farmers are applying the latest methods of breeding?

Respondent #2: On the western side of the country, 70% of the farmers follow the latest ways of modern breeding methods.

Interviewer: What are the developments that have occurred in the industry after the revolution?

Respondent #2: nothing new, many of farmers reluctance and left this profession altogether because of the unfair competition against products imported from abroad.

Interviewer: What are the reasons for this reluctance? How these unfair competitions affect Libyan farmers?

Respondent #2: The effect was simply great, there was a vast difference in prices of poultry product, and those farmers were left alone to face this dilemma.

Interviewer: what is the role does the Libyan authorities playing to support this industry? What are the channels of communication with the Libyan authorities?

Respondent #2: Libyan authorities have no effective role, and Channels of communication are almost non-existent with the authorities in Libya. Add more, that each person solves his problems individually.

Interviewer: Is it possible to apply some kind of protection in the Libyan market, and what is the most appropriate way for it?

Respondent #2: Yes, certainly we can, protectionism might be found if the state is exists, but the situation now is open. There is no state and there are no ministries, nothing works properly in the state at the moment. This is because we are in a transition period. Therefore, it is hard to apply any kind of trade policy in this situation

Interviewer: What are your suggestions, as you know; the Libyan authorities were pursuing a trade policy of banning imports of poultry products, is it possible to re-pursuing this policy? Are there any alternatives?

Respondent #2: yes, we should go back to apply this policy. Because, it is an important industry; as you know, this industry employs a significant number of Libyans especially in eastern side. Starting from drivers, Veterinarians, etc.....

Interviewer: Through your opinion, what has to be done to improve this industry?

Respondent #2: We hope that the Libyan State and ministries establish an effective regulatory system with a powerful Customs Authority. Also establish an effective union for farmers, and finally work to protect the bio-security for the country. These are the main aspect of recommendation that we need at the moment to encourage farmers to return to work and production.

Interviewer: What are the factors affecting the price the domestic product in terms of cost and selling price?

Respondent #2: Mainly feeds prices.

Interviewer: According to your perception, is the imported products had an impact on market share and how much is the percentage which is occupied now?

Respondent #2: Yes, imports affect the domestic market significantly, and I would say that now; it controls about 50% of the market share. And where the production capacity of the local poultry products decreased by 50% due to the mentioned reasons.

Interviewer: I met many of the top producers in the eastern side of the country, and they endorsed the import ban completely. Do you agree with that, or do you have any other options instead?

Respondent #2: Yes, This is the most important thing, I am with the entire closure, and it is difficult to find a substitute in time of instability as the situation is in Libya at the moment.

Interviewer: As you know that the Libyan state owns several production projects, but they are closed at the moment, do you think if they re-run them again it could compete against the imported products?

Respondent #2: No, I do not think so; this would not help for several reasons, because most of these project are dead completely and they are out of service from a long time and equipped with an old fashion machineries, we need a huge amount of money to update this projects. Plus, many of them were looted or bombed by NATO forces. And we are not talking about shortage in domestic production No, we are talking about a market share was taken from the local producers and giving to the imported ones.

Interviewer: in your personal information about this sector, what are the functional slides covered by this industry? (Employment rate)

Respondent #2: this industry covers many slides of Libyan community including, Veterinary Medicine, Accounting, Management, Drivers, Technical workers, Electricians, Mechanics and others. After the revolution, the Libyan man power went to other industries, where they found it more stable and profitable.

Interviewer: how do you keep the local prices in reasonable margin as we know there is a difference in the cost and selling prices between domestic and imported products?

Respondent #2: Yes, there are differences in the selling price, but these differences are minimal and non-existent Compared if we take into account the expected benefits banning imports.

Interviewer: What is the quality of the domestic product compared with the global market?

Respondent #2: The lack of equipped slaughter houses is the only deficit that confronts this industry to overcome this problem. You know most the Libyan farmers are still using classic methods of slaughtering (manually) which it may affect the quality of the finished product. And I hear some Libyan producers are moving to establish new and modern slaughter houses.

Interviewer: What is the reason for the lack of slaughter houses existence?

Respondent #2: The high costs of construction of these units. And in the past were limited to certain people from the former regime, which have the ability to make this kind of projects.

Interviewer: In the foreseeable future (5 years) for the industry, do you see this industry is moving forward or decay? In other words, is the domestic production curve increasing and the importation curve declining or vice-versa?

Respondent #2: I can see that, most of local consumers prefer fresh product to frozen product and this will reduce the imported products demand. The customer behavior will play a major role in shaping this industry.

Interviewer: Mr. Mustapha thanks for your time.

Respondent #2: No problem Anas it is my pleasure and I come to you in Tripoli, I remove the hardship of travelling to my place.

APPENDIX 6

Interview #4

City: Tripoli –Libya,

Place: Bab Al-bahar Hotel

Time: 7:30 pm, Date: 28/4/214

Group #1 Producers

Anas Ikheneifir (Interviewer): Khalid Al-Mghawshi (Respondent #4): Manger of Al-khadra Agri Services company

Interviewer: How do you evaluate the Libya poultry business, in terms of applying the world quality standards and production efficacy, are the Libyan farmers adopting these standards?

Respondent #4: For the evaluation of this industry in Libya considered late, by about 20% only applies the international modern standards and management techniques.

Interviewer: Is it updated

Respondent #4: No, based on our dealings with farmers in terms of equipment, installations and facilities or even administrations. We saw that most of them follow primitive methods of breeding which are not based on valid grounds. Although, most of them had a chance to develop by participating in exhibitions and seminars but they did not participate. For example, the poultry house dimension argument, most of them will say the width is 12m and length 60 to 70m, this because two Italian companies (Facco and Tecno) on the 80's established hundreds of poultry housing units for broilers in Libya and they used this dimensions While the width of hanger determined by the number feeds and water lines. What I'm trying to say is that the Libyan farmer is still considered Illiterate in terms of following the latest technology.

Before I finish with that, I would mention some names are following the trend and try to have and apply the latest technologies in their farms. Like, Ahmed Bahig (Golden for poultry), Shaker Almana (Slouk for poultry), Mustapha Al-baybas (Ajfarah for hatchery) and Fathi Al-hasnony (Al-Morabeen for poultry). These people are following the global market and bring the newest equipment to their farms and applying the latest breeding methods and management.

Interviewer: What are the developments that have occurred in the industry after the revolution, In terms of production and prices changes?

Respondent #4: yes, the rate of production decreases to almost 50% in comparison with the rate before the revolution. For instance, I know some of them have 10 houses and they refuse to work in full capacity because they cannot rely on the market demand, also they cannot work under these conditions of uncertainty.

Interviewer: What are the causes of these changes?

Respondent #4: mainly, the imports, and the costumer behavior had changed from Frozen to Fresh since the 80's to 2000's, and back again from Fresh to Frozen after the revolution. On each time of change you hear voices justifying the use of this type of product and other prohibit the use of Fresh due to the contamination sensitivity. The culture of people takes time to change, to change it we have to make awareness campaigns, agricultural fairs, conferences etc. to get rid of this misinformation. By the way, I want to add something very important, we use to host a big Libyan agriculture exhibition in Libyan known as AGRO LIBYA Expo, this fair used to have a big showrooms and stands for poultry companies. After the revolution, the poultry companies have disappeared from this exhibition and the participation is zero. This will give us a good indication about how active this industry is at the moment.

Interviewer: what is the role does the Libyan authorities playing to support this industry? What are the channels of communication with the Libyan authorities?

Respondent #4: Concerning Farmers, they unite in Libya after the revolution when all have been subjected to this issue, which is allowing imported frozen chicken meat. I was graduated in year 1986 and my uncle had graduated in 1976, we as a family know this sector very well. I can say it loudly, it is very difficult to gather all opinions of farmers in one point; this is first. Second I remember on 5/5/2012 we all met in the martyr's hall in Tripoli to discuss this issue with authorities on that time. It was the first time as far as I know we all as farmers agree in one goal which is the entrants of imported products. We had very good discussions about that, and also we had elected 12 persons to represent us as poultry farmer's union.

They discuss this problem, at this stage; the most important matter is the credibility of farmers' given data and information. Because, when the case is gathering membership fees they give small numbers of production, when the matter is famers compensation they give bigger numbers. The role that Libya authorities played in the past was huge; we use to have Grandparents flocks and pure lines as well before our neighbors. But these supportive acts to the public sector did not continue and the private

sector left without any kind support. Here lies the Libyan authority's role to intervene and to overcome any difficulties faced by these sectors, whether public or private. This support should also include the new graduates to teach them and give them the "know how"; in order to take advantage of them in the coming 30 years.

Interviewer: Is it possible to apply some kind of protection in the Libyan market, and what is the most appropriate way for it?

Respondent #4: Of course, very possible, the most appropriate way is to support this sector

Interviewer: What are the forms of support that you see are compatible with this sector in Libya?

Respondent #4: by facilitating the loans, conditioned that the bank will follow-up these loans in terms of economic feasibility studies, monitoring, and not such as loans that have been given in the past. To avoid what happened in the past.

Interviewer: do you agree giving direct payments to the farmers?

Respondent #4: Yes, I agree; it is a good method if we use it properly. This will make the domestic production compete against the imported one. Direct payments or subsidizing the feeds any kind of these forms will definitely solves the issue of unfair competition. I emphasize to be carefully not fraud.

Interviewer: What are the factors affecting the price the domestic product in terms of cost and selling price?

Respondent #4: Feeds prices, where the feed factory owners considered to friends just only in raising the pricee, Otherwise they are not friends.

Interviewer: What is to be done to improve the industry in terms of authorities and producers, to avoid the recent problems I terms of bio-security and low prices of imported goods?

Respondent #4: First, the most important thing is to create a bridge to connect with the farmers and the concerned authorities to act more actively by taking their opinions and views. Second, in terms of supporting the private sector, they should find a way free of an administrative corruption.

Interviewer: Anything you want to add?

Respondent #4: Yes, the support whether it is direct payments or others, it should be based on the principle of equal opportunities for all; should be equality of all people in the industry.

Interviewer: thank you Mr. Khalid for your time

Respondent #4: thanks for having me, wish you all the best .

APPENDIX 7

Interview #3

City: Tripoli –Libya,

Place: Ministry of Agriculture HQ

Time: 7:30 pm, Date: 28/4/214

Interview #3

Group #2 Policymaker

Anas Ikheneifir (Interviewer),

Eng. Adnan Gerbil (Respondent #3) Deputy Minister of agriculture:

Interviewer: Date: 28/4/2014, place: Tripoli city, Ministry of agriculture, my interviewee today for this interview is Eng. Adnan Gebril Deputy Minister of Agriculture. Mr. Adnan Before we go with my question if you have something to say about my research subject and poultry sector in Libya.

Respondent #3: Thank you very much Mr. Anas and I wish you the best of luck in your research.

Initially, we believe that the agriculture sector made advanced strides in the field of poultry production. The Libyan state has been able through the private sector and the public sector policies which were in the form of a set of huge complexes in poultry production; at that time Libya has reached the stage of self-sufficiency in poultry meat; where there was a surplus on productivities of these complexes.

After that there was a shift on state policy towards supporting the private sector, by sporting the expansion into new areas, and privatization of some of its projects as well as put some of them for investment. In all cases fundamentally the Libyan poultry farmers got some shape of support in terms of immunization and vaccines prices, also by having accesses to concessional loans, but then they did not receive any type of support at all.

February 2011, on beginning of the revolution, tension has occurred from the traumatic events and before UN Security Council resolution; from mid of February to mid of March 2011; the

Libyan poultry industry broke down completely and the Libyan production were forced to stop. The monthly Libyan meat production was 12,500 ton/month which is 150 ton/year this production has fallen to about 10% of its production before the revolution, and the egg production was 1,200,000,000 /year which it dropped to 40% of its production before the revolution. This is considered an important indicator that the policies in investment programs and development were faulty; from where it is not immune against any case of emergency.

Due to these reasons and lack of meat; and the circumstances have experienced by the country, where the percentage of poultry meat and eggs contribution as a major source of protein was large for those with limited income in particular. Imported products began to enter from abroad, the state lifted the trade restrictions on regions which they are governing, and in the areas where liberated there was no effective control on borders. Things were mixed up a lot until the announcement of liberation on October of 2011.

This was the first painful hit to the industry and has been severely damaged, and the governmental intervention was required to move effectively and save the industry, by finding solutions and treatments to relive its Industrial performance. Unfortunately, this did not occur, People relied on themselves to operate their farms and importation activities has continued to grow as it was not a competitor in some cases with the local product (imports prices were higher than domestic product's prices Which was missing from the market; f available not enough to for domestic consumption).

After three months, regrettably, when the industry began to recover the second disaster has occurred which hit the industry for the second time in row. This problem was the electric power outages for very long periods of time and this lasts for months. As you know, this industry required a constant electric power supply. After all these circumstances, the farmers strive to stand up again. In 2013, an outbreak of Newcastle Disease has been reported in several regions in Libya, resulting death of thousands of birds. The extermination of the birds has caused great economic loss and severely harmed the local market, this was the third disaster struck the heart of this industry which created the need to feed the market with other products for meat and egg; and the state's inability to take the right steps remained.

This industry is considered very important to the Libyan labor market and needs to have a serious stand from the Libyan authorities, And I with preventing the entry of poultry products from abroad for several reasons. This needs from the Libyan authorities to have a correct supervisory authority and comply with the health, technical and productivity requirements; the prices will be controlled and set by these supervisory powers. The Libyan government has to support this industry by banning these imports and it has to review its trade policies in terms of subsidizing this industries, because at the moment there is no feeds or medicines subsidies provided to the farmers; there is a kind of support in some aspects and the Libya State bears a big burden of it, but usually did not brought forth its produce because of our wrong subsidization policy. This is stems from our misuse of subsidies, in other words, the Libyan authorities used to subsidize feed prices, Fertilizers prices, genetically improved seeds prices in terms of farming and Animal Wealth, but that was a big mistake because such a policy has created long loops of brokerage chains and trafficking. Therefore, the targeted beneficiary get them at prices may reach to about twice or thrice the basic price of the subsidized good, thus the support should be more effective and the adopted policies should be reconsidered and revised; also the support must be the production itself and not on the production supplements, to eliminate these chains.

Interviewer: it was a good introduction indeed, thank you, my first question is, how does your authority normally make decisions in the work place? Could you give an example or framework?

Respondent #3: predominantly, the decision making process of the ministry is depending mostly on the circumstances of the problem and the situation nature. I do not deny that some administrative decisions could be made without our knowledge; but in normal conditions most decisions are take their right of consultation and coordination with the concerned authorities by our experts and consultants. The resolution will be drafted and reports will be made on the issue, as you know the Ministry of Agriculture is a large body in the level of the Libyan state; we have four administrative bodies and seven organizations and nine centers and eight departments, all of these tools are considered part of the decision-making implementation process. Add more, that we have our

representatives in each Libyan municipality, where they all are dealing with issues concerning the Agriculture sector from this level. Finally we have four undersecretaries (Deputy Ministers):

- Assistant Undersecretary for Development and Investment
- Assistant Undersecretary in services and production
- Assistant Undersecretary for Administrative and Financial Affairs
- Assistant Undersecretary for Technical Affairs.

Otherwise, we have the Cabinet Office and this office made a weekly meeting to discuss any matter regarding this sector. This is our decision making process in this ministry.

Interviewer: Describe to me the most difficult steps that could hinder the government in solving this issue, in terms of legislations and trade policy making?

Respondent #3: the most important thing in any decision making process is the availability and accuracy of information, and how to analyze this information in order to shape a clear panorama for the problem, this would help to decide the perfect time and place of intervention in order to solve any problem. The information and documentation matter is one of the main obstacles that we usually faced in our decision making process. Despite of that there are vigorous efforts to overcome these obstacles; we have our information and documentation center, this center has a database belonging to all of agricultural, animal and marine sectors, I admit this database should be updated and improved, because sometime the lack of information leads us to take steps based on our cumulative experience, so this link is very important and needs to be updated.

Interviewer: Protectionism is the best tool for granting the local producers a competitive advantage: do you agree with this?

Respondent #3: Protection of the domestic producer is an important part of consumer protection process; this should happen with a chain of supplementary legislations.

Interviewer: How do the Libyan authorities monitor the Libyan poultry business? What is their source of information to monitor the market, and what is its degree of the reliability?

Respondent #3: Information remains discretionary and non-accurate, we have some helpful tools to collect these information, and one of these tools is the number of issued Licenses to practice the profession of poultry; also the number of vaccinations entered the country gives an approximate statistical indicator about poultry population and quantities of productions. On the other hand, the helpful information that we get from other ministries such as ministry of economy and others, as we have a problem in gathering accurate and reliable information but we still use the approximate values and do our plans according to it.

Interviewer: How do the Libyan authorities communicate with local producers? Is there any way to communicate, and how did the government respond to their demands?

Respondent #3: when I talking about the ministry of agriculture with 60,000 employees, I am talking about 45,000 families, and they are all fully aware. Secondly, this is the second point of weakness, which is affect the ministry and farmer trust relationship; which is creating communication channels. During the last 3 years most of the farmers communicate with the ministry in way or another, and most of them had participate on farmers strikes and protests, however, we knew all these protests activist and strive to do the suitable solution to solve their problems according to our capabilities.

Interviewer: do we have poultry farmers' association in Libya?

Respondent #3: unfortunately, most of the civil society institutions which are active these days, namely the Chamber of Commerce, industry and Agriculture. But in farmers or agricultural engineering level; they considered to be neglected and have no role. So far this movement could not fumbles its way, and did not specify the nature of its relationship with Government or non-governmental organizations. Since years we were trying to apply a concept called NARS (National agriculture research system); this concept is basically a partnership among the private sector, civil societies (NGO's) , Research centers, Development institutions and universities. This

combination could create a kind of harmony and push in the direction towards a correct diagnosis to problems, try to solve it, if possible, and made plans implementation's possible with removal of all constraints.

Interviewer: Are there any steps in this aspect have been reached?

Respondent #3: First of all, as much as possible there is some of them at very early stage and it is difficult to judge whether it succeeded or not, but the overall political situation in Libyan with economic deterioration and Security conditions is one of the main negative reason caused hindering the creation of this mosaic. We have guidance department in this ministry, since the 60's; this department was the most important and the most efficient as well as the Department of Agricultural Statistics. At last, the attempting to ensure the success of this system helps to stabilize the Libyan economy and protect domestic producer at the same time.

Interviewer: To what extent can the Libyan authorities contribute in raising the level of domestic production of poultry?

Respondent #3: The main contribution is by transferring the newest researches and new technologies to the farmers; the second contribution is lifting the level of awareness among farmers; expedites the guidance among them, and media plays a major role in helping these contributions to reach their targets, by exhibitions, conferences, workshops, etc.

The other thing is the imposition of surveillance is vital in this sector, and we should assure specifications and standards in every aspect of this industry including environmental, health, and economic parts, where some of these aspects might be absent in some cases.

The application of these standards is not just it requires from the state to be a high authority; No, it is also strongly needs a high level of consciousness and awareness by the Libyan farmers, and they should be fully aware of the details of this industry. Because most of these farmers refuse to collaborate with the Libyan authorities by

not obeying some health requirements, for example the allowable distance between the chicken houses and residential areas, 70% of them are using old fashion techniques which may cause huge losses. On the other hand, the government have to know that, this industry has the ability to creates thousands jobs and it may achieves a high level standard of living by providing an acceptable income for many Libyan families. Unfortunately there is a huge reluctance from the Libyan youth to work in this industry and leave this opportunity to foreign workers. Reliance on expatriate labor caused a state of confusion in identifying our agricultural trade policies; because we believe that the foreign labor will not take much intention on the environmental issues, plus they will utilize their earnings outside the country and so on. Therefore we had targeted the Libyan youth in our awareness campaigns, which may have a negative role and urge them to follow up and give more attention to overcome this negativity.

Interviewer: How do you assess or gauge progress toward free trade or toward protectionism?

Respondent #3: let us be fair, today we live in an open world and the policy of closed economy is not paying off, it doesn't contribute in the renaissance of any nation and cannot creates a strong Libyan economy. No one in this world could live alone and cannot dispense other nation's help or cooperation. The other thing is; we should accept trade liberalization concept and deal with it.

Interviewer: As far as I know Libya is not a WTO member, how do the Libyan authorities strive to meet the requirements of entering the WTO? Is it part of its policy at the moment?

Respondent #3: To be honest with you, the Libyan experts were born and rise in a Cultural-political system, this system overshadowed its negative aspects not just on the overall performance; it goes to affect their logical thinking in shaping their decisions, this something we all agree with, that we were living in a complete ignorance "The single person thinking" . The Libyan economists are not an exception they have strong convictions in their minds which is very difficult to overcome. This is the reality of the Libyan situation.

Concerning Libyan entry to the World Trade Organization, we need to study the Implications of this entry and we need to dialogue and decide what we want to be in the future, because the decision to join or not must be based on an interior organizing of our Libyan home (Libyan economy), as long as we be well-organized inside; there is no fear in entering the WTO.

Interviewer: How much influence did the government have on controlling the Libyan market share (volume of sales and prices)?

Respondent #3: Unfortunately there is no effective governmental body to control the Libyan market, even the Ministry of Economy is not an effective actor in this topic with all its bodies and departments, like the municipal guards and Consumer Protection Agency; and the ministry of agriculture as will. Unfortunately, more often, we found that the same agricultural product pass through seven chains of brokerage, which lead to a significant rise in item's price and sometimes reaches nine brokering chains.

Interviewer: What is the main concern when applying any kind of protectionism? Who receives protection, and against what?

Respondent #3: the Anxiety, and the question that always presents itself is that (from my personal experience), how it would affect the local consumer, because in some seasons we ban the importation for a certain product from abroad (Egypt, Tunis, or others) during domestic production peak because it will increase the local supply volume in the Libyan market. These products whether they are (meat, fruits, corps, vegetables or fishes) (whether they are imported or produced locally) with the absence of enough complementary services like (cool storage, packing system, etc.), which we currently have a shortage in these kind of services; sometime on high demand the local consumer could not afford to purchase these products and on the high supply period once the importer gain what he expect to gain he throw the rest of his production into the garbage dumps. This is due to the weakness of Libyan authorities, once these authorities decided to ban Imports of a certain products for a certain period of time;

the Libyan government is able to determine the prices of buying and selling for any kind of products. But unfortunately, at the moment it cannot due to several reasons.

Interviewer: In your opinion, what is the best practice of trade policy that the Libyan authorities could apply?

Respondent #3: if we took the poultry sector as an example, as a Libyan policymaker, our main concern is that; this ministry was established to serve and protect 6 million Libyan citizens, most importantly, these 3000 Libyan producers must know that we will not stand against the interests of 6 million Libyan citizen for their favor. Consequently, these producers should be fully aware of that and try to be part of the solution which helps to serve the interests of the various parties. Without a true partnership and without an appropriate mechanism of support, protection and development; the two parties (government, producers) will not be able to serve the interests of the three parties (government, producers, Libyan nation).

The weakest link, which is still lost so far and that must be activated first is the state of weakness and confusion in building a representing body for them (producers); which could represents them properly and expresses their demand officially. And the same thing for consumers, the Consumer Protection Association must be activated which is still absent and so without the completion of the three ribs for the triangle of this work; any action is doomed to fail. This continuum should be based on an active presence and representation of each beneficiary party; and must participate in the production and consumption and protection processes.

Interviewer: Law No.48 and Law No.18 of 2011 announced by ministry of economy, one is concerning the regulation of imports and exports and the other is stating customs tariffs removal on imported poultry products. What is your opinion as a ministry of agriculture on these two laws? Is there any possibility to be reviewed?

Respondent #4: There is no leery of the continuation of these resolutions and laws in the current quo. Poultry products are available in the Libyan market at relatively

affordable prices. Even if we remove the customs tariffs on these imported products, this will not affect domestic prices stability; this is a fact. Despite what has been said before, whether these laws exist or not, it does not affect anything as a matter of fact. The real fear is that the Libyan poultry industry still relies on the same old principles which failed to protect it from the rapid collapse, within two weeks in February 2011, and at the beginning of 2013. The industry must be built on well-established rules in order to possess the ability to face any shakes in the future and be able to withstand against it.

Interviewer: What kind of changes do you perceive as potentially occurring in this business in general?

Respondent #4: to be honest with you, perhaps in the last fifteen years, there was a huge amount of production in this industry especially in western side of the country. The people who used to control this industry were from the old regime (Pro-Gadhafi), they used to set their own rules and force the authorities to do things for their favor. It will be a huge mistake to let this thing happen again by giving the chance to another person to play the same role. Under the current circumstances of the country, I can see that the history repeats itself and this is not good for Libya. Therefore, monopolizing the Libyan market by this disgraceful way should be prevented.

Interviewer: We all know that Libya is now striving to stand on its feet to move forward, but how can global firms deal with this situation in Libya? Is there any help required to improve the Libyan economy?

Respondent #4: what was happened in 2011 is not a normal thing; certainly, it violently hit the socioeconomic and political situations in Libya and freedom struggles has ended by the death of Gaddafi. We did not wake up from that shock yet, which we are still tied up with those regime principles; including our identity, culture and our approach to public affairs. So far we are in a political and security vacuum and that certainly would reflect on all aspects of our lives, whether economic, social or political. For that if there is no

consolidation of new economic construction then we are unable take one step forward towards economic prosperity.

The international community including the United Nations and regional organizations like Arab nations countries and the 5 +5 countries certainly had a big role in helping us in the removal process of the former regime. For that the international community must assume its responsibilities towards Libya to get rid of the political security vacuum that Libya suffers from.

For example, the ministry of agriculture has a membership in some of these international organizations and in some cases as a donor country, Libya should utilize this chance by take an advantage of some of the programs offered by these organizations, and by making mutual agreements with these organizations, by Libyan Funds devoted to these topic. For instance, we have an agreement with FAO (Food Agriculture Organization) valued at \$70 million, which it established to enhance the Libyan agriculture sector with 17 projects in the field of human resource development and providing technical support in many aspects. This agreement has entered into effect and it would last 5 years maximum.

Interviewer: Can you recommend another person I could interview in relation to this topic?

Respondent #4: there are many, but I do not know your schedule allow organizing something

Interviewer: I am in Tripoli at the moment for 3 days more, please let me know if you have new

Respondent #4: Thank you for meeting me for this interview. I have asked all of the questions those I had prepared, but, before we finish, I would like to provide you with the opportunity to address any topics you would like to comment on that I neglected to address, or if you would like to expand on anything you said earlier?

Respondent #4: No thanks a lot and I wish you all best and god bless you all the time.

Interviewer: thank you again Mr. Gebril for your precious time.

APPENDIX 8

Interview #5

City: Albayda city –Libya,

Place: Al-morabeen company offices

Time: 1:30 pm, Date: 14/5/214

Interview #5

Group #1 producers

Anas Ikheneifir (Interviewer),

Fathi Al-hasnony (Respondent #5): head of Al-Morabeen Company for poultry and hatchery.

Interviewer: How long have you been working in this industry?

Respondent #5: since 2003, I had started as poultry feeds importer, and then I changed to parents stock breeding. Now, we had completed the cycle with breeding broilers and we have the biggest slaughter house in the eastern side of Libya.

Interviewer: how do you evaluate the Libya poultry business, in terms of applying the world quality standards and production efficacy, are the Libyan farmers adopting these standards?

Respondent #5: I can tell you that, it's bad, and there is a sharp drop in production. About the implementations of the latest breeding approaches. No, especially in the eastern side of Libya, I would say 80% of them are working randomly and they do not have a constant production rate. Plus, they do not follow the evolution of this industry, and they do not have the full knowledge about this industry.

Interviewer: do you applying the latest standards and management approaches in your farms?

Respondent #5: yes, we are trying to do our best. I have to say that, in each year we host from 20 to 15 Libyan poultry producer to visit the regional exhibitions in Egypt and Tunisia, just 5 of them gain some knowledge and move towards using the updated technology. As I said before we are trying to do our best, but as a single company we have a limited source of fund and to a updated producers you need to have a sufficient source of fund which is quite expensive,

with the absence of affordable bank loans and facilities; it is hard follow the wave with your own.

Interviewer: What are the changes that have occurred on the poultry industry after the Libyan revolution? What is the most tangible thing faced by farmers and producers post revolution?

Respondent #5: Total collapse, especially in our area (Eastern side). Before 17/2/2011, our company was producing 30,000 day-old-chicks/day, on 17/2/2011 we were having 30,000 breeders in the hatchery plant ready to be hatched and sexed to males and females, plus 828,000 hatching eggs as well. Add to that most of our foreign workers have been evacuated to their countries. Do not forget the short breakage of electricity. Those days were harsh, and we did not stop we continue to feed our breeders and our broilers for about 3 months, no one from our costumer bought the same amount of day old chick that used to buy from us. Yes, It's was a disaster and 100% complete failure.

Interviewer: in terms of supply and demand of the poultry products and productions capacity, could you give me some figures?

Respondent #5: well, there is a huge drop in production rate; No doubt, and the demand of poultry products (table eggs/chicken meat) stayed constants with a bit of increase, put the domestic supply dropped due to the importation.

Interviewer: what is the role does the Libyan authorities playing to support this industry? What are the channels of communication with the Libyan authorities?

Respondent #5: unfortunately, it has no role at the moment. Our relationship with them is only about providing vaccines, which this concern Libya's national bio-security. They do not have any detailed information when we need it, no updated statistics, they do not running any awareness campaign when we need it. In the 70's -80's we had heard that they used to have an effective role. And they was a great establishments in that eras especially in the public sector.

Interviewer: based on my previous interviews, as I heard, you have a poultry farmers union, Is that correct, and how it works?

Respondent #5: yes, correct, but is it still very weak in terms of legal representation. Because they have obtained their license from a different ministry, they got from the ministry of culture and civil society as a NGO. This maybe one of the main factors which hinder this union's role; to be more active in serving this industry.

Interviewer: as you know, Libyan authorities used to (before the revolution) subsidize this industry by banning imports from abroad; in order to support the domestic producer, is that possible to apply this trade policy again, and what is the best trade policy to protect this industry?

Respondent #5: I am against the idea of closing the border by banning imports and imposing trade barriers. My suggestion is that the Libyan authorities should do their utmost as regards organising this market, and they must support the small Libyan producers, rather than supporting the bigger ones. Because they used to be strictly selective in giving this kind of support, I am not saying they should do so with 100% support; I am just asking for 20% of that support. I guarantee you that we will have strong domestic production which could compete with the imported goods. The Libyan authorities should have a serious role in regulating this market.

Interviewer: how this could happened do u have an idea to achieve this target?

We had an extensive discussion regarding this matter several times without coming up with a proper solution, we all had agreed in the principle but we disagree on modality of execution. I would suggest that establishing a governmental body or institution, this body will work as fund provider to support the Libyan famer. In implementing this procedure we should avoid the previous mistake of manipulation and fraud. As you know; Libya has 3,000 to 3,500 Libyan poultry producer. We will just give them € 15,000/ house to renovate their farms with basic modern facilities, these facilities will last for approximately 10 years, we are talking about 1,500/year/house which is almost a negligible amount of money. I have to admit that could not happen without having a proper market control agency and governmental transparency besides improving the Libyan farmer's awareness.

I will give a real example of my idea, since 15 years ago; Libya has been importing all its animal feed demands from abroad, mainly from Italy and Tunisia. Nowadays, Libya is producing all its demand for animal feed locally, thanks to the Libyan government's support

in developing this sector by setting clear importation rules for animal feeds that are free from animal protein sources [such as fish powders and slaughterhouse wastes], and also by making well-established plans for banking facilities and low-interest loans to the Libyan feed producers.

Interviewer: by applying your suggestion, how you guaranteed that we will reach these desired goals?

Respondent #5: absolutely, listen, people who are breeding in random farms with old techniques of management, they are losing because their mortality rate is high around 20% of their flock dies due to the lack in existing a good environment. If they renovated their farm with good installations, they would reduce their cost expenses and save the difference in their pocket and became more competitive.

Interviewer: do you agree, in just allow imports and let the market decide who win and who lose or restrict these imports by applying kind of import quota or something, what is your opinion on regarding this matter?

Respondent #5: No, No, there some health requirement which is very important, as I said before if we applied a strict rules with clear health requirements this would reduce the amount of low cost imported goods. For example, when Libya refused to import feeds from animal sources of protein which is relatively cheap like (fish powder, slaughterhouses wastes), this measure allows the Libyan feed producer to produce a competitive domestic product. In other words, if we focus in just organizing this market more properly we could eliminate the forging rivalry.

Interviewer: Law No.48 and Law No.18 of 2011 announced by ministry of economy, one is concerning the regulation of imports and exports and the other is stating customs tariffs removal on imported poultry products. What is your opinion on this matter? Is there any possibility to be reviewed?

Respondent #5: the situation now is differs from what was in 2011, these laws has been issued in abnormal conditions, yes, they said it will be just a temporary measure but anyway. I'm not saying they have to impose high tariffs amount, I suggest that, they must identify a list of exporting of countries those who have reliability of documents and tracking a high health safety procedures. These health safety regulations are very important, because it has a

direct effect on the cost of imported chicken meat products. As I told before the poultry feeds from animal protein sources.

Interviewer: In your opinion what has to be done to improve this industry?

Respondent #5: first security and peace, second, having a good management from the Libyan authorities by setting a clear regulation that governing the work within the Libyan market. The stability of the economy could be assured as long we have a well-established rules and laws. I'm not asking to repeat the old regime laws and regulations, like that we used have in Libya before. I remember one time we were importing hatching egg shipments from France; and we discovered that the documents needed in Rasjdair Libyan ports (with Tunis) are completely different from what Benghazi port asked us to provide. They should unify their regulation over every port in this country. I would add this, if we have a secure country with a political stability within the context of International globalization and foreign investment think Libya has the characteristics and advantages that make it a leading country in this field; particularly the agricultural field. Libya has an area of 1,760,000 m² with just 6 million populations. We have a good water reserve in the desert and we have a strategic location we are near to European southern coast and Africa. I really do believe in that if these things done properly. we will eliminate the foreign competition in poultry meat market; as we have done with the animal feeds importation in just 5 years.

Interviewer: what are the main factors that controlling the cost and selling prices?

Respondent #5: Animal feeds are the main factors. Secondly, I would say the foreign workers problem, for example I used to have 60 workers in on farm now I just only have 15 workers and I asked them to comeback they refused to come again due to the security problems. Country's stability is vital and it would also stabilize its economy.

Interviewer: What is your recommendation to the Libyan authorities and to the Libyan producers?

Respondent #5: For the Libyan producers they should create primary defense lines by having sufficient infrastructures to accommodate any sudden changes on the supply or demand that may occurs. The government must change the selling method that we use to do in the eastern side of the country by selling the production by birds not by the live weight. The Libyan state

should improve the Libyan consumer and producer awareness in all aspect regarding this industry.

Interviewer#5: In the foreseeable future for the industry, do you see this industry is moving forward or decay? In other words, is the domestic production curve is increasing and the importation curve is declining or vice-versa?

Respondent #5: I confirm that, in six month from now, if the current situation last as it is now, I would say the domestic production will decrease again to 50% of what it is producing now. Due to the security problem we cannot cope with this situation for more 6 months. And Libya will continue to import poultry products from outside.

Interviewer #5: Mr. Fathi thanks for your time.

Respondent #5: no problem ANAS and I wish you all the best.