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# Final Report

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Mid-Term Evaluation of  
UNHCR Graduation  
Programme in Egypt

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Beit Al Karma Consulting Egypt

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United Nations High Commissioner for Refugees (UNHCR)

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21<sup>st</sup> March, 2016**BEIT AL KARMA CONSULTING**

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## List of Acronyms

CRS	Catholic Relief Services
IDI	In-Depth Interview
FGD	Focus-Group Discussion
PoC	Person of Concern
SET	Self-Employment Track
SGBV	Sexual and Gender-Based Violence
WET	Wage-Employment Track

## Executive Summary

The Graduation Approach is a methodology used to address the multiple constraints of the extreme poor through a combination of sequenced, targeted, and time-bound livelihoods interventions including participant selection, assistance for basic needs, training, savings, and asset transfer for business start-ups or job placement. UNHCR established a Graduation Programme pilot in Egypt in 2014, with the overarching objective of supporting refugees in urban areas to sustainably improve their livelihoods and ultimately become self-reliant. The first of their kind, the pilots in both Cairo with Catholic Relief Services (CRS) and Alexandria with Caritas presented an opportunity to adapt a proven methodology to the refugee context in order to better respond to protection needs.

This mid-term evaluation of the UNHCR Egypt Graduation Programme presents findings in three key areas: impact, process/performance and project monitoring activities. The report provides evidence-based recommendations for UNHCR and its partners on the ground to continually improve the implementation and monitoring of the Graduation Programme and thereby increase its impact.

The mid-term evaluation triangulates multi-source field data with data provided by the partner monitoring reports. It analyzes this data to determine what components of the programme have and haven't worked and why, with focus on the perspective of refugee program participants. In both Cairo and Alexandria, the Evaluation Team conducted a quantitative survey and focus group discussions for 300+ program participants in addition to 120+ eligible non-participants, who served as the comparison group. In addition, in-depth interviews were conducted with partners, trainers, employers and other project stakeholders. The representativeness of the sample as well as the comparability between participants and non-participants were confirmed by comparing the basic demographic characteristics of participants and non-participants surveyed to those described in partner reports. With a few exceptions, the findings of the mid-term evaluation field survey were generally also consistent with partner monitoring reports further validating the findings.

The Mid-Term Evaluation has shown that current Programme interventions have realized positive impacts to some extent in areas such as skills development, confidence building and communication abilities, employment generation, business development and income levels. These impacts are promising but primarily limited to the short-term; the Programme still lacks fundamental activities necessary for sustainable medium to long-term impact. It is crucial that the Project Team actively contribute to the development of appropriate and durable assets including strong networks, savings and marketable skills that will remain accessible to participants once they "graduate" from the Programme and/or funding runs out. The Mid-Term Evaluation suggests that the Graduation Programme can and should be used a tool to respond in a holistic manner to the specific protection risks faced by refugees in Egypt. To date, the Programme has functioned quite separately from protection, despite the fact that protection and livelihoods are fully interdependent. Though of the gaps identified during the first half of project implementation in Cairo and Alex, generally the graduation program is appreciated and needed for almost all refugees interviewed and surveyed to improve their pathways to better lives. All what is needed to capitalize on successes and efforts which has been put in place to further improve and scale up such critical and most needed support

The average income earned per person per month increased by about 18% and 27% since joining the Programme with CRS and Caritas respectively. The programme has been able to improve the status of the majority of the participants, lifting them out of ultra-poverty (i.e. earning nothing), and has supported some participants to surpass the threshold of poverty by earning more than 1800 EGP per month. However, the majority of programme participants are still caught in a quite vulnerable position as 94% (CRS) and 79% (Caritas) of surveyed participants reported that they can barely cover their basic needs usually receiving humanitarian support from families and neighbors. The majority of participants use their income for non-durable items such as rent and food.



For the wage-employment track (WET), 68% and 69% of jobs placement have been achieved by CRS and Caritas respectively. While this is a considerably high rate, rates of refugees who has been retained in their jobs beyond 6 months, decrease substantially – to 17% (CRS) and 35% (Caritas). This may be addressed through a number of methods, including better ensuring that training programs are based on accurate assessment of needs and market demand; improved matching between refugee skills and job requirements; and more outreach and engagement with private employers. Considering the current barriers to legal employment and lack of proper protection and the relative success realized in the self-employment track (SET) and home-based businesses, the livelihoods programme should consider a review of the viability and / or placing deeper activities including protection in order to improve WET outcomes.

For the SET, 78% and 97% have started up their business with support from CRS and Caritas respectively. The percentage decreases when measuring the rate of those having more durable business, i.e. those who are still operating beyond 6 months. When measuring medium to longer-terms outcomes, the mid-term evaluation found little to no change in indicators such as profit margins, income levels, saving capacity, income diversification and asset creation. The majority of participants perceive their business as struggling and/or stopped. This report details several factors that could be improved in order to develop sustainable and growing businesses. Notably, business ideas should clearly respond to market demands; increased legal protection is needed amid the absence of legal work licensing; increasing access to financing mechanisms; and an emphasis on horizontal and vertical business linkages. However, the programme - specifically in Alexandria - has conducted excellent efforts to connect participants to the market through exhibitions and fairs where they can sell their products; the programme should further capitalize on such events that are run by Egyptians.

The case management system and the caseworkers themselves are vital elements to support refugees in their journey to self-reliance, and are generally seen as key to the success of any Graduation Programme. In the case of Egypt, a single refugee is served by more than one case worker including a socio-economic case worker, an enterprise-based case worker and an employment-based case worker. This approach may fragment the accountability towards achieving desired results and outcomes for refugees. Case management and mentorship activities are evident in the early stage of the program where it supported program participants to kick-start their businesses, including training and business planning, but individualized attention decreases prematurely, with little tailored business support to micro-entrepreneurs starting up and improving their businesses. This might be attributed to lack of capacity of caseworkers and/or the lack of a coherent strategy for the application of the mentorship system. A sustainable, locally based business incubator could stimulate and improve continued mentorship.

Protection, including legal support, is also essential to making the Graduation Programme work for refugees. The majority of refugees interviewed reported lack of protection as one of the main reasons behind job loss or business failure and stated that referral activities were not as effective as desired.

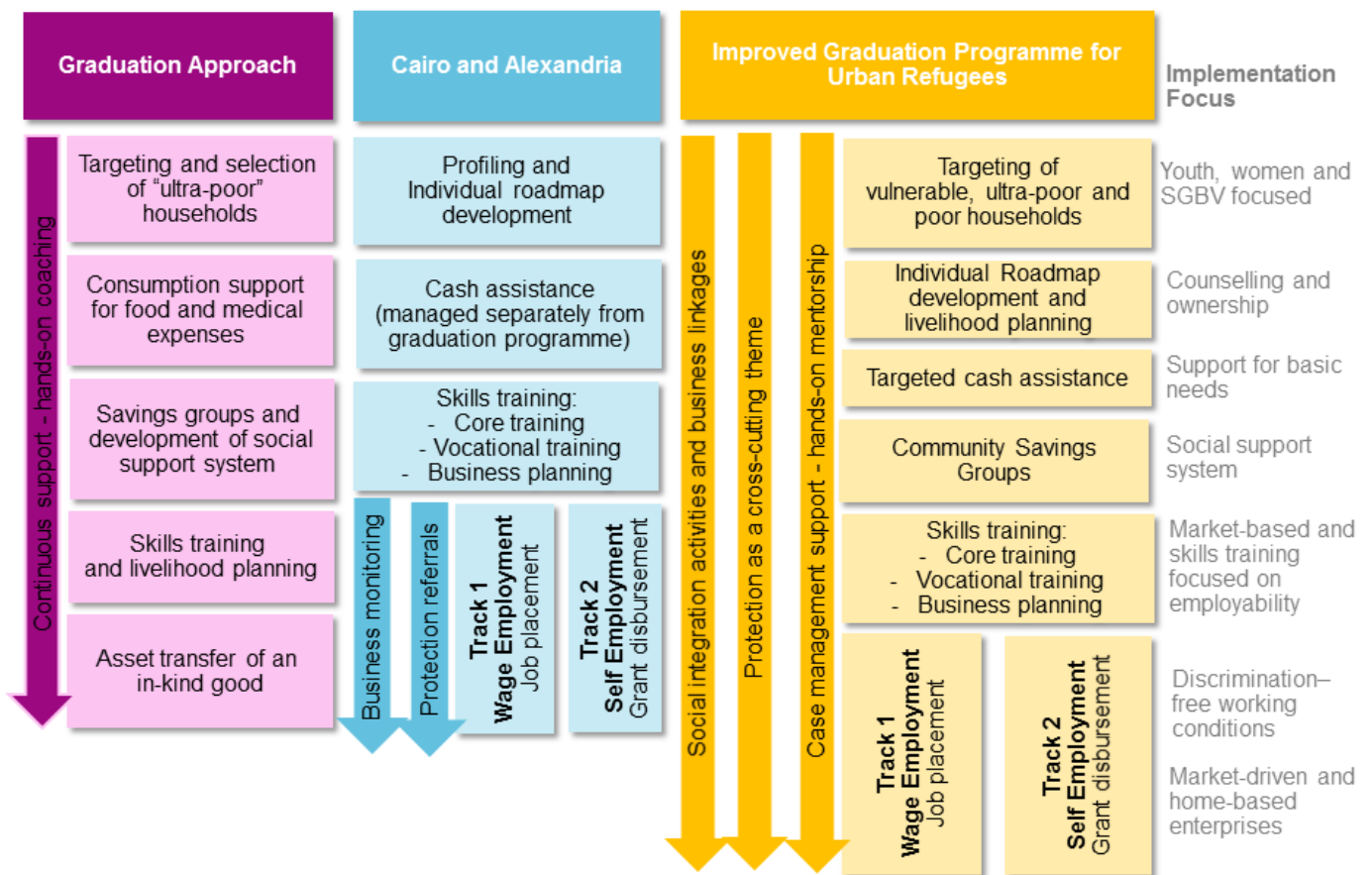
The evaluation shows that current programme interventions are focused primarily on the output level and lack fundamental activities necessary to produce medium-to long-term outcomes. That's said, the project's activities should introduce and / or include deeper activities to make the graduation program more responsive to refugees' context including more activities in protection, counselling, deeper and continuous mentorship as well as the creation and / or support of locally-based sustainable mechanism to further start-up or grow businesses.

While current participant selection criteria combines vulnerability with entrepreneurial and economic viability, there remain concerns related to proper targeting of youth, women and survivors of sexual and gender-based violence (SGBV). Other concerns relate to the application of informed consultation with refugees, beginning with the choice of employment track, outreach activities and capacity building all through the mentorship stages. Most of the participants do not show ownership of graduation process they have gone through.

There have been notable efforts to collect, store and analyze data to improve the programme’s performance, but the monitoring and evaluation (M&E) system needs further refinement. The data was mainly collected through phone calls conducted by socio-economic caseworkers or profiling staff, which could affect accuracy and quality of data collected. The programme has also engaged in re-development of short-to-medium-term Project Key Performance Indicators to be more specific, time-bound and worth measuring. The Evaluation Team did not recognize a formal program participants’ feedback mechanism of data collected from the field through on-site interviews or focus group discussions or complains mechanisms. Indicators needs to be introduced that measure longer-term outcomes and sustainability, in order to graduate participants out of extreme poverty.

The here-below graph demonstrates comparison between the implementing approaches of the original Graduation Approach design with what has been implemented / documented in Cairo and Alexandria as well as a recommended mechanism towards implementing an improved graduation approach for urban refugees

### Improved Graduation Approach for Urban Refugees



# 01

## INTRODUCTION

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## 1. Introduction

### 1.1 Context

The Syria crisis is now in its fifth year and shows no sign of easing. More than 4 million Syrians have fled to Lebanon, Jordan, Turkey, Iraq and Egypt.<sup>1</sup> According to 2015 UNHCR figures in Egypt, the total active Population of Concern is approximately 184,705; out of which 123,585 are of Syrian origin while the rest are from other countries including Sudan (27,822), Somalia (7,356), Iraq (7,132), Ethiopia (6,544), Eritrea (3,609), South Sudan (4,063) and others (4,594).<sup>2</sup> Data from the Ministry of Foreign Affairs of Egypt suggests that there are 300,000+ refugees in Egypt at the moment.

Quality access to and adequate delivery of social services such as health, education, water and social protection assistance by the Egyptian Local Administration Units at the governorates and districts levels is relatively poor in the current Egyptian context. The major part of the refugee community in Egypt resides in urban areas, primarily in and around Cairo and Alexandria. The refugees live amidst host communities, which places an additional burden on the availability of already scarce resources and services. Considering that about 43% of Egypt's population live in urban areas, there is significant pressure on urban areas in course of the refugee influx and, thus, the already limited capacity of the government is further constrained.<sup>3</sup> With the Syrian crisis unfolding as a protracted situation, likely to continue in the near and mid-term future, there is an acknowledgment of the limitations of emergency-gearred punctual interventions and the need for more development-oriented and innovative solutions for building resilience of refugees and communities.

UNHCR defines self-reliance as “the ability of an individual, household or community to meet essential needs and to enjoy social and economic rights in a sustainable manner and with dignity.”<sup>4</sup> Self-reliance aims to support individuals, host communities and institutions to respond to increased demand and pressure (“coping”), promote household recovery from the negative impacts of the crisis (“recovering”) and strengthen individual, local and national socio-economic conditions and systems to protect and sustain development gains from current and future shocks (“transforming”).

Egypt has not yet developed domestic procedures and institutions for refugees and asylum seekers. Responsibility for refugees is assigned to UNHCR by the 1954 Memorandum of Understanding between the Egyptian government and UNHCR. Egypt is party to both the 1951 Convention Relating to the Status of Refugees and its 1967 Protocol as well as to the 1969 OAU (Organization of African Unity) Convention.<sup>5</sup> Accordingly, people fleeing persecution who enter Egypt are entitled to asylum and protection on a temporary basis. As of 2011, UNHCR has changed its categorization system to a policy that considers all people of concern to UNHCR recognized as either refugees with blue cards or asylum seekers with yellow cards, and all nationalities are eligible for assistance.<sup>6</sup>

On acceding to the 1951 Convention, Egypt placed restrictions on five articles concerning personal status, rationing, access to primary education, access to public relief and assistance, labour legislation and social security. Finding work constitutes one of the biggest obstacles to refugees in Egypt. In addition, the cost of housing, xenophobia and harassment present additional challenges.<sup>7</sup> De facto local integration for refugees is challenging. While emergency needs remain high, the crisis is gradually becoming chronic, and therefore it is becoming increasingly necessary to provide long-term developmental assistance.

Consequently, the implementation of holistic livelihoods programmes in the Egyptian context is crucial. Bangladesh Rural Advancement Committee (BRAC) developed the Graduation Approach in 2002. In 2006,

<sup>1</sup> Syria Regional Refugee Response, December 2015, <http://data.unhcr.org/syrianrefugees/regional.php>

<sup>2</sup> UNHCR, 2015 UNHCR Egypt, Monthly Statistical report as of 30 November 2015

<sup>3</sup> Feinstein International Center, Refugee Livelihoods in Urban Areas: Case Study Egypt, Tufts University, October 2012

<sup>4</sup> UNHCR Global Strategy for Livelihoods, 2014, <http://www.unhcr.org/530f107b6.pdf>

<sup>5</sup> Ibid.

<sup>6</sup> Ibid.

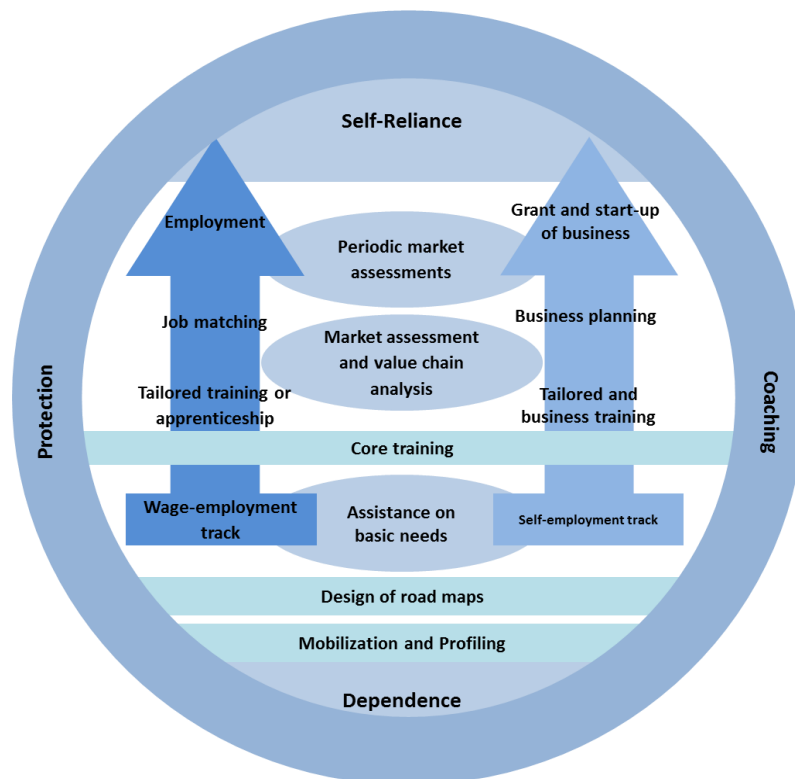
<sup>7</sup> Ibid.

the Consultative Group to Assist the Poor (CGAP) – housed at the World Bank – and the Ford Foundation piloted the model in several countries.<sup>8</sup> Based on the overall positive impact found in rigorous evaluations of Graduation pilots,<sup>9</sup> UNHCR, with support from BRAC University and Trickle Up (an expert in providing technical assistance on livelihoods and Graduation) adopted the approach and is currently piloting it in five countries to support refugee's self-reliance, specifically targeting the most vulnerable including women, youth, elderly and people with disabilities. The Egypt pilot was launched in in September 2013 and January 2014 with the employment track followed by the self-employment track respectively implemented in Cairo by Catholic Relief Services (CRS) and in Alexandria by Caritas.

The Graduation Approach takes into consideration how safety nets, capacity building and financial support can be sequenced to create pathways for the poorest to graduate out of extreme poverty. Training components focus on core skills (e.g. presentation skills, CV writing, etc.), financial management skills and vocational training for refugees and some members of local communities. Throughout the process, participants are accompanied by a mentor who provides business support as well as support to the family regarding other issues. All specific elements of the Programme are carefully sequenced and targeted, in order to achieve sustainable impact in a set period of time. The diagram below provides an overview of the Graduation Programme in Egypt.<sup>10</sup>

The Graduation Programme provides a pathway for the participant to gradually take control of their lives, pursue new economic opportunities and, thus, sustainable livelihoods. It provides them the opportunity to actively integrate within their local economy.

**Figure 1-1 Overview: Graduation Programme in Egypt**



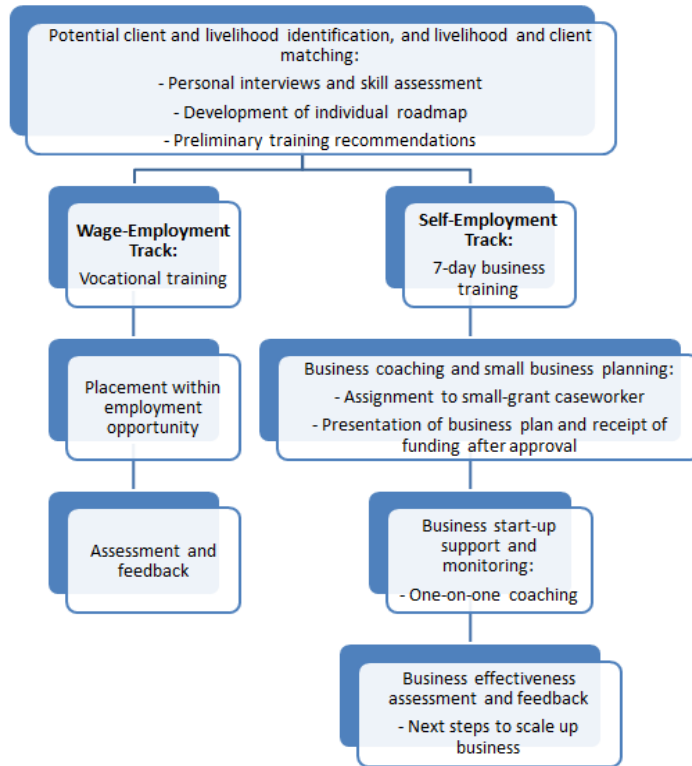
<sup>8</sup> Consultative Group to Assist the Poor, Graduation into Sustainable Livelihoods <http://www.cgap.org/topics/graduation-sustainable-livelihoods>

<sup>9</sup> Banerjee et. al, "A multifaceted program causes lasting progress for the very poor: Evidence from six countries." *Science*, 15 May 2015: Vol. 348, Issue 6236. <http://science.sciencemag.org/content/348/6236/1260799>

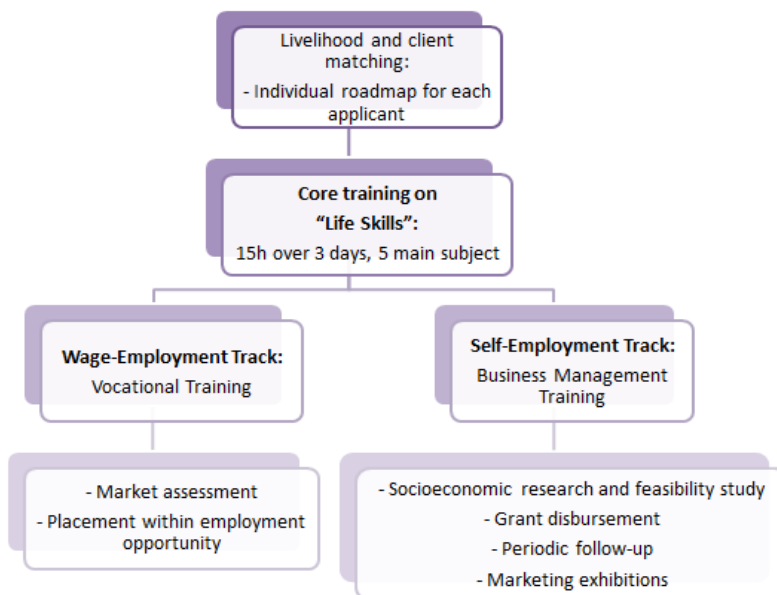
<sup>10</sup> Figure received from UNHCR

The figures below provide an overview of the sequence of steps implemented by CRS in Cairo and Caritas in Alexandria:

**Figure 1-2 Roadmap, CRS, Cairo**



**Figure 1-3 Roadmap, Caritas, Alexandria**



## 1.2 Objective of Evaluation

The mid-term evaluation measures the impact of the Graduation Programme in Egypt to date, thereby providing insight as to its effectiveness in the context of refugees in urban areas in Egypt. It highlights reasons for success and non-success of the Programme and informs some potential programme design, implementation and M&E improvements.

The core evaluation objectives are the following:

- ❖ Complete impact evaluation to measure social and economic impact of the Programme on participants and communities, with special focus on protection concerns and SGBV
- ❖ Complete process evaluation to assess implementation, institutional capacity, and performance of the programme and partners, including any factors that may positively or negatively affect the success, sustainability, and cost effectiveness
- ❖ Assess existing monitoring and evaluation systems and data

Based on the above, UNHCR and partners are provided with relevant and tailored recommendations to constructively advance the Programme in Cairo and Alexandria, as well as the overall Graduation Approach when implemented in urban areas with a focus on refugee populations.

# 02

## METHODOLOGY AND LIMITATIONS

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## 2. Methodology and Limitations

### 2.1 Data Collection Methods

In order to collect data to complement and validate partner monitoring reports and ensure a comprehensive evaluation of impact, process and M&E, the Evaluation Team utilized both qualitative and quantitative data collection tools. As such, a variety of data was collected that provides the Evaluation Team with a strong basis for analysis and recommendations for the Graduation Programme.

#### ***Structured Survey***<sup>11</sup>

In order to carry out the quantitative survey, six data collectors were hired; three for Cairo and three for Alexandria. The data collectors were trained by the Evaluation Team in order to prepare them to carry out the quantitative survey. The training included an introduction to the Graduation Programme and an explanation of the objectives of the study, concepts and definitions as well as data collection methods. Particular attention was paid to appropriate interaction with refugees. Beit Al Karma worked with the selected data collectors in previous projects and considered them ideal candidates for the task.

The surveys were designed to gather information on experiences, perceptions, satisfaction and socioeconomic status of Graduation Programme participants. This information feeds directly into the three key evaluation areas (impact evaluation, process evaluation, and assessment of M&E).

Based on predefined sampling criteria (see subsequent sub-section 2.2), the partners provided the Evaluation Team with an extensive list of participants as well as PoC for the comparison group. The comparison group was made up of PoC on the waiting list for the Programme and, hence, fulfil similar conditions of the eligibility criteria. The PoC on the waiting list are not included in the Programme due to lack of funding. Once the partner can integrate more PoC in the Programme they are chosen from the waiting list randomly. UNHCR cooperated with a Call Centre (NAOS Marketing), which was responsible for calling the participants and comparison group. The Call Centre was provided with the interview schedule as well as contact lists for both groups. The Evaluation Team shared information on the ideal group composition with the Call Centre (see Sampling Criteria in subsequent sub-section 2.2). A list of confirmed participants was shared with the Evaluation Team and UNHCR each evening before the surveys/interviews took place. In Cairo, the surveys took place 16 -19 of November, 2015 in the UNHCR Zamalek Office; in Alexandria the surveys took place 22 - 26 November, 2015 in the Caritas office.

In order to ensure random sampling, the Evaluation Team instructed the Call Centre to start with the even-numbered persons until the needed numbers of participants for each list were achieved. In case not enough confirmed participation after calling the even-numbered persons, the Call Centre was instructed to call the odd-numbered persons.

#### ***Focus Group Discussions***<sup>12</sup>

To complement quantitative information gathered in surveys, FGDs were held with participants and a comparison group. Each FGD lasted between one and two hours and included five to 15 respondents.

FGD discussions were designed to elicit information in an environment that encourages dialogue, where group members feel comfortable to elaborate on their experiences and relate to one another. The FGDs sought to gather individuals according to the sampling criteria mentioned in sub-section 2.2. By dividing participants into different groups for the FGDs, the Evaluation Team was able to explore to what extent participants from different backgrounds experience and benefit from the Graduation Programme differently.

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<sup>11</sup> The complete questionnaires for the participants and the comparison group can be found in Annex C

<sup>12</sup> The question guides for the different FGDs can be found in Annex A

For instance, by having a FGD solely with women and girls, the Evaluation Team sought to establish a comfortable environment for women to talk about sensitive issues related to protection and potentially SGBV.

In addition to FGDs, the Evaluation Team carried out several field visits to the businesses of the participants: In Cairo, two participants of the Self-Employment Track (SET) were visited. In Alexandria, the Evaluation Team visited three participants of the SET as well as the Community Center in El Agamy.

### ***In-Depth Interviews***

In-depth interviews (IDIs) were conducted with the project teams of partner organizations and private sector employers cooperating with partners. Each IDI lasted about one hour and included one to five attendees. The IDIs aimed at gaining an in-depth and comprehensive understanding of the programme interventions in Cairo and Alexandria and insight into the opinions and attitudes about challenges and opportunities of the individuals working directly with the Programme participants.

## **2.2 Sampling**

The sample size calculation was originally conducted for the total number of participants responding to the survey and participating in FGDs.<sup>13</sup> However, it is important to note that the intended sample size of the respondents to the quantitative survey is aligned with the standards of the Donor Committee for Enterprise Development (DCED), taking the following into consideration:<sup>14</sup>

- The Evaluation Team aimed for a *confidence level* of 85%.
- The *population size* refers to how many people are there to choose the random sample from: In this case, the population size is the number of people who have been provided with access to wage employment and self-employment. The table below are the number of program’s beneficiaries as received from Implementing Partners in Cairo and Alexandria.

	2013 (Sep-Dec)	2014 (Jan-Dec)	2015 (Jan-Oct)	<b>TOTAL</b>
Cairo	488	194	152	<b>834</b>
Alexandria	no project	1,512	901	<b>2,413</b>

- Based on partner monitoring reports, it was estimated that 95% of the population would fall into an income range of between 100 and 2,000 EGP.
- The Evaluation Team required a minimum detectable difference of slightly over 100 EGP between the participants and non-participants.

In order to reach the confidence rate of 85% and given the above-mentioned criteria, the minimum sample size according to the DCED calculator would be 56 participants in Cairo and 59 participants in Alexandria (see figures below).

<sup>13</sup> According to other sample size calculators, which do not take into account important impact indicators or the fact that this evaluation compares the participants to a comparison group, using a margin of error of 5%, potential *optimal* sample sizes were 141 participants in Cairo and 164 participants in Alexandria. See [http://www.raosoft.com/sample\\_size.html](http://www.raosoft.com/sample_size.html) and <https://www.surveymonkey.com/mp/sample-size-calculator/>.

<sup>14</sup> DCED Sample Size Calculator: <http://www.enterprise-development.org/page/calculator>

**Figure 2-1 Sample Size Calculation, Cairo**

What type of research are you doing?  [Click here for guidance.](#)

What range will 95% of your data fall in?  -  [Click here for guidance.](#)

This implies that your data have a mean of **1050** and a standard deviation of **475**.

What minimum detectable difference do you require?  [Click here for guidance.](#)

Your minimum detectable difference is 125, which is 11.9% of 1050, your implied mean.

What confidence level do you need?  % [Click here for guidance.](#)

What is the population size?  [Click here for guidance.](#)

Your minimum sample size per population is 56

Your total minimum sample size is 112

**Figure 2-2 Sample Size Calculation, Alexandria**

What type of research are you doing?  [Click here for guidance.](#)

What range will 95% of your data fall in?  -  [Click here for guidance.](#)

This implies that your data have a mean of **1050** and a standard deviation of **475**.

What minimum detectable difference do you require?  [Click here for guidance.](#)

Your minimum detectable difference is 125, which is 11.9% of 1050, your implied mean.

What confidence level do you need?  % [Click here for guidance.](#)

What is the population size?  [Click here for guidance.](#)

Your minimum sample size per population is 59

Your total minimum sample size is 118

The Evaluation Team was successful in targeting the DCED-calculated sample size (and far exceeded it in Alexandria) for the quantitative survey alone, while taking into account the higher optimal sample sizes when determining participants for the survey and FGDs together.<sup>15</sup> As demonstrated in the tables below, a total of 116 participants in Cairo and 168 participants in Alexandria participated in the survey and FGDs. This means response rate amounts to over 100% for the participants who answered structured surveys, and 77% and 88% for the comparison groups in Cairo and Alexandria respectively. A combined look at Table 2-1 and 2-2 indicates - for both the survey and interviews - a response rate of 89% in Cairo and about 93% in Alexandria. Consequently, the confidence level of about 85% was successfully upheld, with a relative limitation of the comparison group respondents to the quantitative survey in Cairo.<sup>16</sup> In order to ensure that the required number of participants show up for the interviews, the Evaluation Team asked the partners to provide a list with more than double the number of participants required. Non-response might be attributed to many issues such as personal reasons, the non-appreciation of the evaluation process or any other factor that are beyond the control of the partners or the Call Centre, which managed the calling process. Sampling criteria include the following:

- Location (across all neighbourhoods in Cairo or Alexandria)
- Country of origin
- Livelihood track (wage or self-employment)
- Gender
- Age
- Distinct groups (SGBV)

To ensure the inclusion of the experiences and views of various groups, the qualitative and quantitative data collection methods integrated concrete sampling criteria to stratify the random sampling. In the individual qualitative interviews and the quantitative survey, the evaluation team sought to include 50% female, 25% youth (age 18-24), 60% Syrian, 30% Iraqi and Africans, and 10% Egyptian, as well as about 30% participants of the WET and 70% of the SET. There was less relative success in ensuring the proper inclusion of each group (see sub-section 2.3 on limitations).

**Table 2-1 Structured Survey Final Sample**

Target Group	Graduation Participants in Cairo	Comparison Group in Cairo	Graduation Participants in Alexandria	Comparison Group in Alexandria
Wage-Employment Track	8		10	
Self-Employment Track	59		104	
Vocational Training Only			2	
Core Skills Only			24	
Syrian Refugees	43	30	119	33
Non-Syrian Refugees (Iraqi and African Refugees)	22	11	15	17
Egyptian Participants	2	0	6	2
Female Participants	35	18	44	13
Youth (ages 18-24)	4	4	11	3
<b>Total</b>	<b>67</b>	<b>41</b>	<b>140</b>	<b>52</b>

<sup>15</sup> According to other sample size calculators, which do not take into account important impact indicators or the fact that this evaluation compares the participants to a comparison group, using a margin of error of 5%, potential *optimal* sample sizes were 121 participants in Cairo and 196 participants in Alexandria. See <http://www.raosoft.com/samplesize.html> and <https://www.surveymonkey.com/mp/sample-size-calculator/>.

<sup>16</sup> The decision was made to include FGD participants in the total sample size number.

**Table 2-2 Focus Group Discussion Final Sample**

Target Group	Graduation Participants in Cairo	Comparison Group in Cairo	Graduation Participants in Alexandria	Comparison Group in Alexandria
Wage-Employment Track	7		6	
Vocational training only	3			
Self-Employment Track	15		16	
Syrian and Non-Syrian Refugees (Iraqi and African Refugees)	14	13	4	8
Egyptian Participants	0	0	0	0
FGD only for Female Participants	10	4	2	2
<b>Total PoC interviewed in all FGDs</b>	<b>49</b>	<b>17</b>	<b>28</b>	<b>10</b>

**Table 2-3 In-Depth Interview Final Sample**

Target Group	CRS Project Team in Cairo	Caritas Project Team in Alexandria
Project Manager and M&E Officer	2	1
Case Workers	5	5
Business Advisor	0	1
Trainers (Vocational and Business Skills)	3	3
Private Sector Employers	3	3
<b>Total</b>	<b>13</b>	<b>13</b>

### 2.3 Limitations of the Evaluation

- Only 31% of the Graduation participants and 25% of the comparison group in Alexandria were female.
- 85% of the Graduation participants in Alexandria were Syrian (only 11% Iraqi and African, and 4% Egyptian).
- The response rate of Egyptian participants across data collection methods was little-to-none in both Cairo and Alexandria. Consequently, it is difficult to assess the host community's acceptance and perception towards refugees as well as their relative success in the Graduation Programme.
- Significantly, only 12% of the Graduation participants in Cairo (meaning 8 participants total) and 7% of the participants in Alexandria (meaning 10 participants total) were in the WET. Such small numbers do not allow for statistically significant quantitative findings. Therefore, the subsequent analysis in regards to the WET relies more on the information gathered in the qualitative interviews to complement partner monitoring reports.
- The timeframe for this evaluation was very tight. There was limited amount of time to have detailed reviews of all the survey and interview tools by UNHCR and partners.
- Income, household size, and amount of cash assistance were all collected and analysed based on ranges, eliminating the possibility of precise measurements.
- The fact that interviewees came to the UNHCR or Caritas offices *may* introduce some bias to the results due to the time (opportunity cost) it took participants to go out of their way to be interviewed. It is possible that a certain category of participant would be more inclined to follow through (whether that be a positive bias due to very dedicated participants who prioritize the Graduation Programme, or a negative bias due to participants who perhaps want to take the opportunity to share negative experiences).
- Self-reporting on some indicators such as income may not always be accurate. The evaluation triangulated as much data as possible to account for this.

# 03

## FINDINGS AND CONCLUSIONS

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### 3. Findings and Conclusions

#### 3.1 Summary Statistics

Some basic characteristics are included in Tables 3-1 and 3-2 to observe similarities and differences between the Graduation participants and the comparison groups.

In regards to Cairo participants, the following can be highlighted: The survey data indicates that the majority of participant households (65.66%) have four to six members and report that either none or one family member is working to cover the expenses of the household. According to the collected data, the average income per participant per month after joining the Graduation Programme is about 635 EGP.

A comparison of the demographic characteristics for the Graduation Participants and the data collected by CRS in Table 3-1 shows that the sample of Graduation participants surveyed is fairly representative. The percentage of youth, female and non-Syrian refugee participants are comparable. The survey sample size has a larger portion of Syrian refugees (by 10 percentage points) than the overall portion of Syrian refugees participating in the programme. There is a substantial difference between the findings in regards to the employment rate between project's reported data and the surveyed participants in one hand with the comparison group on the other hand. However, the project's reported income level is higher than the surveyed one.

A comparison of the characteristics of the Graduation Participants and the comparison group in Table 3-1 illustrates the comparability of the two groups in terms of demographics. The comparison group has a higher percentage of youth, lower percentage aged 40 and older, lower percentage female, higher percentage Syrian and lower percentage non-Syrian refugees. The two groups are very similar in terms of household size and percentage with only one family member working. Interestingly, the comparison group has a much lower employment rate but a higher income level, and around the same portion of both groups are currently receiving cash assistance.

**Table 3-1 Cairo Participants vs. Comparison Group**

Characteristic	CRS Graduation Participant Data <sup>17</sup> (N = 438)	Graduation Participants Surveyed (N = 67)	Comparison Group Surveyed (N = 41)
<b>Individual Demographics</b>			
% Age: 18-24	5.5	6.0	9.8
% Age: 25-40		44.8	56.1
% Age: 40 and older		49.3	34.2
% Female	53.4	52.2	43.9
% Egyptian	6.9	3.0	0
% Syrian Refugees	55.9	64.2	73.2
% Non-Syrian Refugees	37.2	32.8	26.8
% Sudanese Refugees	16.4	26.9	17.1
% South Sudanese Refugees	18.6	3.0	4.9
% Eritrean Refugees	1.4	1.5	2.4
% Somali Refugees	0	0	2.4
% Iraqi Refugees	0.2	0	0
% Ethiopian Refugees	0.2	0	0
% Yemeni Refugees	0.2	0	0
% Chadian Refugees	0.2	0	0
% Currently receiving cash assistance		29.9	24.4

<sup>17</sup> Excel sheet "CRS – 2014 report" and "CRS 2015"



% Currently self or wage-employed	70 <sup>18</sup>	70.4	26.8
% Participants who joined Graduation Programme in 2013		9.4	
% Participants who joined Graduation Programme in 2014		56.3	
% Participants who joined Graduation Programme in 2015		34.4	
<b>Household Demographics</b>			
% Female-headed household		83.3	76.3
Average household size		4.9	4.8
% Households with 1-3 members		20.6	21.1
% Households with 4-6 members		69.8	65.8
% Households with 7 or more members		9.5	13.2
% Households with 0 members working		25.0	32.5
% Households with 1 member working		60.9	62.5
% Households with 2 members working		12.5	5.0
% Households with 3 or more members working		1.6	0

In regards to Alexandria participants, the following can be highlighted: The survey data indicates that the majority of participant households (52%) have four to six members and report that one family member is working to cover the expenses of the household. According to the collected data, the average income per participant per month after joining the Graduation Programme is about 805 EGP.

A comparison of the demographic characteristics for the Graduation Participants and the data collected by Caritas in Table 3-2 shows that the sample of Graduation participants surveyed is fairly representative. The percentage of participants 40 years and older, female and Syrian refugees are in the same ranges. Youth is underrepresented in the sample surveyed. The percentage employed is only four percentage points lower in the sample than in Caritas' data, but the reported income level is higher.

A comparison of the characteristics of the Graduation Participants and the comparison group in Table 3-2 illustrates the comparability of the two groups in terms of demographics. The groups have a similar percentage of youth and female participants, but the Graduation participants have significantly more Syrian and less non-Syrian refugees than the comparison group. Both groups have an average household size of about 4.5. Around the same percentage of each group are currently receiving cash assistance, but the comparison group has a far lower employment rate and a slightly lower average income level.

**Table 3-2 Alexandria Participants vs. Comparison Group**

Characteristic	Caritas Graduation Participant Data <sup>19</sup> (N = 3371)	Graduation Participants Surveyed (N = 140)	Comparison Group Surveyed (N = 52)
<b>Individual Demographics</b>			
% Age: 18-24	26	7.9	5.8
% Age: 25-40	43	56.1	65.4
% Age: 40 and older	31	36.0	28.9
% Female	37	31.4	25.0
% Egyptian	9	4.3	3.9
% Syrian Refugees	86	85.6	63.5
% Non-Syrian Refugees	5	10.1	32.6
% Sudanese Refugees	1.8	5.8	15.4
% South Sudanese Refugees	0	0.7	3.9
% Eritrean Refugees	0.1	0	0
% Somali Refugees	0.2	0	0
% Iraqi Refugees	1.2	2.2	7.7
% Ethiopian Refugees	0.0	0	0
% Chadian Refugees	0	0	1.9

<sup>18</sup> UNHCR, Livelihood Indicators as of October 2015

<sup>19</sup> Excel sheet "2014 Caritas as of September 2015"

% Palestinian Refugees	1.0	0	3.9
% Refugees from Cote De Ivore	0.1	0	0
% Jordanian Refugees	0.1	0	0
% Refugees from Kazakhstan	0.1	0	0
% Lebanese Refugees	0	0	0
% Refugees from Uzbekistan	0	0	0
% Yemeni Refugees	0	0	0
% Currently receiving cash assistance		43.6	32.7
% Currently self or wage-employed	87	82.4	33.3
% Participants who joined Graduation Programme in 2014		40.7	
% Participants who joined Graduation Programme in 2015		59.3	
<b>Household Demographics</b>			
% Female-headed household		36.4	26.9
Average household size		4.5	4.5
% Households with 1-3 members		29.3	21.2
% Households with 4-6 members		51.4	71.2
% Households with 7 or more members		19.3	7.7
% Households with 1 member working		81.8	87.8
% Households with 2 members working		14.9	7.3
% Households with 3 or more members working		3.3	4.9

### 3.2 Impact Evaluation

The following evaluation area sheds light on the extent to which the livelihoods of participants have improved as a result of the Graduation Programme. In order to provide a socio-economic assessment in this regard, different criteria such as employment, income, expenditure patterns, asset ownership, changes to vulnerability (SGBV) and feeling of stabilization were explored in the evaluation.

#### 3.2.1 Cairo (CRS)

##### Wage Employment Track (WET) in Cairo

The data collected by CRS indicates that a total of 117 participants were provided with access to wage employment in 2014 and 2015, as indicated in the following table. In total, about 30% of the 117 participants who were provided access to wage employment subsequently lost their jobs in 2014 and 2015.

Table 3-3 WET Numbers CRS

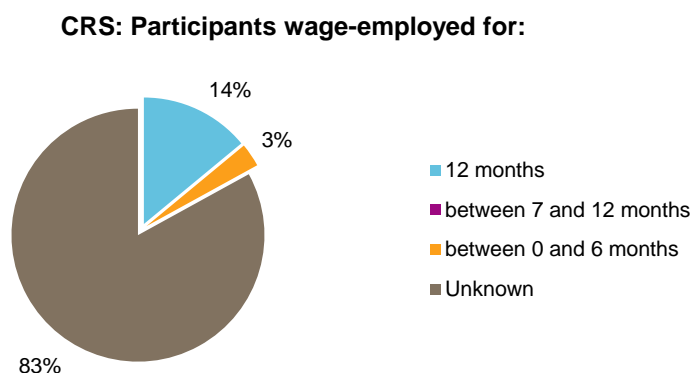
Description	2014	2015	Total
1- Participants provided with access to wage employment	68	14	82
2- Participants who lost their jobs	29	6	35
3- Total number of participants <sup>20</sup>	682	152	834

Source: Data collected by CRS

The majority of people interviewed during the evaluation reported that it takes them less than three months to find a job after completing training. Participants interviewed are engaged in different kinds of employment ranging from full-time and part-time employment to contract work and casual labour.

The data collected by UNHCR and CRS in regards to how long participants have been employed for is incomplete. As visualized in Figure 3-1, it is unknown for the majority of participants. Fourteen percent reported to have held their employment for 12 months or more.

Figure 3-1 WET, Time Employed, CRS



Source: Data collected by CRS

##### Self-Employment Track (SET) in Cairo

<sup>20</sup> This is the total number of all applicants that have in a way or another received the Programme's support.

The data collected by CRS indicates that a total of 243 participants were provided with access to self-employment in 2014 and 2015, as indicated in the following table. . In total, about 20% of the 243 participants who started businesses subsequently lost them in 2014 and 2015 (51 out of 243).

**Table 3-4 SET Numbers CRS**

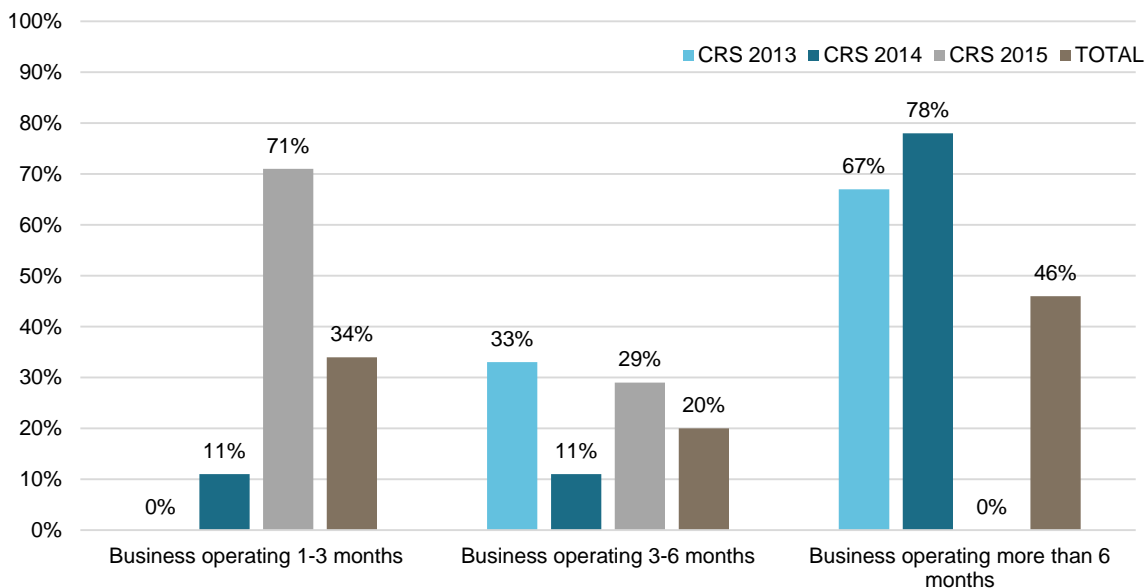
Description	2014	2015	Total
1- Participants provided with access to self-employment	92	100	192
2- Participants whose businesses failed	35	16	51
3- Total number of participants <sup>21</sup>	682	152	834

Source: Data collected by CRS

The quantitative survey revealed that 77% of participants feel qualified for running their own businesses and 64% reported that they perceive the business training provided by CRS to equip them with the necessary business skills to excel and start up their business. This finding was confirmed during the FGDs where participants demonstrated overall satisfaction with the business training. Participants stated that they learned how to make a business plan and deal with customers better. The training content seems to be relevant and tailored to the participants' needs.

Forty six per cent (46%) of participants surveyed report that their business has been operating for more than 6 months, which is substantial. It is worth noting that 67% of those participating since 2013 have their business still running which is a good indicator for receiving continued and durable income supporting their self-reliance. However, 67% of business owners perceive the status of their business as slowing or stopped, while only 6.5% perceived their businesses as growing. Only 6 participants indicated that they have any employees.

**Figure 3-2 Time frame of business operations**

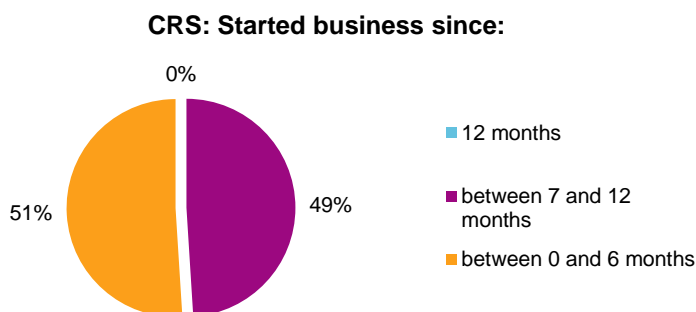


Source: Survey

<sup>21</sup> This is the total number of all applicants that have in a way or another received the Programme's support.

The data collected by UNHCR and CRS is aligned with this finding: As visualized in Figure 3-3, 49% of businesses have been operating between 7 and 12 months.

**Figure 3-3 Time frame of business operations, CRS**



Source: CRS and UNHCR

As indicated by the survey, 42% of SET participants are engaged in the retail sector, 27% in services, and 14% in production. Similarly, according to the data collected by UNHCR and CRS, 13% are engaged in production, 52% in services and 34% in retail.<sup>22</sup> Opportunities in the production sector should be explored through in-depth market/value chain analysis to determine if there are sustainable opportunities that would add value to the national economy. Furthermore, when asked about why participants' businesses are not operating any longer, the primary reason was that businesses do not make profit because the ideas do not respond to market needs.

### Socioeconomic Impacts for both WET and SET in Cairo

According to the latest monthly partner monitoring report (October 2015), the average income for participants is higher than the average income calculated on basis of the data collected by the survey for the mid-term evaluation.<sup>23</sup> According to the data collected by CRS, the average income is as displayed in Table 3-5. This table combines WET and SET in order to compare the data collected in the evaluation. It is notable, however, that the SET and the WET yield very different income ranges. In the WET, 37% earn less than EGP 1200 and 62% earn EGP 1201 – 2000. In the SET, 57% earn less than 1200, 16% earn EGP 1201 – 2000 and 11.5% earn even more than EGP 2000. This implies that in SET there is more risk of earning very low incomes, but also more potential to earn higher incomes than otherwise possible (above EGP 2000).

#### ***Reasons Behind business failures in a prioritized order***

- Existing competition which is due to the fact business idea is not based on a detailed market demand study or community needs
- Non-licensing
- Lack of protection from other existing competitors
- Lack of marketing skills and linkages with others
- Funding amount is too little to establish a competitive project

#### ***Reasons behind Jobs drop-outs in a prioritized order***

- Distance, transportation costs and commuting time between home and the location of businesses
- Low rate of payment
- Jobs requirements are less than the qualifications of the refugees
- Sexual harassment especially for women

<sup>22</sup> Livelihood indicator October 2015

<sup>23</sup> According to the data collected by CRS the average salary for participants amounts to 1,370 EGP per person per month. Data obtained by UNHCR re program progress until October 2015, See Annex E

**Table 3-5 WET and SET Monthly Income Ranges, Cairo**

<b>Income Ranges</b>	<b>2014 (N = 186)</b>	<b>2015 (N = 103)</b>	<b>Total (N = 289)</b>
<b>% earning EGP 100 – 700</b>	2	0	1
<b>% earning EGP 701 – 1200</b>	0	92	33
<b>% earning EGP 1201 – 2000</b>	98	8	66
<b>% earning EGP 2001 +</b>	0	0	0
<b>% Unknown</b>	0	0	0

Source: CRS Data<sup>24</sup>

In the mid-term evaluation survey, slightly over half of the participants reported that they currently earn between one and 600 EGP, and 25% between 600 and 1200 EGP. Only about 15% earn above 1200 EGP. This is validated by the fact that the average income generated by Programme participants amounts to about 80 USD (640 EGP), as stated by the CRS Project Manager.

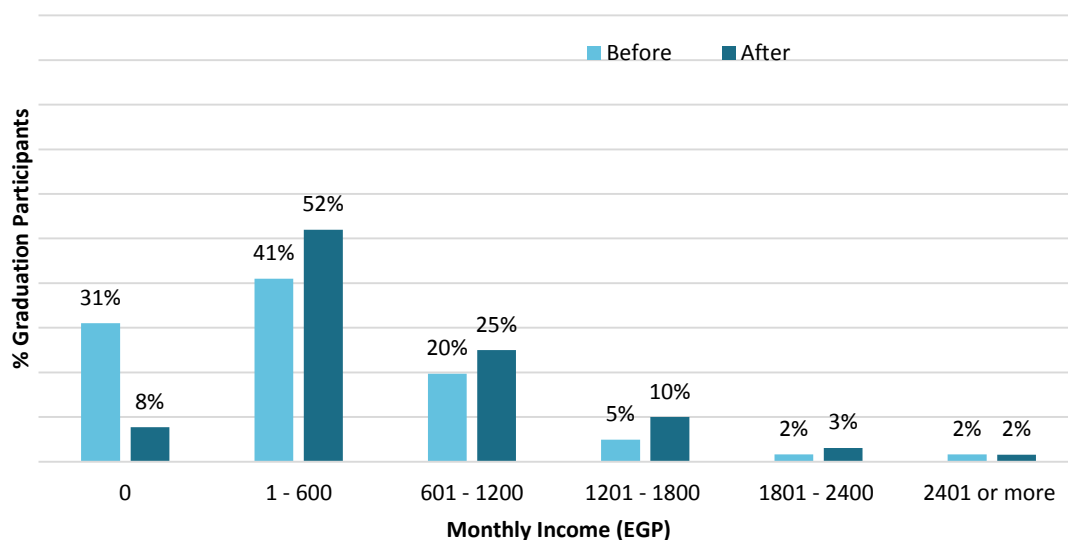
Considering the margin of error of the survey carried out, the difference between the average income recorded by CRS and the survey is considerable. However, the average income of the Graduation Programme participants, the comparison group, the statement of the Project Manager and the data captured from the FGDs, all fell within the same range of 600-700 EGP. There are a number of explanations for the difference and this matter requires further investigation. Potential factors include the following:

- Reporting errors due to the fact that the CRS information is collected over regular phone calls, which may result in a misunderstanding due to limited time for explaining the criteria around the question
- Reporting errors by the partner team
- Positive and/or negative self-reporting bias in either the CRS or mid-term evaluation data collection due to unexplained factors (potentially including the belief that the interviewer wants to hear a specific answer)
- Demographic differences between the survey sample and the full group of programme participants monitored by CRS
- Random error

When further analysing both CRS and the mid-term evaluation survey data, it is clear that overall, participants experience an increase in income since starting the Graduation Programme. Figure 3-4 shows that the number of people without any income has considerably decreased during the course of the Programme. Consequently, the number of people in all other income groups has increased, particularly in the income bracket of 1 – 600 EGP. This data suggests that the Graduation Programme has thus far had a considerable positive impact on participants without any prior income, but thus far, has very rarely supported participants to reach incomes higher than 1200 EGP.

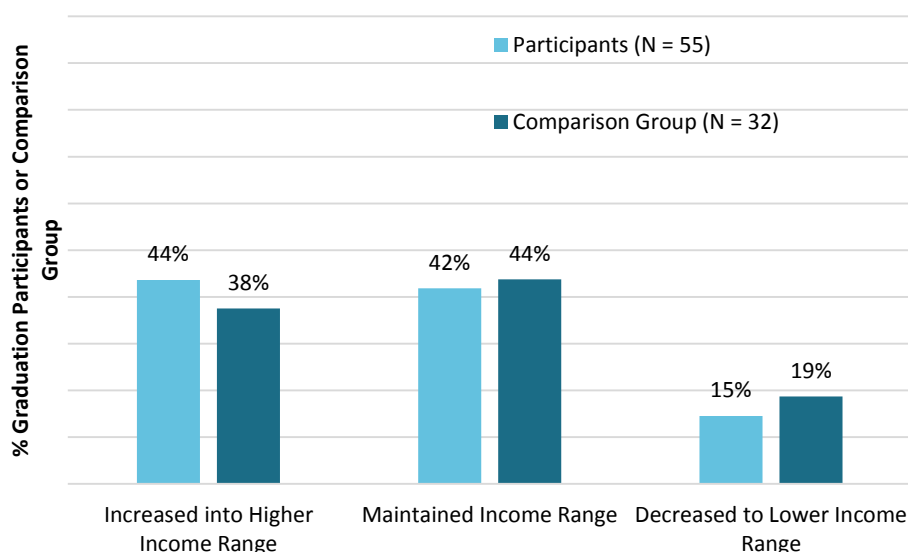
<sup>24</sup> Livelihood Indicator October 2015

Figure 3-4 Income range, Cairo



Source: Survey

While the changes in income of the participants over the course of the programme can clearly be observed, the question of attribution still remains. The FGDs and quantitative survey revealed that training was useful and provided necessary skills, but that technical support was not always sufficient, grants distributed did not always cover the full cost of starting a business, and caseworker follow-up was not typically very regular (see Process Evaluation for more details). As such, it is difficult to infer with confidence that the increases in income are all attributable to the activities in the Graduation Programme. Therefore, it is necessary to compare the changes in income experienced by the participants to the changes experienced by the comparison group. Due to the similar characteristics of the group, it can be assumed that they would have been on similar trajectories if it were not for the Graduation Programme. Appendix A includes a Table that attempts to estimate the impact of the Graduation Programme on a macro-level, indicating to what extent the Programme increased or decreased the portion of participants in each income range. Figure 3-5 below shows simply the percentage of Graduation participants who earn an income in a higher range, maintained the same income range, or earn an income in a lower range since joining the programme.; it also shows the same figures for the comparison group, which was asked to recall their income before gaining employment (outside of Graduation). The idea is that the support provided through Graduation accounts at least in part for the difference between these two groups; all else equal, without Graduation, the group of participants may have seen less increases in income and more decreases in income, similar to the comparison group.

**Figure 3-5 Changes in Income (Participants vs. Comparison Group) in Cairo**

Source: Survey

**Table 3-6 Estimated impact of the Programme, Cairo**

Pseudo differences: differences approach to analysis: Total estimated impact = (after state for participants – before state for participants) – (after state for comparison – before state for comparison)							
Income ranges	% Participants Before Programme (N = 59)	% Participants Currently (N = 61)	Change in % Participants	% Comparison Group Before Employment (N = 32)	% Comparison Group Currently (N = 40)	% Change Comparison Group	Total estimated impact
0 EGP	30.51%	8.20%	-22.31	37.50%	20.00%	-17.50	-4.81
1-600 EGP	40.68%	52.46%	11.78	31.25%	37.50%	6.25	5.53
600-1200 EGP	20.34%	24.59%	4.25	15.62%	17.50%	1.88	2.37
1200-1800 EGP	5.08%	9.84%	4.76	3.12%	15.00%	11.88	-7.12
1800-2400 EGP	1.69%	3.28%	1.59	9.38%	5.00%	-4.38	5.97
More than 2400 EGP	1.69%	1.64%	-0.05	3.12%	5.00%	1.88	-1.93

The data suggests that Graduation had the following impact:

- Introduced income to the ultra-poor (i.e. no income before joining the Programme)
- Increased the percentage of the participant population earning within all income ranges except for range 1200-1800 EGP and more than 2400 EGP

According to the survey, the minority of the comparison group derives an income from employment (27%). The remaining PoC report that they cover their current expenses with the financial help from neighbours (39%), from family members (10%) and cash assistance from UNHCR (10%).

Furthermore, according to UNHCR, the minimum expenditure basket per person per month amounts to about 592 EGP.<sup>25</sup> Consequently, a family of five has about 2,960 EGP of expenses on a monthly basis. Bearing in mind that the majority of families from the sample have more than 4 family members and rely on

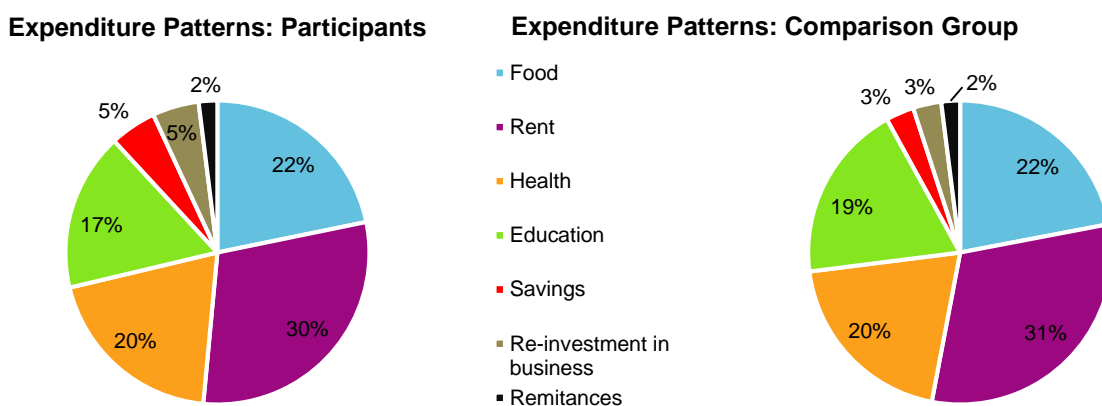
<sup>25</sup>UN: 90 percent of Egypt's Syrian refugees living in poverty, <http://www.middleeasteye.net/news/un-almost-90-percent-egypt-s-syrian-refugees-severely-vulnerable-1629992316>



only one working family member, the current average income levels are still too low (even according to CRS monitoring data) to cover the expenses of the basic needs. This finding is supported by the data collected in regards to whether the participants perceive their income to be sufficient to cover basic needs: 95% report in the survey that their income is not sufficient to cover basic needs (still, an improvement compared to 97% in the comparison group). Nine per cent of respondents have been able to diversify their income (compared to only 2% in the comparison group). This data suggests that while there have been important livelihoods gains for Programme participants, the majority are still caught in a quite vulnerable position, as they can hardly cover their basic needs with their monthly income. The conversations with participants during FGDs suggest that seeking help and support from other family members, friends and/or neighbours present strategies to cope with the situation.

This finding is supported by the data collected in regards to expenditure patterns and spending on assets: The primary portion of participants' income is spent on household consumption including rent and food as demonstrated in Figure 3-5. There is little to no difference in spending patterns between participants and the comparison group. The comparison indicates that Programme participants are able to allocate a slightly increased percentage of their income to savings or reinvestment in their business, which is an important step. Comparing this data with the Baseline Study carried out by the AUC indicates that expenditure patterns have not changed considerably in course of the Programme: according to the study most of income is spend on food and rent, followed by health and education.<sup>26</sup> In addition, none of the Programme participants were able to spend money on assets such as television, telephone or fridge. Accordingly, participants are still struggling to cover the basic needs and are not yet in the position to change their spending patterns to allocate an increased percentage of their income to, for instance, education, savings or reinvestment in their business. The Programme works within realistic benchmarks, and with the objective of moving participants out of extreme vulnerability, and typically into mild vulnerability; there is no expectation of ensuring participants can fully meet their basic needs with their income within one year of participation. Nevertheless, it is important to understand where this leaves participants in terms of changes in assets and expenditure.

**Figure 3-6 Expenditure Patterns Participants, Cairo**      **Figure 3-7 Expenditure Patterns, Comparison Group, Cairo**



Source: Survey

<sup>26</sup> American University in Cairo, Baseline Assessment of Programme Participants to UNHCR Global Livelihoods Graduation Programme - Pilot Project with Refugees in Egypt, 2015. Breakdown of household monthly spending:

- Spending on rent ranged from LE 0-4500, with 74.5% of the sample spending LE 1000 or less
- Spending on food/beverages ranged from LE 240-450, with the 82.4% of the sample spending LE 150 or less
- Spending on healthcare ranged from LE 0-1000, with 95% of the sample spending LE 500 or less
- Spending on education ranged from LE 0-3000, with approximately 77% spending LE 600 or less

The data collected in regards to savings provides further confirmation that the participants are not in the position yet to put money aside, but that there is a huge demand for savings mechanisms. Ninety eight per cent are not able to save any portion of their income. Participants not only need an appropriate amount of income in order to save, but they also need to be encouraged to save, even if only in small amounts. Savings increases sustainability of any short or mid-term livelihoods gains, by providing participants something to fall back on in case they lose their job or their business, or experience any other shock. The impact of the Programme in regards to saving capacity is unclear: while 15% of participants have increased their savings, 33% have decreased their savings. However, this must also be compared to the 87% of the comparison group who has decreased their savings.

In the absence of savings, the first strategy of most participants to cover expenses is to borrow money. This can be quite dangerous, with participants currently owing substantial amounts, and very few participants have been able to fully repay their loans.

Description	% of Participants (N = 66)	% of Comparison group (N = 41)
<b>Currently saves portion of income</b>	2	2
<b>Reporting increase in savings since start of employment</b>	15	13
<b>Reporting decrease in savings since start of employment</b>	33	87
<b>Borrows money to cover costs not met by monthly income</b>	63	73
<b>Was able to repay loan (N = 30)</b>	17	
<b>Current debts ranging from 500 to 3000 EGP (N = 27)</b>	56	
<b>Current debts ranging from 3001 to 7000 EGP (N = 27)</b>	33	
<b>Current debts more than 7000 EGP (N = 27)</b>	11	
<b>Source: Survey</b>		

**Table 3-7 Savings and Loans, Cairo**

The above raises some doubt as to the project's effectiveness towards paving the ground for sustainable improvement of livelihoods. Amongst others, the viability and feasibility of the WET should be evaluated to decide whether less focus should be put on the WET and more on the SET (which in general has seen higher income increases).

The survey and FGDs revealed, furthermore, that 65% do not feel settled in Egypt primarily due to the poor living conditions. During the FGD, Sudanese and South Sudanese refugees were most inclined to re-settle outside Egypt, first and foremost due to the discrimination they experience on a daily basis on the street and in the work place. Syrian participants seem less vulnerable to discrimination, but many still express that they are exposed to harassment. In contrast to South Sudanese participants, Syrians tend to prefer to remain in Egypt and go back to Syria once the situation allows them to. In general it seems as if integration within the host communities takes place primarily on an individual basis rather than within the system implemented within the Graduation Programme.

### 3.2.2 Alexandria (Caritas)

#### Wage Employment Track (WET) in Alexandria

The data collected by Caritas indicates that a total of (31%) participants were provided with access to wage employment in 2014 and 2015, as indicated in the following table. In total, about 11% of these participants lost their jobs in 2014 and 2015 and, consequently, 89% remained in their jobs in general terms, without reference to time of being employed. The results are very satisfactory within the context of employment situation in Egypt even compared to other non-refugees employment placement projects.

Table 3-8 WET Numbers Caritas

Description	2014	2015	Total
1- Participants provided with access to wage employment	243	429	672
2- Participants who lost their jobs	80	3	83
3- Total number of participants <sup>27</sup>	1512	901	2413

Source: Data collected by Caritas

#### ***Durable Impact Supporting Refugee's Resilience***

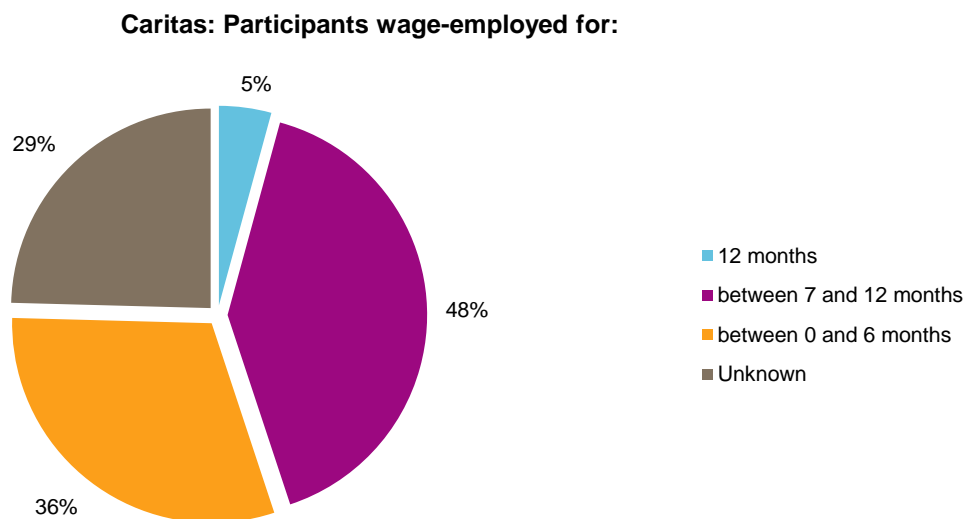
*The Programme's overarching objective is to improve refugees' self-reliance. Enhancing such self-reliance is evident to be empowering refugees socially and economically. The collected data suggest that the Programme's impact on the ground is positive, but relatively little. Expenditure patterns are still focused on basic needs with no to little spending on both better education and health services or towards increased savings or investments to expand productive assets owned that shall enhance the sustainability of started-up business*

The majority of participants during the quantitative survey as well as the FGDs reported that they found a job within one month after completing the training provided by Caritas – a very quick job placement time. The PoC interviewed are engaged in different kinds of employment ranging from full-time and part-time employment to contract work and casual labour.

<sup>27</sup> This is the total number of all applicants that have in a way or another received the Programme's support, provided by the implementing partner.

The data collected by UNHCR and Caritas in regards to how long participants have been employed indicates, as visualized in Figure 3-7, that 48% has been employed between 7 and 12 months and 36% between 0 and 6 months. The minority (5%) has been employed for 12 months

**Figure 3-8 WET, Time Employed, Caritas**



Source: Caritas and UNHCR

### Self-Employment Track (SET) in Alexandria

The data collected by Caritas indicates that a total of 624 PoC were provided with access to self-employment in 2014 and 2015, as indicated in the following table. In total, about 3% of these businesses failed (19 out of 605).

**Table 3-9 Set Numbers Caritas**

Description	2014	2015	Total
1- Participants provided with access to self-employment	211	394	605
2- Participants whose businesses failed	12	7	19
3- Total number of participants <sup>28</sup>	1512	901	2413

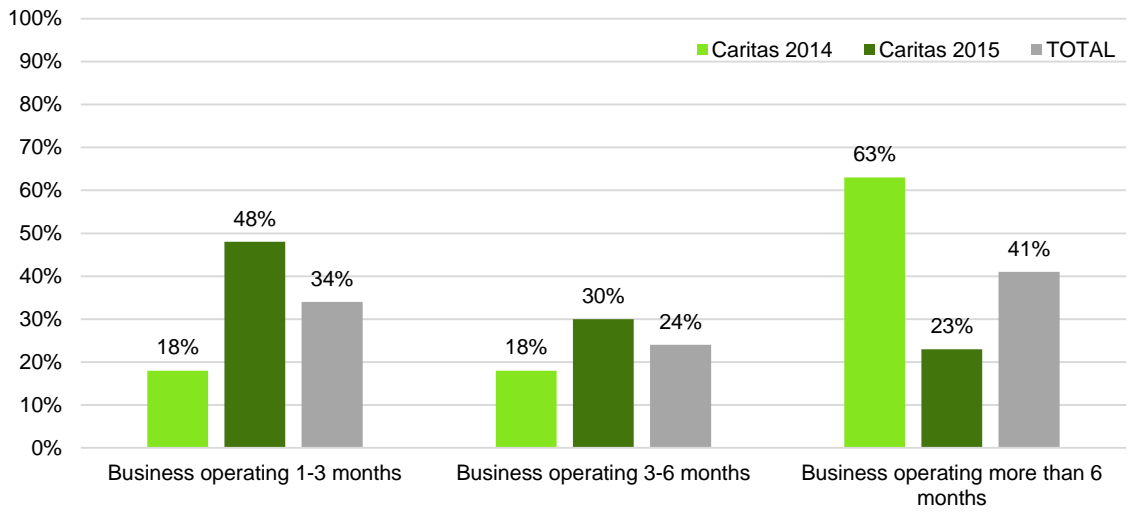
Source: Data collected by Caritas

The quantitative survey revealed that 87% of participants feel qualified for running their business and 76% report that the training provided them with the necessary skills to excel in their work. The business training content, therefore, seems to be partly relevant and tailored to the participants' needs.

Forty one per cent of participants surveyed report that their business has been operating for more than 6 months, which is substantial. Furthermore, the survey indicates that 43% of business owners perceive the status of their business as steady, while 12% perceive their business as growing. Those businesses that are either struggling or stopped constitute 45% of surveyed Programme participants, .Thirteen business owners have employee(s), which is a positive sign in terms of business stability and profitability.

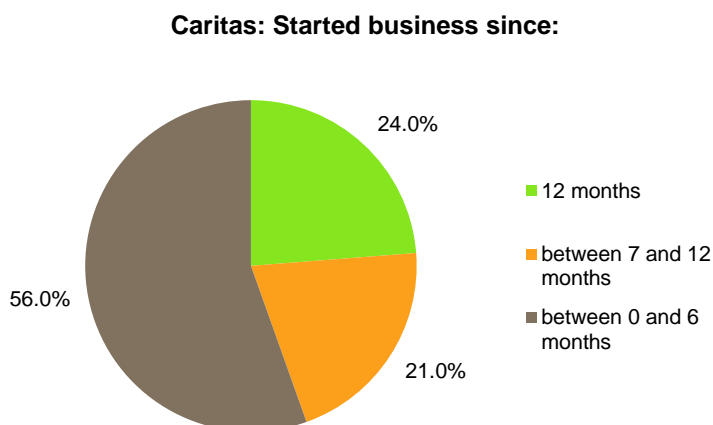
<sup>28</sup> This is the total number of all applicants that have in a way or another received the Programme's support. The number is taken from

**Figure 3-9 Time frame businesses, Caritas**



Source: Survey

The data collected by UNHCR and Caritas is aligned with this finding: As visualized in Figure 3-9, about 45% of businesses have been operating for 7 months and more.

**Figure 3-10 Time frame of business operations, Caritas**

Source: UNHCR and Caritas

As indicated by the survey, 44% of SET participants are engaged in the services sector; 28% in retail; and 27% in production. However, according to the data collected by UNHCR and Caritas, 49% are engaged in the production sector.<sup>29</sup> Either figure, the rate in regards to businesses operating in the production sector is satisfactory because establishing a business in the productive sector could likely to make the business more sustainable as it directly adds to the national economy and is part of the national value chain. According to the data collected in the course of the mid-term evaluation, the primary reason that participants' businesses are not operating any longer is that they were not generating any profit (57%).

### Socioeconomic Impacts for both WET and SET in Alexandria

According to the latest monthly partner monitoring report (October 2015), the average income for participants is comparable to the average income calculated on the basis of the data collected by the survey for the mid-term evaluation.<sup>30</sup> According to the data collected by Caritas, the average income is displayed in Table 3-10. The table combines WET and SET in order to compare to the data collected in the evaluation survey. It should be noted, however, that there are income trends specific to WET and specific to SET. In Alexandria, the majority (69%) of the WET participants earn incomes between EGP 701 and 1200. Twenty eight per cent earn incomes below EGP 700 and only 14% above EGP 1200. Earnings are a bit more spread out in the SET track, with the larger shares of the group at the bottom: 45% earning below EGP 700; 20% between EGP 700 and 1200, and only 10% above EGP 1200.

#### ***Reasons Behind business failures in a prioritized order***

- Existing competition which is due to the fact business idea is not based on a detailed market demand study or community needs
- Non-licensing
- Lack of protection from other existing competitors
- Lack of marketing skills and linkages with others
- Funding amount is too little to establish a competitive project

#### ***Reasons behind Jobs drop-outs in a prioritized order***

- Distance, transportation costs and commuting time between home and the location of businesses
- Low rate of payment
- Jobs requirements are less than the qualifications of the refugees
- Sexual harassment especially for women

<sup>29</sup> Livelihood indicator October 2015

<sup>30</sup> Data obtained by UNHCR re program progress until Sept.2015, See Annex E

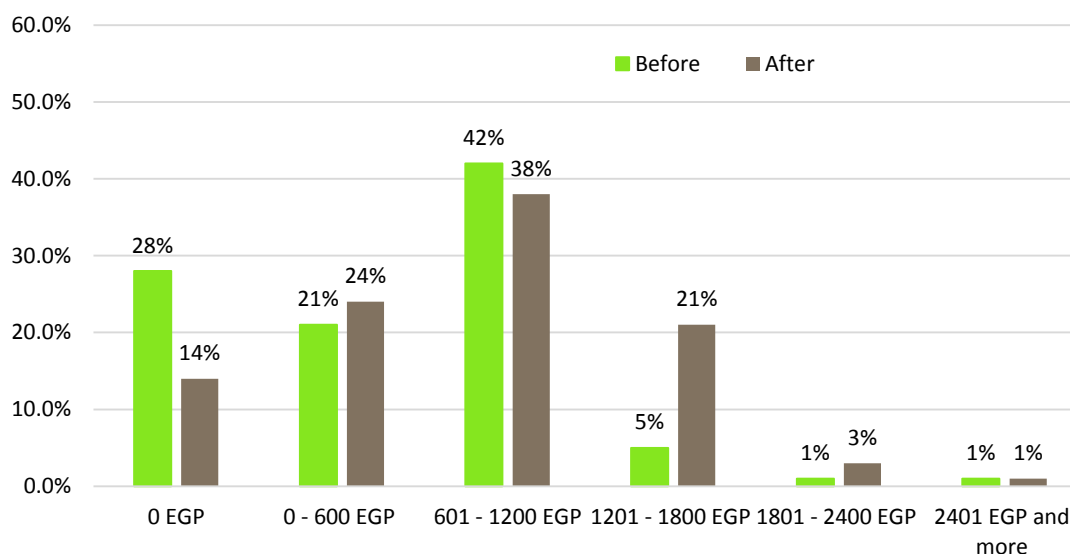
**Table 3-10 WET and SET Monthly Income Ranges**

Income Ranges	2014 (N = 447)	2015 (N = 320)	Total (N = 767)
% earning EGP 100 – 700	40.04	38.13	39.24
% earning EGP 701 – 1200	47.65	18.44	35.46
% earning EGP 1201 – 2000	8.5	8.13	8.34
% earning EGP 2001 +	0.45	0	0.26
% Unknown	3.36	35.31	16.69

Source: Caritas Data<sup>31</sup>

In the mid-term evaluation survey, current monthly income of 38% of Graduation participants was reported as below EGP 600; 38% between EGP 600 and 1200; and 25% above 1200.

The data collected in the survey suggests that the participants have experienced an increase in income since starting the Graduation Programme. Figure 3-10 shows that the number of people without any income has considerably decreased in the course of the Programme. The increase of PoC earning between 1201 and 1800 EGP is particularly noteworthy. This data suggests that the Graduation Programme has thus far had a positive impact on participants without any prior income, and is taking a substantial number of participants closer the EGP 1800 threshold.

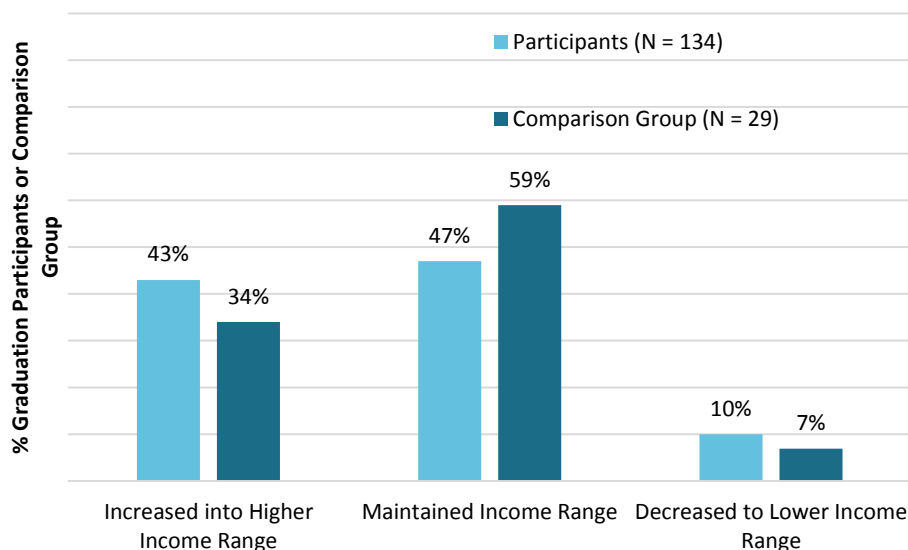
**Figure 3-11 Income ranges, Caritas**

While the changes in income of the participants over the course of the programme can clearly be observed, the question of attribution still remains. The FGDs and quantitative survey revealed that training was useful and provided necessary skills, but that technical support was not always sufficient, grants distributed did not always cover the full cost of starting a business, and caseworker follow-up was not always very regular (see Process Evaluation for more details). As such, it is difficult to infer with confidence that the increases in income are all attributable to the activities in the Graduation Programme. Therefore, it is necessary to compare the changes in income experienced by the participants to the changes experienced by the comparison group. Due to the similar characteristics of the group, it can be assumed that they would have been on similar trajectories if it were not for the Graduation Programme. Appendix A includes a Table that attempts to estimate the impact of the Graduation Programme on a macro-level, indicating to what extent the Programme increased or decreased the portion of participants in each income range. Figure 3-5 below

<sup>31</sup> Livelihood indicator October 2015

shows simply the percentage of Graduation participants who earn an income in a higher range, maintained the same income range, or earn an income in a lower range since joining the programme; it also shows the same figures for the comparison group, which was asked to recall their income before gaining employment (outside of Graduation). The idea is that the support provided through Graduation accounts at least in part for the difference between these two groups; all else equal, without Graduation, the group of participants may have seen less increases in income, similar to the comparison group. However, the participants also saw less maintaining and more decreasing of income than the comparison group, which held fairly stable incomes. The limitation with this analysis is the difficulties in comparing a small comparison group to a large participant group, which decreases the validity of the analysis.

**Figure 3-12 Changes in Income (Participants vs. Comparison Group) in Alexandria**



Source: Survey

The subsequent table provides a pseudo differences-in-differences approach to analyse the incomes of the participants in comparison to the comparison group. The calculation is as follows: (after state for participants – before state for participants) – (after state for comparison – before state for comparison) = estimated impact due to programme.

**Table 3-11 Estimated impact of the Programme, Alexandria**

Income ranges	% Participants Before Programme (N = 135)	% Participants Currently (N = 138)	Pseudo differences-in-differences approach to analysis:				Total estimated impact
			Change in % Participants	% Comparison Group Before Employment (N = 32)	% Comparison Group Currently (N = 47)	Change in % Comparison Group	
0 EGP	28.15%	13.77%	-14.38	53.12%	34.04%	-19.08	4.70
1-600 EGP	21.48%	23.91%	2.43	0.00%	8.51%	8.51	-6.08
600-1200 EGP	42.22%	37.68%	-4.54	21.88%	27.66%	5.78	-10.32
1200-1800 EGP	5.19%	21.01%	15.82	21.88%	25.53%	3.65	12.17



1800-2400 EGP	1.48%	2.90%	1.42	3.12%	2.13%	-0.99	2.41
More than 2400 EGP	1.48%	0.72%	-0.76	0.00%	2.13%	2.13	-2.89

The data suggests the following:

- Introduced income to the participants who began as ultra poor (i.e. no income before joining the Programme), with the caveat that there was a larger decrease in the comparison group, likely meaning this impact cannot be attributable to the Graduation Programme.
- Some participants who began in the middle ranges (600 – 12:00 EGP) saw increased income while others saw decreased income
- Increased the percentage of the participant population earning within the high income ranges, i.e. 1200-1800 and 1800-2400 EGP

According to the quantitative survey, about 33% of the PoC from the comparison group derives an income from employment. The remaining PoC report that they are covering their current expenses with the financial help from neighbours (33%), from family members (38%) and cash assistance from UNHCR (38%).

According to UNHCR, the minimum expenditure basket per person per month amounts to about 592 EGP.<sup>32</sup> Consequently, a family of five has about 2,960 EGP of expenses on a monthly basis. Bearing in mind that the majority of families from the sample have four or more family members and rely on only one working family member, the current average income levels are still too low to cover the expenses of the basic needs. This finding is supported by the data collected in regards to whether the participants perceive their income to be sufficient to cover basic needs: 79% report in the survey that their income is not sufficient to cover basic needs (compared to 96% in the comparison group, which is a significant difference). Seventeen per cent of participants were able to diversify their income (compared to 13% in the comparison group). This data suggests that while there have been important livelihoods gains for Programme participants, the majority of Programme participants are still caught in a quite vulnerable position, as they can hardly cover their basic needs with their monthly income. The conversations with participants during FGDs suggest that seeking help and financial support from other family members, friends and/or neighbours present strategies to cope with the situation.

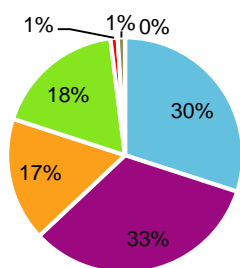
This finding is supported by the data collected in regards to expenditure patterns and spending on assets: The primary portion of participants' income is spent on household consumption including rent and food as demonstrated in Figure 3-11. There is effectively no difference in spending patterns between participants and the comparison group. Only very few participants indicate that they were able to spend a portion of their income on assets such a television (2%), fridge (2%) and furniture (5%). Participants are, consequently, still struggling to cover the basic needs and are not yet in the position to change their spending patterns to allocate an increased percentage of their income to, for instance, education, savings or reinvestment in their business. The Programme works within realistic benchmarks, and with the objective of moving participants out of extreme vulnerability, and typically into mild vulnerability; there is no expectation of ensuring participants can fully meet their basic needs with their income within one year of participation. Nevertheless, it is important to understand where this leaves participants in terms of changes in assets and expenditure.

<sup>32</sup> UN: 90 percent of Egypt's Syrian refugees living in poverty, <http://www.middleeasteye.net/news/un-almost-90-percent-egypt-s-syrian-refugees-severely-vulnerable-1629992316>

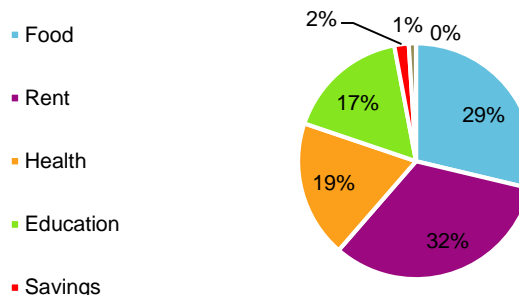
Figure 3-13 Expenditure Patterns Participants, Alexandria

Figure 3-14 Expenditure Patterns Comparison Group, Alex

Expenditure Patterns: Participants



Expenditure Patterns: Comparison Group



Source: Survey

The data collected in regards to savings provides further confirmation that the participants are not in the position yet to put money aside, but that there is a huge need for savings mechanisms. Ninety six per cent are not able to save a portion of their income. Participants not only need an appropriate amount of income in order to save, but they also need to be encouraged to save, even if only in small amounts. Savings increases the sustainability of any short or mid-term livelihoods gains, by providing participants something to fall back on in case they lose their job or their business, or experience any other shock. The impact of the Programme in regards to saving capacity is ambiguous: while 42% have increased savings, 58% of participants have decreased their savings since starting the Programme. In the absence of savings, the first strategy of most participants to cover expenses is to borrow money. This can be quite dangerous, with participants currently owing substantial amounts, and very few participants have been able to fully repay their loans.

Table 3-12 Impact, Caritas

Description	% of Participants N = 135	% of Comparison group N = 49
Currently saves portion of income	4%	2%
Reporting increase in savings since start of employment	4%	2%
Reporting decrease in savings since start of employment	5%	-
Borrows money to cover costs not met by monthly income	68%	92%
Was able to repay loan (N = 36)	22%	
Current debts ranging from 500 to 3000 EGP (N = 29)	31%	
Current debts ranging from 3001 to 7000 EGP (N = 29)	45%	
Current debts more than 7000 EGP (N = 29)	24%	

Source: Quantitative Survey

The above raises some doubt as to the project’s effectiveness towards paving the ground for sustainable improvement of livelihoods.

The collected data and interviews revealed, furthermore, that 67% do not feel settled in Egypt primarily due to economic reasons. During the FGD, Sudanese and South Sudanese refugees were most inclined to re-settle outside Egypt, first and foremost due to the discrimination they experience on a daily basis on the street and in the work place. Syrian participants seem less vulnerable to discrimination, but many still express that they are exposed to harassment. In contrast to South Sudanese participants, Syrians tend to prefer to remain in Egypt and go back to Syria once the situation allows them to.

The Evaluation Team visits to the community centre in El-Agamy were supported by Caritas. The Centre is not just a space for training, but also a space for refugees to meet and improve social ties and collective learning of coping and resilience strategies. The centre provides various activities for children after school, skills training for female refugees and space to socialize in the evening. Women benefit the most from the community centre: Some women produce their own products and the centre supports them to market the products. The Community Centre presents a promising tool to enhance integration with the host community. The community centre was highly appreciated by all Syrian refugees met because of the vital added values it brings.

***From extreme to mild vulnerability***

*The Programme's overarching objective is to improve refugee livelihoods, which should work towards enhancing refugees' self-reliance and resilience by empowering them socially and economically. It is clear that the Programme has a positive impact on the ground. There is a considerable increase of the persons earning an income (at varying levels) and the Programme has decreased the number of PoC earning no income previously. Expenditure patterns are still focused on rent and food with no to little spending on better education or health services, increased savings or investment to expand productive assets owned. Savings and expanding productive assets were not considered as businesses sustainability indicators within the programs monitoring and evaluation framework.*

### 3.3 Process Evaluation

#### 3.3.1 Participant Selection/Targeting

The first sub-area of evaluation in the Process Evaluation sheds light on the selection of participants by the partner organizations. Particular attention is paid to the extent to which the Programme focuses on the ultra-poor and/or vulnerable, particularly including PoC who are survivors of SGBV, protection concerns and vulnerable youth.

#### Cairo (CRS)

After hearing about the Programme interested PoC approach CRS and communicate they are interested in joining. The Profiling Team then contacts them for an interview during which the application form is filled and a decision is taken to either integrate them in the Programme or not.

CRS has guidelines in place to select participants. Those relate to 1) social vulnerability, 2) economic vulnerability and 3) potential entrepreneurship and viability. The specific guidelines read as follows:<sup>33</sup>

Cases with the any of the following conditions are considered socially vulnerable:

- Chronic medical conditions of the applicant or any of household member(s). These medical conditions should not prevent the applicant from running a business effectively
- Large families with 3 children or more (<18)
- Person without family or supportive relatives especially youth (18-25yr) or elder (>50yr)
- Single mother / father with one or more children
- Female-headed Household
- Person with special mental or physical disability that does not render him/her able to run business effectively.<sup>34</sup>

Cases with any of the following conditions are considered economically vulnerable:

- Person without any past experience in wage-employment professions and lacks basic professional skills like language, computer, work relations skills, etc.
- Person who might face difficulty in securing other income generating activities as wage or seasonal employment for himself because of age, gender, race, location, etc.

Applicants to the SET of the Graduation Programme should have basic entrepreneurial skills and a viable business proposal. The following guiding criteria assess the entrepreneurial and viability condition where:

- Applicant has necessary basic technical knowledge about the small business.
- Applicant preferably engaged in a similar business before, either in the same field or any other business fields.
- Proposed business is feasible (financially and business) and does not have high legal, commercial, or environmental risks (assessed by the technical experts).

Each applicant receives a score between 0 and 10 (0 the lowest and 10 the highest) for each criteria and needs to receive minimum 15 points in order to pass as eligible for the SET.

The Project Description by CRS indicates that the estimated breakdown of target clients by nationality, gender and age are based on demographics of the target population and previous experience and qualifications of clients. Accordingly the Programme in Cairo seeks to target:

- 70% Syrians
- 30% African and Iraqi
- 66% female clients

<sup>33</sup> CRS, Terms of Reference of Small Grants Steering Committee, Version 2, 2014

<sup>34</sup> The Evaluation Team has not met any participants with mental or physical disability.

Reflection on the monitoring data, it became apparent that CRS has shifted emphasis away from vulnerability and more towards viability. The proposed profiling criteria is meant to provide a holistic assessment of where a candidate falls on the vulnerability-viability spectrum and should be considered as a whole with no single factor leading to the inclusion or exclusion of any prospective participant.<sup>35</sup> For instance, some proposed criteria CRS is proposing include dependency ratio, physical capital, social capital and coping strategies.

The criteria and evaluation matrix put in place by CRS is an important step as it standardizes the selection process to a certain extent. However, the document does not define the criteria that the evaluators can use as benchmark to allocate points. Consequently, the allocation of points and selection of participants tends to depend on the evaluator's individual understanding and perception. This finding is supported by the in-depth interviews (IDIs) with the Project Team, which revealed that the approval process of applicants does not tend to follow predefined guidelines and does not tend to be an informed decision. The decision is rather based on the caseworker's perception that the PoC given information is "beyond reasonable doubt" (as stated by the Profiling Team Manger) and his or her individual decision to accept or not accept an applicant. The average acceptance rate is 85%.

Table 3-13 provides data on important criteria which were collected as part of the quantitative survey. The mentioned criteria relate to vulnerability in particular and provide an insight into the extent to which the PoC targeted and selected are vulnerable. The comparison of the participants with the comparison group suggests that the data is in more or less the same ranges. The percentage of youth is slightly higher in the comparison group.

**Table 3-13 Vulnerability and selection criteria of PoC, CRS**

Description	% of Participants (N = 67)	% of Comparison Group (N = 41)
1- Earning less than 600 EGP per capita before joining Programme	63%	54%
2- Female Headed Households	83%	76%
3- Female Participants	52%	44%
4- Youth 18-24 years	6%	10%
5- 1 meal / day before joining the Programme	20%	22%
6- Receiving Cash Assistance	30%	24%

Source: Quantitative Survey

The database designed and used by the socio-economic caseworkers (frontline officers) to interview and enter data inquire into the social, economic and educational status of the PoC. The results of the quantitative survey carried out by the Evaluation Team, as demonstrated in Table 3-13, demonstrate that the majority of selected participants meet several vulnerability criteria including income level<sup>36</sup> and female-headed households. Similarly, as indicated by the numbers collected by CRS, the Project is targeting about 55% female participants.<sup>37</sup> The same applies in regards to outreach to different nationalities – the data collected by CRS indicates that 53% of participants are Syrian.<sup>38</sup>

However, 80% of participants in the survey sample were consuming two or more meals a day before the Graduation Programme (the large majority consuming two per day), indicating that they likely are not experiencing food insecurity<sup>39</sup> (though this would require a more in-depth analysis to determine with

<sup>35</sup> LSI Program Beneficiary Assessment Criteria

<sup>36</sup> According to a study by UNHCR carried out in 2015 Syrians living in Egypt need a minimum of LE592.40 (around \$75) per capita per month to meet basic needs. <http://www.middleeasteye.net/news/un-almost-90-percent-egypt-s-syrian-refugees-severely-vulnerable-1629992316>

<sup>37</sup> Data obtained by UNHCR re program progress until October 2015, See Annex E

<sup>38</sup> Ibid.

<sup>39</sup> The number of meals per day is a criterion utilized by the BRAC Graduation Programme

confidence, given that food security is measured by a variety of factors outside of meals eaten per day). In addition, the data received from CRS revealed that the Programme has not supported many PoC who are SGBV survivors<sup>40</sup>. Lastly, the data collected by CRS as well as the quantitative survey carried out as part of this Evaluation uncovered that the percentage of youth participating in the Programme is relatively low (5 - 6%).

The selection criteria that CRS has proposed for use moving forward<sup>41</sup> is considered to be a significant step as it will allow the Project Team to make a more objective decision about which applicants to accept. It will also contribute to the establishment of a streamlined score-based selection system.

As part of the proposed selection criteria to be yet applied going forward by CRS, the document stated it will adopt a holistic approach towards qualifying PoC which is a promising step forward. However, one particular criterion requires a revision. The criterion is related to per capita household expenditure: the idea being that refugee households need a minimum level of financial security before joining the Programme in order to be able to absorb and offset the impact of shocks during times of hardship. The proposal is that per capita household expenditure should fall between 300 EGP – 750 EGP per capita. Less than this amount would make it difficult for a participant to respond to shocks whereas more than the maximum threshold indicates that the person is not in need of assistance. It is recommended that this criterion should be excluded. In addition, scoring / numerical system shall be used for the Graduation Programme to streamline the selection process. It is interesting to note that cash assistance is not a pre-requisite to be qualified for the Graduation Programme. However, it is recommended that UNHCR and its partners either include cash assistance as part of the eligibility criteria or to alternatively provide those who are not entitled to cash assistance but are eligible for the Programme with consumption support.

It is worth noting that CRS is using different channels to advertise the Programme; first and foremost through a number of Syrian-based informal community groups such as Syria El Ghada and the Syrian Assembly, which have disseminated the outreach messages.

The evaluation has shown that there is a need for a less random, more consistent, and more rigorous selection process. The fact that CRS has important criteria defined and an evaluation matrix in place is a necessary precondition for a more rigorous selection process. The existing criteria can be further elaborated and used to develop a more objective scoring system

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<sup>40</sup> Email CRS stated that "...As for the SGBV cases, unfortunately, we haven't had many of those in our program. The few SGBV cases we had received support from the BPRM-funded part of our project so I don't think they'll be of interest to you for the evaluation..."

<sup>41</sup> Document LSI Proposed Selection Criteria

## Alexandria (Caritas)

According to the Project Description, Caritas has the following criteria in place to select eligible participants from the registered Syrian refugees and other nationalities including Egyptians for the Graduation Programme:<sup>42</sup>

- Poor person of concern who are living below poverty line
- Unemployed and newly graduated
- At least 10% will be youth
- Aged between 18-60 years
- Unaccompanied children aged from 15 to 18 years old
- Main breadwinner for the household with special emphasis to woman survivors of SBGV
- Priority will be given to married with children
- Residents in Alexandria and Damietta and surrounding areas
- Gender will be observed
- Also the project is intending to give more attention to persons with specific needs ("disabled")

The review of the project documents showed that the selection of the participants is not based on a score-based evaluation matrix. Consequently, the selection of participants tends to depend on the evaluator's individual understanding and perception. This finding is supported by the in-depth interviews (IDIs) with the Project Team, which revealed that the approval process of applicants does not tend to be scientifically calculated and does not tend to be an informed decision. The decision is rather based on the caseworker's subjective decision to accept or not accept an applicant. The average acceptance rate is 85% (as reported by the caseworker in the IDI).

By reviewing the application form used by the socio-economic social workers when profiling and interviewing refugee applicants and the random sample characteristics of the quantitative survey, one can see that female headed households, PoC earning less than 600 EGP/capita and especially youth tend to be under-served by the Programme. Similarly, the data collected by Caritas indicates that the average percentage of female participants is relatively low (33%).<sup>43</sup> The data indicates, furthermore, that the Programme is reaching out to PoC who are SGBV survivors, albeit at a rather low level (62 PoC or 1.8%). In addition, 92% of participants in the survey sample were consuming two or more meals a day before the Graduation Programme, indicating that they likely are not experiencing food insecurity<sup>44</sup> (though this would require a more in-depth analysis to determine with confidence, given that food security is measured by a variety of factors outside of meals eaten per day). The percentage of Syrian refugees participating in the Graduation Programme is relatively high (86%)<sup>45</sup>, which casts doubts in regards to whether the remaining non-Syrian refugee community and Egyptian host community have been integrated at a satisfactory degree. This data indicates that the outreach to those PoC most in need is not as effective as desired.

Table 3-14 provides data on important criteria which were collected as part of the quantitative survey. The mentioned criteria relate to vulnerability in particular and provide an insight into the extent to which the PoC targeted and selected are vulnerable. The comparison of the participants with the comparison group suggests that the data is in more or less the same ranges.

<sup>42</sup> Caritas, Project Description 2015

<sup>43</sup> Data obtained by UNHCR re program progress until October 2015, See Annex E

<sup>44</sup> The number of meals per day is a criterion utilized by the BRAC Graduation Programme

<sup>45</sup> Ibid.

**Table 3-14 Vulnerability and selection criteria of PoC, Caritas**

Description	% Participants (N = 140)	% Comparison Group (N = 52)
1- Earning less than 600 EGP per capita before joining Programme	48%	46%
2- Female Headed Households	36%	27%
3- Female Participants	31%	25%
4- Youth 18-24 years	8%	6%
5- 1 meal / day before joining Programme	8%	6%
6- Receiving Cash Assistance	44%	33%

Source: Quantitative Survey

The majority of PoC interviewed stated that they learned about the Programme from each other as the word spreads. Caritas has carried out a number of outreach events, but with the vulnerability rate achieved, these events are either not attended by the right audience or the Programme's eligibility criteria, requirements and benefits need to be better communicated through approaches that are more targeted towards vulnerable populations. The Project Team is advised to develop a clearly defined list of vulnerability and viability criteria in order to objectively qualify PoC to participate in the Programme. The evaluation has shown that there is a need for a less random, more consistent, and more rigorous selection process.



### **3.3.2 Livelihood Track Choice**

Under this evaluation area, the Evaluation Team explores how the Livelihood Track (roadmap) is selected by and for participants, and whether or not mechanisms are in place to ensure that the choice is appropriate and relevant.

#### **Cairo (CRS)**

The design of a participant's roadmap (i.e. the selection of the WET or SET) is decided upon at the start of a participant's engagement in the Graduation Programme, through the initial profiling process of applicants into the Programme. The IDI with the CRS Project Team revealed that the selection of the livelihood track tends to be left to the opinion of the Programme participant. No additional assessment is conducted, nor is the participant given much advice as to which track might be more appropriate. The FGDs with Programme participants confirm this indication: the majority of participants stated that they chose the track they consider most appropriate for themselves based on their previous experience. Furthermore, a few participants indicated that they are seeking the grant as consumption support rather than a tool to start up a business even though they indeed are aware of the purpose of the grant. This understanding has significant implications in regards to the success and sustainability of the Programme. The roadmap sets the foundation for the success of the Programme and should, therefore, receive more attention than it currently receives. Another interview/meeting with the applicant is desirable. In other words, the previous profiling step should mainly focus on assessing social and economic vulnerability and viability. Once the applicant is accepted as a Programme participant, a higher focus should be put on the livelihood road-mapping including career growth plans and market-based enterprise development. The choice of the roadmap / livelihood track is entirely left to the applicant's choice with little to no advice provided to either career growth or to the micro-enterprise development aspects. Thus, there is little buy-in or ownership felt by the participant, which weakens the sustainability of their livelihood plans.

#### **Alexandria (Caritas)**

The design of a participant's roadmap (i.e. the selection of the WET or SET) is decided upon at the start of a participant's engagement in the Graduation Programme, i.e. when the applicant is profiled and interviewed by the case workers. The profiling process includes the application filled by the case worker when the applicant is being interviewed in addition to selecting the roadmap. The Programme application form utilized by Caritas includes crucial information about the applicant's educational status, training courses attended and experiences acquired. This information provides a sound basis and supports the provision of appropriate advice when developing the individual roadmap. However, the IDI with the Caritas Project Team revealed that the final selection of the livelihood track tends to be left to the opinion of the Programme participant. No additional assessment is conducted, nor is the participant given much advice as to which track might be more appropriate. The FGDs with Programme participants confirm this indication: The majority of participants stated that they chose the track they consider most appropriate for themselves. Furthermore, the participants indicated that they are seeking the grant as a consumption grant in the first place, not as a tool to start up a business even though they indeed are aware of the purpose of the grant. This understanding has significant implications in regards to the success and sustainability of the Programme. The roadmap sets the foundation for the success of the Programme and should, therefore, receive more attention than is it receiving currently. Another interview/meeting with the applicant is desirable. In other words, the previous profiling step should mainly focus on assessing social and economic vulnerability and viability. Once the applicant is accepted as a Programme participant, a higher focus should be put on the livelihood road-mapping including career growth plans and market-based enterprise development.

### 3.3.3 Business and Vocational Training

This evaluation area sheds light on the extent to which the training content is relevant and effective, and provides a good basis for participants of the Graduation Programme to engage in wage employment or establish their own business.

#### Cairo (CRS)

The data collected by CRS indicates that in 2014 and 2015 a total of 153 man-training<sup>46</sup> were provided.<sup>47</sup> In 2015, CRS achieved its target in regards to providing vocational training: 100% (84 PoC / 84 PoC) of Programme participants received training.<sup>48</sup>

The survey carried out as part of the Mid-Term Evaluation as well as qualitative data from UNHCR provide analysis of the relevancy and effectiveness of the training, i.e. the extent to which the training provides the participants with the necessary foundational skills to engage in wage employment or establish their own businesses.

The qualitative evaluation carried out by UNHCR in the first half of 2015 revealed that the participants' views of the training provided are mixed: whereas some expressed satisfaction and reported that it provides them with an enhanced understanding of the Egyptian market, others said that the training is not beneficial to secure employment opportunities.<sup>49</sup> Some of the PoC who participated in the evaluation pointed out that they need additional training at an advanced level in order to increase their employability. The Progress Update from August 2015<sup>50</sup> points out that few participants emphasize that they are benefitting from the Graduation Programme not only in regards to technical skills development but particularly in regards to soft skills development.<sup>51</sup>

**Table 3-15 SET and WET, Qualification and Training, Cairo**

Description	% Participants (N = 67)
1- Received training prior to starting up business or job placement	88%
2- Training provided necessary skills for securing and exceling in employment	60%
3- Feel qualified for running business or for employment	72%

Source: Quantitative Survey

The data collected as part of the Mid-Term Evaluation confirm these findings. Views expressed by participants participating in the WET are mixed, with some (but not a majority of) participants attributing their success to training received through the Graduation Programme. Interviewed training institutions<sup>52</sup> that provide training in sewing stated that vocational training provided participants with basic technical skills only. They added that participants must undergo further training to enable them to either meet the labour and market demands or to be in the position to support their self-employment. They also emphasize the importance of soft skills, which some participants' lack. The IDI with the Project Team revealed that no market survey was carried out to determine the demanded vocational training skills.

Training should not only feed into empowering PoC but should also equip them with employability skills such as English language training that can make them more competitive in the labour market. English

<sup>46</sup> Man-training refers to the number of persons who have actually attended training courses regardless of whether same one persons has attended one or more of the trainings provided.

<sup>47</sup> Data obtained by UNHCR re program progress until October 2015, See Annex E

<sup>48</sup> Ibid.

<sup>49</sup> Refugee Livelihoods: A Participatory Evaluation of the Graduation Project in Egypt, Community Services and Livelihoods Units, UNHCR Cairo, 2015

<sup>50</sup> This report regularly provides an overview and update of the latest progress of the Graduation Programme. It provides information and data in regards to employment indicators, individual case management and describes other recent developments.

<sup>51</sup> UNHCR, The Graduation Approach, Egypt – Progress Update, August 2015

<sup>52</sup> IDI with Textile Technology Centre and Nogoush Academy

language training was requested from several interviews during the FGDs. Refugees with English language skills have more opportunities for employment in Egypt and globally.

In regards to the SET, the quantitative survey indicates that the majority of Programme participants perceive the training to be beneficial. The participants of the SET confirmed during the FGDs and site visits that they have benefited from the business training, particularly in regards to how to estimate costs and profits and figure out the risks. Some PoC considered other parts of the business training such as the preparation of a business plan and keeping financial records rather irrelevant for their particular micro-enterprises. What has been offered is more suitable for small to medium sized enterprises. Consequently, the content of trainings should be particularly tailored to the average size and type of micro-enterprises, and the skills required to run them.

The absence of linkages between training provision and employer's requirements, i.e. employability skills, made it difficult to evaluate the relevancy and effectiveness of the vocational training. Training efficiency and cost effectiveness is questionable due to the large number of trainees who have not been placed in a job after attending the training. Likewise, it is difficult to properly measure the effectiveness of the training. Training provided did not consider current capacities of PoC nor practical skills required in a refugee/ future post-conflict environment.

## Alexandria (Caritas)

Two types of trainings were delivered in Alexandria: 1) a mandatory life skills training (Core Training) to all PoC and 2) vocational training, open to any participant interested in attending any of a long list of courses that can be arranged by the Project Team. The FGDs with Programme participants as well as the site visit to the community centre in El-Agamy revealed that the Core Training is perceived as an empowering tool by the PoC in Alexandria: They reported that it has increased their self-confidence and capacity to negotiate and communicate in the business environment. Similarly, the employers interviewed highlighted the importance of providing participants not only with technical training but also with soft skills, which are essential for the labour market. It should be noted, however, that 17% (24 PoC out of 140 PoC) of surveyed PoC indicated that they only received the Core Training and then stopped. Three of these PoC do not see the benefit of participating in the Graduation Programme, five do not have time to participate and three reported that they had to stop due to health reasons. Despite the low rates, these numbers indicate that the Programme's benefits and orientation is not well understood by some PoC and/or the selection of PoC was not as prudential as possible.

It is notable that Caritas has provided PoC with a long list of training courses that they can choose from. By providing a relatively inclusive list of trainings that covers a wide range of topics, it is possible to provide trainings that match the labour-market needs as well as the skills of the PoC. However, this strategy also presents risks; when trainings are encouraged simply because they are available, this does not always mean that the training responds to market demands. In many cases, where participants are provided

long lists, they choose courses based on their mere preferences. There should be efforts to mitigate this risk through mentorship and guiding participants towards sectors where there is known market demand. The qualitative evaluation carried out by UNHCR in the first half of 2015 revealed that the participants' views of the training provided are mixed. Some of the PoC who participated in the evaluation pointed out that they need additional training at an advanced level in order to increase their employability.<sup>53</sup>

The Mid-term Evaluation confirms these findings, particularly exploring the perception of the employers, who raised doubts in regards to the relevancy of the vocational training. They reported that from their experience there seems to be a gap between the expectations and requirements of the market and the skills participants bring. In the IDI, they indicated that training content and intensity is not sufficient. For instance, EAAC in Alexandria stated that the ICDL training has only provided 35% of skills needed for a job in this field in practice. Therefore, either the quality of the training has to be improved (i.e. more advanced training has to be provided) or current training must be accompanied with on-the-job-training.

In regards to the SET, the quantitative survey indicates that the majority of Programme participants perceive the training to be beneficial. Participants confirmed during the FGDs and site visits that they have benefited from the business training, particularly in regards to communication skills, which have improved. Accordingly, participants are able to run their business more efficiently. Moreover, they have stated that they have benefitted from the business training on how to estimate costs and profits and figure out the risks. Some PoC considered other parts of the business training such as the preparation of a business plan and keeping financial records rather irrelevant because they do not use them in real life. Consequently, either more emphasis should be placed on the skills that will be used in real life, or there needs to be follow-up with the participants to ensure they see how these skills *should* be applied in their daily work.

Table 3-16 SET and WET, Qualification and Training, Alexandria

Description	% Participants (N = 140)
1- Received training prior to starting up business or job placement	76%
2- Training provided necessary skills for securing and exceling in employment	59%
3- Feel qualified for running business or for employment	71%

Source: Quantitative Survey

<sup>53</sup> Refugee Livelihoods: A Participatory Evaluation of the Graduation Project in Egypt, Community Services and Livelihoods Units, UNHCR Cairo, 2015

### 3.3.4 Job Placement, Grant Management and Case Management

This evaluation area provides an insight into the efficiency and effectiveness of the WET and SET, with a particular focus on grant management and job placement. This assessment goes hand in hand with an evaluation of the Coaching/Case Management system of the respective Implementing Organisations.

#### Cairo (CRS)

##### Job Placement and Related Case Management (WET) in Cairo

After choosing the WET while developing an individual roadmap, participants receive vocational training. This is followed by placement in an employment opportunity, which the participants either find by themselves (indirect employment) or via the Implementing Partner. The job matching and employment process is supposed to be continuously assessed. Amongst others, CRS assigned the tasks of market research, building working relationships with business partners, identifying job opportunities, and supporting project marketing and business development strategies to the Business Development Officer.<sup>54</sup>

In the quantitative survey and qualitative interviews, most PoC indicated that they found their job independently. Whereas it is generally positive if participants find their own jobs (indirect employment), the data and responses collected in the survey and the FGD render it crucial for the caseworkers and the Business Development Officer to assume a more proactive and supportive role. The data collected suggests that the Project Team does not follow clear guidelines to guarantee successful placement in regular jobs and a safe environment. Whereas some participants are successfully matched with appropriate jobs, the majority seem to be engaged in jobs quite randomly, without much attention paid to the participant's qualifications.

#### ***Improper Matching and Information Exchange between Employers and PoC***

Safe Hunters reported that the potential employees who got in touch with them were not informed about the nature of the work they would be carrying out.

Syrian Community School in New Cairo stated that not only did the potential employee call too late – the specific position was already filled – but the participant was not aware of the location of the school. Since she was based in 6<sup>th</sup> of October, travelling to New Cairo was too far.

A sewing workshop owner stated that a CRS representative visited her once at the beginning of the collaboration to introduce the PoCs to her. No follow-up was carried out.

This finding is in line with the Qualitative Evaluation carried out by UNHCR in May 2015.<sup>55</sup> Accordingly, there are a number of reoccurring challenges mentioned by WET participants:

- Location and time spent in commuting
- Informal nature of work, lack of contracts and lack of safety nets
- Physical nature of work
- Skills mismatch (underemployment not unemployment)

In addition, some of the voices recorded as part of the Mid-Term Evaluation suggest that job matching as well as the information exchange between employers, CRS and the PoC could be improved. The UNHCR Qualitative Evaluation revealed that “there was a significant incidence of job refusal with over 948 individuals (this number refers to both CRS and Caritas) refusing to take up wage employment placement opportunities since the beginning of the project”. The trend is even more apparent in 2015 with livelihood partners revising targets for the wage employment track downwards. The majority of refusals comprised

<sup>54</sup> CRS, Job Description, Band C1, Business Development Officer

<sup>55</sup> Refugee Livelihoods: A Participatory Evaluation of the Graduation Project in Egypt, Community Services and Livelihoods Units, UNHCR Cairo, 2015

those who were reluctant to engage in employment as a result of anticipated working conditions, low wages, distance from places of residence, and long working hours. This group represented 35% of those who refused employment.”<sup>56</sup>

In regards to information exchange, feedback from employers indicated that there was not enough communication with them. The Programme referred applicants who neither fulfil job requirements nor are well informed about the job specifications.

Adapting the WET to the refugee context is crucial as refugees find themselves in a particularly vulnerable position. First and foremost, legal barriers to obtain work permits aggravate the vulnerable conditions of refugees in terms of finding employment. This may cast some doubts with regards to the relevancy, effectiveness and sustainability of the WET. However, WET is certainly a livelihood track that needs a holistic refugees-sensitive approach towards employment furthering improving its prospects. The data collected by UNHCR and CRS indicate that in 2014 and 2015, 68% of PoC participating in the WET were successfully placed and remained in jobs. Looking at the data from 2015 reveals that in 2015, seven out of 14 PoC have been placed in jobs successfully.

The situation is particularly sensitive for women. Both the FGDs for the UNHCR Qualitative Evaluation and the current Mid-Term Evaluation revealed that women in general, and women from Sudan and South Sudan in particular, suffer from protection concerns including exploitation, in the context of commuting and the workplace. For instance, some African women interviewed for the UNHCR Qualitative Evaluation reported that they were subject to both verbal and physical harassment on their way to work and/or in the workplace.

CRS has adapted the Programme and reduced the number of PoC placed in the WET in 2015 from 150 to 50, primarily due to the fact that refugees face legal barriers to employment and that training courses are not linked to actual job opportunities, as stated by CRS Project Manager in the IDI. CRS proposed to reduce the number of the WET participants and accordingly increase the number of SET participants. In addition, the grant amount has been increased. The feasibility of the WET and the design of a refugee-sensitive approach to employment including value-shared partnership with the private sector should be discussed. The same may include revisions to the Programme to respond to the context appropriately and / or new measures for work-focused training and job placements must be put in place.

Regardless of the legal barriers preventing refugees to work, the above also indicates that the Programme lacks a standardized approach supporting refugee job placement and predefined criteria the Project Team can utilize. CRS employment services should work on an outcome-based strategy and strengthen efforts to provide safe and stable jobs. The Business Development Specialist should go beyond connecting the Programme participants with the potential employers and improve communication channels with all stakeholders throughout all phases of the Programme. Above all, the Mid-Term Evaluation suggests that the procedure for the WET could be more responsive to refugee protection risks and needs when it comes to the safety and rights in the workplace.

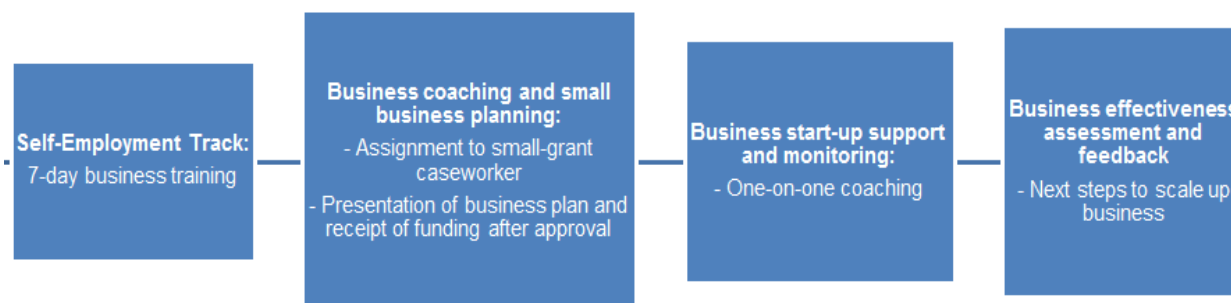
## **Grant Management and Case Management (SET) in Cairo**

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<sup>56</sup> Refugee Livelihoods: A Participatory Evaluation of the Graduation Project in Egypt, Community Services and Livelihoods Units, UNHCR Cairo, 2015

The following figure illustrates the roadmap CRS is following in regards to the SET:<sup>57</sup>

Figure 3-15 Roadmap SET, Cairo



The Business Development Officer and Small Grants Officer assume crucial roles in the SET. The Business Development Officer is responsible for identifying business and non-business sectors with small business opportunities; developing periodic market studies to help in decision making and business planning; and supporting project marketing and business development strategies.<sup>58</sup> The Small Grants Officer is responsible for ensuring that every small grants applicant has completed his or her case file and roadmap (training plan, business proposal, legal file, procurement, etc.). Moreover, it is his or her task to carry out regular visits to funded clients in order to assess progress and evaluate their work, including taking action to ensure that grant-holders meet their obligations and adding value to the funded work through provision of support and advice to grantees as needed.<sup>59</sup> The majority of participants have a waiting period of 1-3 months to receive a grant. The collected data indicates that there is room to improve Programme efficiency by speeding up the disbursement process of the grant. Reducing waiting time has been requested from participants in the FGDs as they are terribly in need for time-sensitive assistance. Grants provided are either 2,700 EGP or 3,000 EGP. The majority of Programme participants report that the grant provided by CRS is not sufficient to establish a business (84% of those who have received grants indicated that they had to leverage additional financing to start their business, mostly informal borrowing). CRS responded to this call and adapted the Programme accordingly: the amount of the grant received by the participants was increased from 400 US\$ (2,800 EGP) to 600 US\$ (4,800 EGP). In 2015, the Programme originally targeted 100 PoC for the SET, 150 for the WET and 180 for vocational training. Due to the challenges finding wage employment opportunities, CRS decided to increase the targeted number of SET participants to 150 and, accordingly, to reduce the number of WET participants to 50 and vocational training to 88. The increased amount of grant provided to participants has resulted in the reduced number of planned participants from initially 430 to 288 applicants in 2015<sup>60</sup>.

Table 3-17 Grant management, CRS

Description	% Participants (N = 59)
1- Waiting to receive grant	15%
2- Received grant	85%
a. Received grant 1-3 months after being selected	51%
b. Received grant 3-6 months after being selected	12%
c. Received grant over 6 months after being selected	24%
3- Received business start-up support from caseworker (N = 50)	7%
4- Needed to leverage additional financing to start business (N = 50)	84%

Source: Quantitative Survey

<sup>57</sup> CRS, Project Description

<sup>58</sup> CRS, Job Description, Band C1, Business Development Officer

<sup>59</sup> CRS, Job Description, Band C2, Small Grants Officer

<sup>60</sup> These numbers are planned numbers per the CRS IDI with the project manager

Both the FGDs carried out as part of this Mid-Term Evaluation as well as the 2015 UNHCR Qualitative Evaluation<sup>61</sup> revealed that some SET participants have not used the grant for starting up their own business, but rather to, for instance, pay for their siblings' education fees, cover the costs to repair their house, etc. Some participants, therefore, seek the grant as support for basic needs or consumption, rather than as a tool to start up a business. This raises the question as to whether the Graduation Programme should solely disperse a grant or whether participants should be provided with in-kind assets in addition to a financial injection. For instance, a participant who proposes to work in sewing could be provided with a sewing machine, yarn and a table. It is also possible that the PoC provided with self-employment grants are not yet ready to receive them; they may need additional consumption support or savings before this step, and/or they may require additional businesses training to understand the purpose of the grant. A commitment mechanism such as a written document may also be useful to ensure the grant is used appropriately, and caseworkers should more closely follow up and provide technical support at the time of business start-ups. Ultimately, this is expected to mitigate the misuse of cash and ensure the continuation of the micro-enterprises. Notably, only 7% of SET participants reported that they received business start-up support from their caseworker.

In the FGDs, many female participants mentioned that they prefer to operate a home-based business due to concerns in regards to harassment and exploitation both in the work place and on the street.<sup>62</sup> According to the quantitative survey, 57% of businesses are home-based. Home-based businesses not only provide safe and promising employment opportunities, but could also successfully mitigate the negative consequences of the legal barriers in regards to licensing, exploitation and harassment. This finding, again, emphasizes that protection must be seen as an integral aspect of the Graduation Programme.

CRS uses two kinds of caseworkers;

1. Under the Case Worker Unit, there are socio-economic caseworkers who, as profiling and data entry specialists, follow up on the social and economic status of PoC; and
2. Under the Small-Grant Unit, there are enterprise-based caseworkers who provide business and referral support.

This makes the case management system fragmented and less accountable to outcome-based results.

As demonstrated in Table 3-18 and 3-19, the frequency of calls and visits to Graduation Programme participants is very mixed, but clearly not very high overall. The majority of participants indicate that they have not received a visit. The caseworkers rely primarily on making phone calls to record progress or status of PoC, but only 32% phone calls are as regular as once a month. The FGDs revealed that most of the PoC interviewed did not know the name of their caseworker or whom to contact in case they need counselling or assistance. The caseworker should assume the role of a mentor and provide fairly holistic support to all participants. A relationship of mutual trust between participants and caseworkers is crucial for the success of the Graduation Programme.

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<sup>61</sup> Refugee Livelihoods: A Participatory Evaluation of the Graduation Project in Egypt, Community Services and Livelihoods Units, UNHCR Cairo, 2015

<sup>62</sup> This was also a key finding of the UNHCR Participatory Evaluation carried out in May 2015



Figure 3-16 Number of Calls, Cairo

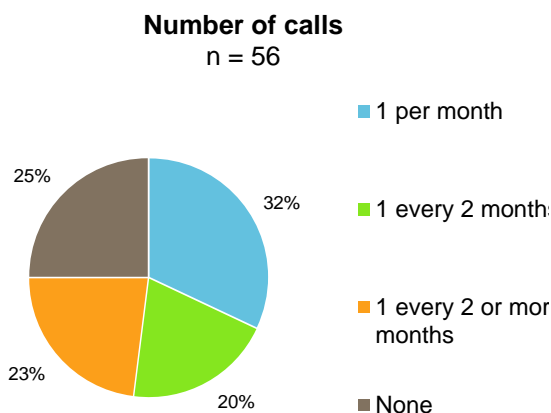
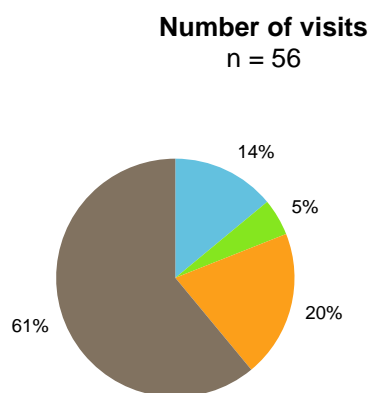


Figure 3-17 Number of visits, Cairo



The caseworker should also be the first level of technical support to participants as they develop their livelihoods. The majority of participants reported that the technical support provided by CRS is not sufficient, as illustrated in Table 3-20.

Table 3-18 Technical Support, SET and WET, CRS

Description	% Participants (N = 46)
Yes	20%
Somehow	35%
No	46%

Source: Quantitative Survey

The evaluation of both the data collected in the survey and FGDs as well as the data and documents provided by UNHCR and CRS suggest that the current Case Management Approach is not as effective as desired and should be reviewed. On the one hand, caseworkers are currently not in the position to provide adequate technical, business and protection support as they lack expertise in this field. On the other hand, protection is currently not part of the contract with CRS. Accordingly, the Team is solely responsible for “reporting concerns of suspected exploitation or abuse in accordance with the Reporting Procedures”.<sup>63</sup> The findings of the Evaluation suggest that the Programme has to be adapted in order to address the specific protection needs of refugees. Hence, the Project Team is advised to go beyond referral and encourage enhanced caseworker follow-up.

<sup>63</sup> CRS, Job Description, Band C1, Business Development Officer

## Caritas

### Job Placement and Case Management (WET) in Alexandria

Choosing the WET is followed by participation in the Core Skills Training as well as Vocational Training. According to the latest Project Description, the Project Team also carries out market assessments and supports the participants with job placement. The Field Officer for Wage Employment is responsible for, amongst others, meeting with community groups to gather information and feedback on their issues and needs, conducting one-on-one meetings to gather information and opinions, identifying areas that require further development and implementing home visits to applicants as well as follow up visits.<sup>64</sup>

According to the data collected by Caritas in 2015, the majority of participants (about 92%) found their job independently (indirect employment).<sup>65</sup> Furthermore, the Caritas data suggests that 68% of participants in the WET have been placed in jobs successfully.<sup>66</sup> This significant rate might be attributable to the following factors:

- As shown in section 3.3.1, the targeted PoC are less vulnerable and, therefore, may easily transition into wage employment without experiencing the same protection, economic and social risks that more vulnerable populations face when entering a new work environment
- The Core Training on life skills provided the PoC with better communication skills and empowered them, which equips them with the necessary soft skills and facilitates job search and placement
- Having the WET under the responsibility of the Senior Employment Officer supported by Field Officers for Wage Employment entails that the activities are more outcome-based

The FGDs with WET participants in Alexandria pointed out that some of the jobs participants are engaged in do not match participant qualifications and skills. The selection of jobs seems to be quite random. This might be contributed to either of the following;

- No or limited availability of jobs
- Job search is not sufficient
- Important criteria such as location of employment, distance between participant's home and employer and/or long commute are not considered sufficiently
- Less than perfect effort made to match participant capacities to existing opportunities

The 2015 UNHCR Qualitative Evaluation records similar findings: some participants mentioned the location of the workplace as a barrier (either related to cost or time of commuting) to finding employment. The interviews also revealed that some jobs do not match participant skills. The latter point reflects the problem between underemployment and unemployment.<sup>67</sup>

Despite the high percentage of participants remaining in jobs as well as the fact that the majority of PoC find employment by themselves, it should be noted that refugees find themselves in a particularly vulnerable position and, therefore, require tailored support from the Project Team. First and foremost, legal barriers to obtain work permits aggravate the vulnerable conditions of refugees in terms of finding employment. This casts doubts with regards to the relevancy, effectiveness and sustainability of the WET, unless the same is designed in a context-sensitive manner. The review of the job matching process suggests that the Project Team should consider the integration of concrete criteria related to geographical location, skill matching and exploitation-free workplace in a standardized approach supporting refugee job placement.

<sup>64</sup> Terms of Reference, Annex 5, Staff

<sup>65</sup> Monthly Report October 2015, See Annex E

<sup>66</sup> See Annex E

<sup>67</sup> Refugee Livelihoods: A Participatory Evaluation of the Graduation Project in Egypt, Community Services and Livelihoods Units, UNHCR Cairo, 2015

The 2015 Qualitative Evaluation also revealed that “there was a significant incidence of job refusal with over 948 individuals (this number refers to both CRS and Caritas) refusing to take up wage employment placement opportunities since the beginning of the project. The trend is even more apparent in 2015 with livelihood partners revising targets for the wage employment track downwards. The majority of refusals comprised those who were reluctant to engage in employment as a result of anticipated working conditions, their reasons mirrored those above who indicated low wages, distance from places of residence, and long working hours. This group represented 35% of those who refused employment.”<sup>68</sup>

Both the FGDs carried out in course of the Mid-Term Evaluation as well as the 2015 Qualitative Evaluation revealed that one reason some participants, particularly females, do not report cases of harassment and exploitation in the workplace is that they are working with local community-based NGOs in the humanitarian or development field.<sup>69</sup> This strengthens the point raised earlier in regards to supporting the participants to find employment in a safe and decent working environment, ideally one that is aware of the vulnerable position of refugees.

Nevertheless, both the FGDs for the 2015 Qualitative Evaluation and the current Mid-Term Evaluation revealed that women, in particular those from Sudan and South Sudan, are suffering from harassment and exploitation. The Programme should, therefore, review whether protection should be integrated into the contract with Caritas. Protection constitutes a fundamental pillar of the Graduation Programme. Support from the Project Team should go beyond referral to provide holistic support and follow up.

### **Grant Management and Related Case Management (SET) in Alexandria**

Choosing the SET is followed by participation in the Core Skills Training and Business Management Training. According to the latest Project Description, the Project Team carries out socioeconomic research and feasibility studies, followed by grant disbursement, periodic follow-up and organization of marketing exhibitions. The Senior Employment Officer is responsible for establishing links with business associations and private sector and following up on participants after receiving grants to ensure successful projects. The Senior Employment Officer is supported by the Field Officers for Self-Employment, who are responsible for meeting with community groups to gather information and feedback on issues and needs, identifying areas that require further development and carrying out home visits to applicants as well as follow up visits.<sup>70</sup>

Grants are distributed efficiently by Caritas, with only 4% of those interviewed waiting for a grant and the rest having received one. 79% received the grant within 1-3 months after being selected, which is a reasonable waiting time. The majority of Programme participants report that the grant provided by Caritas is not sufficient to establish a business. The survey revealed that the average grant size is about 2,870 EGP. 84% of participants who received a grant indicate that they had to leverage additional financing in order to start their business (mostly through informal borrowing, but 32% managed such financing gap through partnerships). The 2015 Qualitative Evaluation supports this finding and revealed that the start-up grant amount (2000 EGP – 5000 EGP) is perceived insufficient to meet initial costs (physical capital, raw materials).<sup>71</sup> Caritas has decreased the grant amount in the course of 2015 in order to reach more participants, but should review this decision to ensure sufficiency of the financial amount of the grants.

While the numbers are small, there is a suggestion of a correlation between grant size and length of time a business has operated. While participant businesses who were awarded grants between 1000 and 3000 EGP are fairly widespread in terms of how long they have been operating, 15 out of the 16 grants 3500 EGP and above (provided in both 2014 and 2015) have supported business that have lasted at least 6

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<sup>68</sup> Refugee Livelihoods: A Participatory Evaluation of the Graduation Project in Egypt, Community Services and Livelihoods Units, UNHCR Cairo, 2015

<sup>69</sup> Refugee Livelihoods: A Participatory Evaluation of the Graduation Project in Egypt, Community Services and Livelihoods Units, UNHCR Cairo, 2015

<sup>70</sup> Terms of Reference, Annex 5, Staff

<sup>71</sup> Refugee Livelihoods: A Participatory Evaluation of the Graduation Project in Egypt, Community Services and Livelihoods Units, UNHCR Cairo, 2015

months. When comparison group members with self-employment experience were asked about how much was required to start their businesses, the majority of answers were above 4000 EGP.

**Table 3-19 Grant management, Caritas**

Description	% Participants (N = 104)
1- Waiting to receive grant	5%
2- Received grant	95%
a. Received grant 1-3 months after being selected	75%
b. Received grant 3-6 months after being selected	14%
c. Received grant over 6 months after being selected	6%
3- Grant size	
a. 1000 EGP – 2000 EGP	14%
b. 2001 EGP – 3000 EGP	64%
c. 3001 EGP – 4000 EGP	7%
d. 4001 EGP – 5000 EGP	9%
4- Received business start-up support from caseworker (N = 99)	76%
5- Needed to leverage additional financing to start business (N = 99)	84%

Source: Quantitative Survey

When receiving the grant, the majority of participants sign a statement and declare that it will be used for starting up their businesses. This is an ethical step aimed at ensuring participant accountability. Follow-up and business support is essential once the grant is distributed. Notably, 76% of participants received business start-up support from a caseworker, and the majority of them found the support helpful.

Around 35% of the businesses in Alexandria are home-based according to the survey. In the FGDs, many female participants mentioned that they would prefer to operate a home-based business due to concerns about harassment and exploitation both in the work place and on the street.<sup>72</sup> The story of one male participant in the textbox highlights the fact that protection must be an integral aspect of the Graduation Programme. Currently the caseworkers do not seem to be in the position to provide adequate support in this area as they lack expertise. At the same time, because protection is not part of the contract, Caritas is currently only referring cases to third parties such as Care. The Mid-term Evaluation suggests that Caritas should focus on successfully establishing a space where participants feel comfortable to address protection concerns. Beyond referral, Caritas should follow-up with participants to guarantee that he or she is well taken care of and provided the necessary support. Additionally, the previously mentioned story illustrates that SET participants need legal advice and protection services to ensure survival of their businesses.

#### **Business Support Coupled with Protection Services are Essential**

A participant from Sudan is an IT specialist. He attended mobile and computer maintenance training and successfully applied for the SET: He received a grant of EGP 3,000 and opened a mobile maintenance shop. The business ran well and he was able to generate enough income to provide basic family needs and send his kids to school. Unfortunately, he was subject to violent conflict with other local competitors. He was forced to leave the neighbourhood and close the shop and is now working as an irregular cleaner. His income decreased considerably and he incurred debt.

<sup>72</sup> This was also a key finding of the UNHCR Participatory Evaluation carried out in May 2015

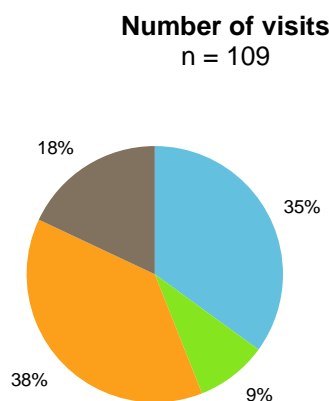
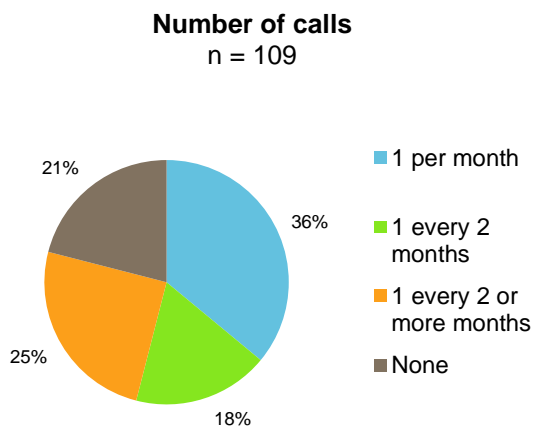
Caritas uses two kinds of case managers:

1. Under the Profiling Unit, there are socio-economic caseworkers who, as profiling and data entry specialists, follow up on the social and economic status of PoC; and
2. Under the Employment Unit, there are enterprise-based caseworkers who provide business and referral support.

This makes the case management system fragmented and potentially less accountable to outcome-based results. However, the survey revealed that the majority of participants receive both calls and visits from the caseworkers, as visualized in the below figures. While the WET sample is too small to make generalized observations, it is nevertheless notable that of the ten surveyed, none of the WET participants have received a visit and seven have not received a call. The Employment Unit may need to review its engagement with WET participants in particular, but also with SET participants who are only being visited and/or called once every three months. The caseworker should assume the role of a mentor and provide holistic support to participants. It is crucial for a project such as the Graduation Programme that the participant has a contact person he or she works with “should-to-shoulder.”

Figure 3-18 Number of Calls, Alexandria

Figure 3-19 Number of Visits, Alexandria



The responses in regards to the technical support provided by the caseworkers are mixed: 37% perceive it to be sufficient, 31% as somehow sufficient and 32% as not sufficient (Total number surveyed N is 108). The support provided by Caritas should be further enhanced. Currently Case Workers lack the necessary expertise to provide the Programme participants with the necessary support. Consequently, the Case Workers / Mentors have to bring the necessary expertise in order to provide the Programme participants with an informed advice in regards to what kind of micro business would bring the best return in a sustainable manner.

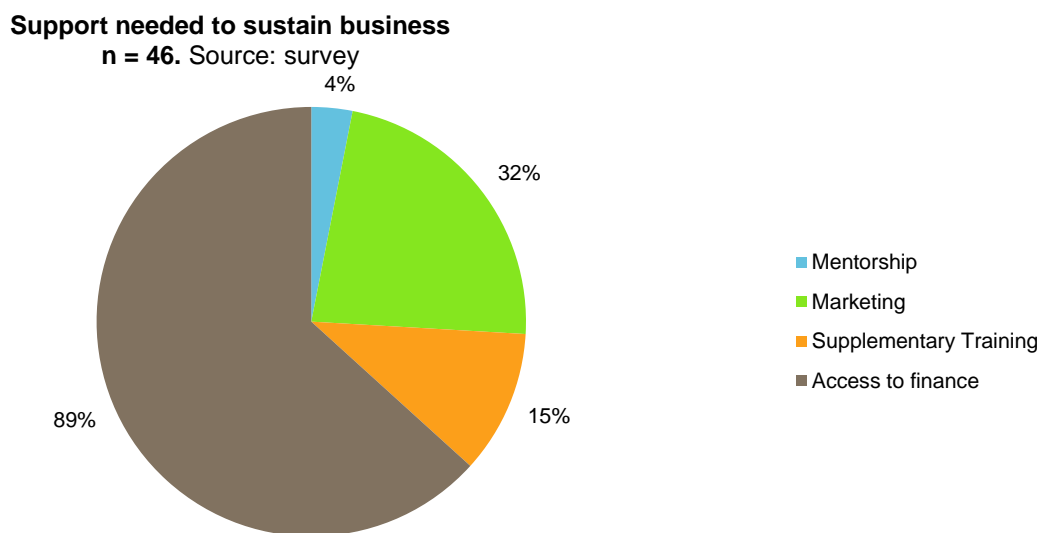
### 3.3.5 Access to Financial Services, Networks and Business Linkages

This evaluation area sheds light on the specific necessary components to ensure the sustainability of the Programme. It provides insight into the extent to which financial services are promoted, private sector engagement is sufficient, referral pathways are in place and community-based protection networks have been developed.

#### Cairo (CRS)

The collected data reveals that there are different reasons for why businesses are struggling. When asked what type of support participants need to sustain their businesses, a huge percentage (89%) mentioned access to finance. This highlights how essential financial services are. Participants not only reported borrowing money to cover expenses for their business start-ups (of which, less than 17% reported as having repaid), but also 63% of participants in Cairo borrow money to cover the cost of their basic needs. Participants further explained the lack of formal protection mechanisms present challenges when a participant faces a shock. Bearing in mind the limited access to formal financial services (particularly for refugees), but yet the frequent borrowing from neighbours, friends and informal sources, and the fact that the majority of participants do not have any savings (and many of their savings have decreased since participants gained employment), the Project Team should consider the establishment of savings groups in the community.

Figure 3-20 Support needed, SET, Cairo



Source: Survey

Access and exposure to markets and linkages with business networks constitute the second area the participants need more support in. A few market fairs have taken place in Cairo to provide a space for participants to market and sell their products. FGDs and survey revealed that the participants need more support in respect to making deals, and connecting with other private sector retailers and producers.

Table 3-20 Marketing and Business Networks, CRS

Description	Result
<b>Source: Quantitative Survey</b>	
1- No participation in market fairs	85%
2- No connection with business networks established	91%

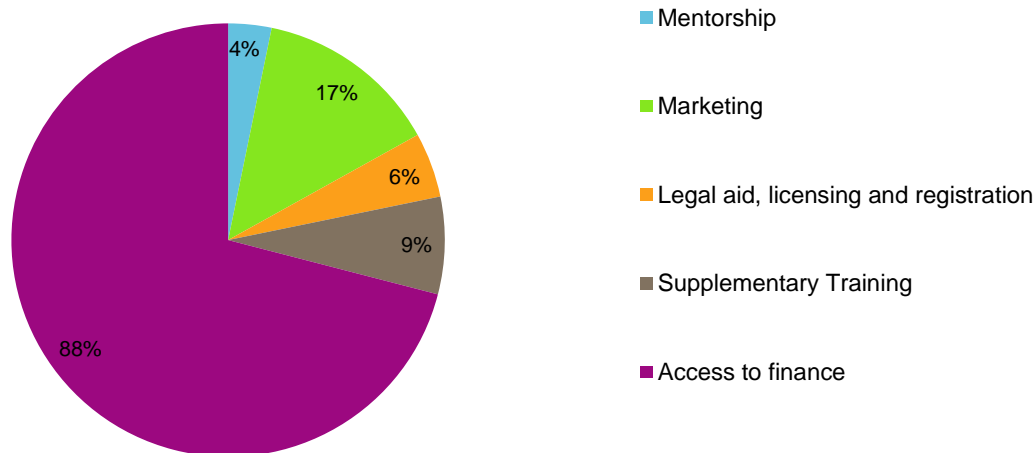
Source: Survey

**Caritas**

When asked about what kind of support participants need to sustain their businesses, the overwhelming majority (88%) mentioned access to finance. This highlights how essential financial services are. Participants not only reported borrowing money to cover expenses for their business start-ups (of which, only 22% reported as having repaid), but also 83% of participants in Caritas borrow money to cover the cost of their basic needs. Participants further explained the lack of formal protection mechanisms present challenges when a participant faces a shock. Bearing in mind the limited access to formal financial services (particularly for refugees), but yet the frequent borrowing from neighbours, friends and informal sources, and the fact that the majority of participants do not have any savings (and many of their savings have decreased since participants gained employment), the Project Team should consider the establishment of savings groups in the community.

**Figure 3-21 Support needed, SET, Alexandria**

**Support needed to sustain business**  
n = 96. Source: Survey



Marketing and linkages with business networks constitute the second area where participants need more support. A few market fairs have taken place in Alexandria to provide a space for participants to market and sell their products. However, the FGDs and quantitative survey revealed that the participants need more support in respect to making deals, and connecting with other private sector retailers / producers. The outcome of such engagement with the private sector has to be further captured and documented in order to assess the relevancy and effectiveness of such exhibitions. In the IDI with the Project Team, it was discussed that Caritas distributes grants in group sessions. This provides an important space for participants to get to know each other and opens up doors to cooperation and joint learning. This is a very good step. However, more action is needed in order to establish horizontal (fellow-based) ties between participants – savings groups could be a useful tool.

**Table 3-21 Marketing and Business Networks, Caritas**

Description	Result
<b>Source: Quantitative Survey</b>	
1- No participation in marketing events (N = 80)	86%
2- No connection with business networks established (N = 54)	89%

Source: Survey

### **3.3.6 Conclusion of Process Evaluation**

The Graduation Approach is particularly relevant in the refugee context because it provides the opportunity to tailor support to individual needs and ensure comprehensive interventions. However, in order to achieve the potential impact of such an approach, there needs to be an increased emphasis on a better and improved competent performance in several stages of the process. As of the aforementioned results in the previous sections, apparently one can conclude that the Case management approach has not been implemented in a mentorship manner that supports PoC's ownership of the process from the time they choose their livelihood track through starting their employment and / or starting up their businesses. This has been attributed to the little follow up for the provision of holistic technical assistance including business advisory, access to finance and increased business linkages as well as the lack of protection mechanism either financial, legal and / or personal protection, though of the efforts exerted by both Implementing Partners in Cairo and Alex. Staff competency and staff performance of implementing partners need to be further monitored and enhanced. In addition, a more robust project's performance monitoring is needed to regularly assess the dynamic changing needs of PoC. Once these steps are taken, an improved monitoring framework (see following section) will be better able to estimate the impact of the programme on the lives of PoC, and therefore the approach's applicability to the refugee context.



### 3.4 Monitoring and Evaluation Framework

This key evaluation area sheds light on the monitoring, evaluation and learning practices adopted by the partners over the first two years adopting the Graduation Programme. The section assesses the M&E plan, M&E tools, data integrity, analysis, management and feedback reporting.

#### Catholic Relief Services (CRS)

The received excel sheets used by caseworkers to collect and store monitoring data for 2014 and 2015 were revised by the Evaluation Team. These excel sheets are used as the main database to record and track the **status** of each applicant. In summary, such database includes dates of first and last training received; dates of acceptance; employment track selection; dates of grants received; type of business and sector; monthly salary or monthly income received; business and employment status and dates of site visits and phone calls, etc.

The above information collected by **socio-economic caseworkers**/profiling staff are mostly output-based in nature. It focuses on the current wage employment or enterprise status of the applicant, training courses received, reasons behind leaving a job or failure of the project and number of monitoring home/site visits and follow up calls. The database also collects some data feeding into the short-term outcomes of the programme such as jobs loss and the operational status of businesses. However, there are important elements of an M&E framework that are still incomplete:

The data collected is not presented in an overall accumulation manner, i.e. global numbers summing up the results and outcomes for all applicants participants that can be then used as meaningful measurement of project progress and performance measured by outputs and short-term outcomes. Such accumulation facilitates understanding of project's performance and progress at any point of time. A software design is needed to automate summing up data collected per each person to provide periodic trends for the agreed upon indicators at both level; i.e. output and outcome levels

#### Results Chain

- While UNHCR and partners have articulated a very basic theory of change (in text form) in the Project Descriptions, it is essential that the team jointly develop a

#### Other Suggested Key Performance Indicators

- **Protection Measurement:** % of those who have experienced harassment and have been referred to support services
- **Employment Generation Potential** such as % of those businesses who have hired 1 or more of other refugees
- **Business sustainability indicators**
  - Income diversification
  - Asset Creation
  - Business Linkages including backward and forward linkages
- **Access to Finance** such as % of those who have maintained of a minimum savings balance and those who repaid at least one loan within a Community-based Savings Group

*The current data collection procedures collected by socio-economic caseworkers / profiling staff describes the progress and status of participants.*

*The project has later developed stronger performance indicators to measure the relevance and effectiveness of programme activities and performance of staff members. These indicators should be included within the regular data collection activities and database.*

*The Evaluation Team did not recognize a formal feedback mechanism of data collected from the field officers into the database.*

*Participant feedback mechanism is missing and data collected is not mainstreamed into project operational decisions; the data collected is primarily or exclusively used for reporting purposes.*

*Data Collection relied on several data collectors including socio-economic profiling staff, business development specialist and the SET field officers. Data storage is fragmented amongst the above with no specific organizational linkages nor regular communication lines between those data collectors and the MEAL manager.*

more specific results chain. This should include every step of the Graduation Programme, including what each of them requires in terms of activities and resources, as well as what changes or results are expected with each intervention and what assumptions must hold true to achieve those results.

- This articulation will make it easier in the future to use monitoring data to fairly reasonably estimate the impact of the Programme. It will help the Project Team decide which indicators are the most important, and how often they need to be measured. Ultimately, it will also provide a systematic way to detect any gaps in implementation or performance, so that the Project Team can respond to them immediately and continually learn and improve the Programme.

### Indicators

- Some key performance indicators for which data was collected generally did not follow the SMART framework (specific, measurable, attainable, relevant, and time-bound). For instance, indicators such as “Access to Wage Employment” and “Access to Self-employment” should be further specified and measured through several SMART indicators relevant to time spans. For example, “Number of participants employed for three consecutive months,” or “Number of refugee participant-owned businesses running for 6 months or more.” Such improved indicators measuring short-term outcomes have been already introduced to the Programme’s reporting system and will allow UNHCR and partners to more easily assess the effectiveness of activities in producing employment opportunities. However, these new indicators, yet to be further enhanced, were still not properly introduced to the current database system. Therefore, while this evaluation utilized existing data to the extent possible, it was not able to fully rely on monitoring data for all analysis.
- Some important short-term outcomes (6-12 months) are missing such as the number of employees hired within the start-up business. These can be collected and evidenced by inspecting business financial records, for instance. The Project Team should prioritize what outcomes are the most essential to regularly measure.
- Medium and long-term outcome indicators such as improved living conditions represented by indicators of increased financial, social, human, physical and natural assets are missing to measure the Programme objectives of improved livelihoods and eventually self-reliance.

#### Innovative Data Collection Method

The CRS Team indicated that they are in the process of introducing an SMS system that is toll-free and is meant to collect data on the status and progress of WET and SET participants. Such a system is expected to have a higher response rate and to make the monitoring process and data collection more effective, frequent and holistic.

### Data Collection

- With regard to data collection frequency and methods, it is evident that most of data collected was mainly based on phone calls conducted by the **Socio-economic caseworkers**. Per the quantitative survey, 75% of participants have received a follow up call in 1-3 months. Reliability of data collected, whether at output or outcome levels, may not be as accurate and representative as the same information collected through site visits. Site visits conducted by **enterprise-based caseworkers** are also used to collect data on the status of businesses. Site visits are part of the case management and mentorship activities but should also be efficiently and effectively used as an opportunity to collect regular monitoring data. However, in many cases site visits should happen more frequently and regularly.
- The Evaluation Team has not been abreast of other data collection modes such as FGDs to measure the Programme’s medium-term outcomes, satisfaction level of participants and unexpected consequences, to be used as **participant feedback mechanisms**. Such additional data collection methods on periodical basis would enhance the accountability towards outcomes and generate lessons learned in a timely manner.

### Data Storage and Reporting

- The Evaluation Team did not observe a formal feedback mechanism of data collected from the field into the database. From the quantitative results, it seems that more visits were made actually than

the ones recorded in CRS database. This supports the conclusion that site visits are not fully reported nor documented in the stored data, which is a missed opportunity.

- Very short, easy to interpret and easy to access monitoring reports should be generated frequently (every couple of months) and circulated widely. The priority is for the Programme Team to get timely, accurate data which can influence upcoming decisions.

#### **Use of Monitoring Data to Inform Programme Management**

- The Evaluation Team did not notice much use of data collected to feedback and inform team members on programme design and implementation. Data collected was used mainly for reporting and it is not evident if such data has been used to learn about successes and/or adjust or change any interventions or activities that are not effective.
- Monitoring results should be reviewed at regular team meetings - quarterly review meetings at a minimum - to ensure regular use of the data to inform programme management.

#### **Monitoring Capacity and Responsibilities**

- CRS has a Monitoring, Evaluation, Accountability and Learning (MEAL) Officer. This is an important step towards centralizing monitoring efforts. However, the team did not see an administrative linkage or organizational line between the **MEAL officer** and the **socio-economic caseworkers** or the **enterprise-based caseworkers**, i.e. data collectors, either within the organizational chart or in any of their job descriptions. A formalized organizational relationship is needed to ensure quality data collection, storage, reporting and usage.
- Currently, data collection responsibility is fragmented among the staff members. There is a need to put in place stricter procedures and requirements on data collection, reporting and analysis as well as defining reporting lines.

## Caritas

The excel sheets with monitoring data (collected and stored by caseworkers for 2014 and 2015) were revised by the Evaluation Team. These excel sheets are used as the main database to record and track the status of each applicant. In summary, such database include dates of first and last training received; dates of acceptance; employment track selection; dates of grants received; type of business and sector; monthly salary or monthly income received; business and employment status and dates of site visits and phone calls, etc.

The above information collected by socio-economic caseworkers/profiling staff is mostly output-based in nature. It focuses on the current wage employment or enterprise status of the participant, training courses received, reasons behind leaving a job or failure of the project and number of monitoring home/site visits and follow up calls. The database also includes some data feeding into the short-term outcomes of the programme such as jobs loss and the operational status of businesses. However, there are important elements of an M&E framework that are still incomplete:

### Other Suggested Key Performance Indicators

- **Protection Measurement:** % of participants who have been referred to support services
- **Employment Generation Potential:** % of participant businesses who have hired 1 or more refugees
- **Access to Finance:** % of participants who have maintained specified a minimum savings balance for 6 months
- **Business sustainability indicators:**
  - Income diversification: more than one income source
  - Asset Generation: number of assets acquired and / or purchased
  - Business Linkages including horizontal and vertical linkages: number of deals and contracts that are made up and down the supply chain

## Results Chain

- While UNHCR and partners have articulated a very basic theory of change (in text form) in the Project Descriptions, it is essential that the team jointly develop a more specific results chain. This should include every step of the Graduation Programme, including what each of them requires in terms of activities and resources, as well as what changes or results are expected with each intervention and what assumptions must hold true to achieve those results.
- This articulation will make it easier in the future to use monitoring data to fairly reasonably estimate the impact of the Programme. It will help the Project Team decide which indicators are the most important, and how often they need to be measured. Ultimately, it will also provide a systematic way to detect any gaps in implementation or performance, so that the Project Team can respond to them immediately and continually learn and improve the Programme.

## Indicators

- Some key performance indicators for which data was collected generally did not follow the SMART framework (specific, measurable, attainable, relevant, and time-bound). For instance, indicators such as “Access to Wage Employment” and “Access to Self-employment” should be further specified and measured through several SMART indicators relevant to time spans. For example, “Number of participants employed for three consecutive months,” or “Number of refugee participant-owned businesses running for 6 months or more.” Such improved indicators measuring short-term outcomes have been already introduced to the Programme’s reporting system and will allow UNHCR and partners to more easily assess the effectiveness of activities in producing employment opportunities. However, these new indicators, yet to be further enhanced, were still not properly introduced to the current database system. Therefore, while this evaluation utilized existing data to the extent possible, it was not able to fully rely on monitoring data for all analysis.
- Some important short-term outcomes (6-12 months) are missing, including number of employees hired within the start-up business. These can be collected and evidenced by inspecting business financial records, for instance. The Project Team should prioritize what outcomes are the most essential to regularly measure.

- Medium and long-term outcome indicators such as improved living conditions represented by indicators of increased financial, social, human, physical and natural assets are missing to measure the Programme objectives of improved livelihoods and eventually self-reliance.

#### **Data Collection**

- With regard to data collection frequency and methods, it is evident that most of data collected was mainly based on phone calls conducted by the **Socio-economic caseworkers/profiling staff**. Per the quantitative survey, 79% of participants have received a follow up call in 1-3 months. Reliability of data collected, whether at output or outcome levels, may not be as accurate and representative as the same information collected through site visits. Site visits conducted by **enterprise-based caseworkers** are also used to collect data on the status of businesses. Site visits are part of the case management and mentorship activities but should also be efficiently and effectively used as an opportunity to collect regular monitoring data. However, in many cases site visits should happen more frequently and regularly.
- The Evaluation Team has not been abreast of other data collection modes such as FGDs to measure the Programme's medium-term outcomes, satisfaction level of participants and unexpected consequences, to be used as **participant feedback mechanisms**. Such additional data collection methods on periodical basis would enhance the accountability towards outcomes and generate lessons learned in a timely manner.

#### **Data Storage and Reporting**

- Very short, easy to interpret and easy to access monitoring reports should be generated frequently (every couple of months) and circulated widely. The priority is for the Programme Team to get timely, accurate data which can influence upcoming decisions.

#### **Use of Monitoring Data to Inform Programme Management**

- The Evaluation Team did not notice much use of data collected to feedback and inform team members on programme design and implementation. Data collected was used mainly for reporting and it is not evident if such data has been used to learn about successes and/or adjust or change any interventions or activities that are not effective.
- Monitoring results should be reviewed at regular team meetings - quarterly review meetings at a minimum - to ensure regular use of the data to inform programme management.

#### **Monitoring Capacity and Responsibilities**

- By revising the organizational chart of the project, there is no specific Monitoring and Evaluation Specialist. Caritas Monitoring, Evaluation, Accountability and Learning (MEAL) functions are maintained by the Project Coordinator who relies on the field staff of the three departments including **Profiling, Training** and **Employment** departments. It is doubtful that a Project Coordinator can handle the functions of data reporting and analysis amid other daily programme management and coordination duties.
- Currently, data collection responsibility is fragmented among the staff members. There is a need to put in place stricter procedures and requirements on data collection, reporting and analysis as well as defining reporting lines.

# 04

## RECOMMENDATIONS

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## 4. Recommendations

This section includes tailored recommendations that are meant to contribute to the constructive advancement of the Graduation Programme in Cairo and Alexandria, as well as of the overall Graduation Approach when implemented in urban areas with a focus on refugee populations. The Mid-Term Evaluation has shown that current Programme interventions have realized positive impacts to some extent in areas such as skills development, confidence building and communication abilities, employment generation, business development and income levels. These impacts are promising but primarily limited to the short-term; the Programme still lacks fundamental activities necessary for sustainable medium to long-term impact. It is crucial that the Project Team actively contribute to the development of appropriate and durable assets including strong networks, savings and marketable skills that will remain accessible to participants once they “graduate” from the Programme and/or funding runs out. The Mid-Term Evaluation suggests that the Graduation Programme can and should be used a tool to respond in a holistic manner to the specific protection risks faced by refugees in Egypt. To date, the Programme has functioned quite separately from protection, despite the fact that protection and livelihoods are fully interdependent.

### 4.1 General Recommendations for UNHCR, CRS and Caritas

#### 4.1.1 Case Management System: Toward a Mentorship Approach

The Mid-Term Evaluation has shown that the current Case Management System needs to be enhanced in order to provide improved support to the participants of the Graduation Programme.

The interviews with the participants of the Graduation Programme pointed to the lack of business support, legal advice and protection measures, which may jeopardize the success of any livelihoods activity. Therefore, a Case Management Specialist (caseworker) should act as a mentor and reference person throughout all stages of the Programme. The case workers are the referral points for participants and, therefore, must be competent, experienced, communicative and qualified to provide a necessary level of technical assistance. The caseworkers and small grant workers should receive additional training to be in the position to provide more technical support as well as career counselling and entrepreneurship guidance to participants. Caseworks require the necessary expertise to provide participants with informed advice in regards to what kind of micro-business would bring the best return in a sustainable manner. Participants should work with their caseworker “shoulder to shoulder” in a relationship of mutual trust. It is a collaborative process combining assessment, planning, facilitation and evaluation of delivered services to meet the needs of the participants comprehensively. UNHCR and partners should develop a revised, concise set of expectations for a Case Management Specialist, which might include the following:

- Act as professional mentor, providing participants expert advice on development of a roadmap, selection of a business idea or job opportunity, development of a business plan, capacity development and trainings, savings mechanisms, financial management, etc..
- Monitor each participant’s milestones and progress towards “graduation” through regular, systematic data collection and reporting
- Provide support and advice on business linkages including private sector engagement opportunities
- Conduct diagnostic-based group gatherings to share experiences; thus, supporting collective learning and improving horizontal networks and linkages
- Create a comfortable space for participants to open up about any psychosocial or protection needs; make referrals to appropriate support systems; follow up to ensure participants are healthy, safe and able to engage in livelihoods
- Explore new tools in social media such as Facebook or Whatsapp to provide timely support

Livelihoods and protection are inherently intertwined: the objective of livelihoods interventions is to increase self-reliance, i.e. “the ability of a individual, household or community to meet essential needs and to enjoy social and economic rights in a sustainable manner and with dignity.” This means that livelihoods aims to

reduce dependency on negative coping mechanisms that are serious protection risks such as prostitution and child labour and to ensure access to a safe work environment free from exploitation and harassment. At the same time, protection issues frequently arise that prevent socioeconomic objectives of livelihoods interventions from being achieved, and livelihoods interventions must always prioritize safeguarding against such risks. The Graduation Programme provides a clear mechanism for doing so through the case management approach. As such, it is recommended that UNHCR and partners further explore the possibility of integrating protection into the agreements with the Graduation partners. It is essential that protection is understood and recognized as fundamental part of the Programme that cannot be seen in isolation from the different Programme interventions.

Concrete roles and day-to-day linkages and referrals between sectors should be clarified between partners, caseworkers and Programme participants: the FGDs pointed out that the majority of participants are not aware of the role the partners play in regards to making referrals. The Project Team must clearly communicate from the beginning that caseworkers provide a safe place for participants to turn in case of exploitation or harassment; they will provide referrals to third parties such as Care International; and then they will prioritize follow up with participants on any legal, psychosocial or other issues to ensure they are provided the necessary support.

Participants of the Graduation Programme need to know what services are provided – both by the partners as well as third parties – and feel comfortable to ask for services when they may need them. With a mentorship approach, participants are likely to feel more comfortable sharing sensitive problems with a caseworker they trust and work with closely.

#### **4.1.2 Access to Financial Resources: Community-Based Savings**

The data collected in course of the Mid-Term Evaluation clearly indicates that the majority of Programme participants are barely making enough money to cover their basic needs, let alone to save a portion of their income. Saving is a key component of the Graduation Approach; it provides a safety net for participants to fall back on in case of job loss, business failure or any emergency or shock. The majority of SET participants do not have any savings and had to informally borrow additional money to start up their business. Given the fact that refugees cannot access formal financial services in Egypt, the Project Team should, therefore, consider the establishment of savings groups in the community. Such channels should be explored to create the space to provide access to loans and savings mechanisms. Community Savings Groups present such a channel and have proven successful in various environments. Such saving groups do not only provide a space for financial security, but, furthermore, are expected to have a positive impact on the sustainability of the Programme: They provide a platform to exchange lessons learned and experiences, ultimately contributing to the empowerment of the participants. Moreover, they provide the participants with the necessary space to remain outside the cycle of poverty after graduating from the Programme. Participants of all income-generating activities should have access to appropriate saving methods in order to increase their ability to cope and further grow their businesses. In line with that indicators in regards to diversified income and savings should be included.

#### **4.1.3 Access to Business Networks and Business Linkages**

Access and exposure to markets and linkages with business networks constitute an area where participants need more support. The FGDs revealed that the outcome could be improved in respect to connections with private sector retailers and/or producers. The quantitative survey also indicates that the SET participants have not been provided sufficient support in this respect. For instance, the Project Team could provide some basic introductions into how to do marketing online (e.g. via Facebook).

Establishing a *vertical network* with the private sector and businesses interested in cooperating with the Graduation Programme is crucial as it ultimately contributes to developing more sustainable structures. This will have a positive impact of connecting participants' micro-businesses with a larger value chain in



the Egyptian private sector. Being part of the value chain will improve and sustain income generated by the businesses and add value to the national Egyptian economy.

*Horizontal networking* is also crucial and the IDI with the Project Manager revealed that CRS is discussing the establishment of social clubs in which entrepreneurs can gather to discuss challenges and obstacles, and to learn from one another. The idea is to have these social clubs run and championed by the participants themselves. It could constitute another added value by enhancing the participants' empowerment. Horizontal networking can be addressed during the course of the caseworker's day-to-day project activities with no extra cost.

## **4.2 Catholic Relief Services**

### **4.2.1 Targeting, Outreach and Livelihood Track Choice**

The Mid-Term Evaluation analysis suggests that CRS should enhance its current participant selection system. A more rigorous scoring-based process will be useful to make the selection process more informed, objective and transparent. The scoring must be made up of a range of social, economic, legal and other indicators to ensure a holistic approach. Viability and vulnerability criteria should be clearly defined at this early stage. Viability refers to capacity to be entrepreneurial or sustainably employed, including mental and physical capacity, skills, experience, willingness to learn and motivation. Vulnerability includes protection risks, special needs and socioeconomic status. PoC should never be excluded from the Graduation Programme due to lack of financial resources and stability. The Graduation Programme was designed for the ultra poor (i.e. the most economically vulnerable). If a PoC does not have enough financial security to meet the minimum expenditure basket, they must be referred for cash assistance. Cash assistance for basic needs is an essential intervention within the Graduation Programme, included in the approach to ensure that participants are able to survive and respond to shocks while they build their skills, opportunities and assets up through mentoring, training, savings, employment and business development. Therefore, there should be no income or expenditure thresholds for selecting Graduation participants, and generally very few PoC should ever be excluded.

The Evaluation also found that there is a need to pay more attention to targeting youth and SGBV survivors, two particularly vulnerable groups that at present are underrepresented in the Programme.

Enhanced partnership with Syrian community-based organizations is likely to improve targeting and outreach efforts, including conducting joint orientation events to explain the Programme's process, requirements and benefits.

Designing an applicant's roadmap, i.e. the selection of the Wage-Employment Track (WET) or Self-Employment Track (SET), is done within the profiling process of applicants. It sets the foundation for the success of the Programme and should receive more attention and time than it does currently. The profiling step should mainly focus on assessing social and economic vulnerability and viability, but should not directly inform the roadmap. Once an applicant is accepted as a general Programme participant (not immediately starting on either livelihood track), a greater focus should be placed on the roadmap, including career growth plans and market-based enterprise development. A caseworker should provide the participant technical support, guidance and resources, as well as conduct a capacity needs assessment, before the two jointly make an informed decision with regards to which livelihood track to choose. Therefore, caseworkers should assume the role of mentor from the very beginning. When conducting the personal interviews with applicants they need to assess their training needs; applicant's skills, career growth goals, the ideas of projects and the compatibility between personal experience of applicants and ideas of the proposed project ideas.

### **4.2.2 Wage Employment Track**

The analysis has shown that participants are reluctant to engage in wage employment. Based on the responses of Programme participants, the following criteria should be integrated in a standardized approach supporting refugee job placement:

- Geographical location of participant to avoid extensive commuting to workplace, particularly for women
- Proper matching of refugee's qualifications with job requirements
- Working space in the private sector free from exploitation and harassment that applies related policies in regards to protection

CRS' Business Development Officer needs to carefully search, select and partner with a number of employers such as Vodafone. Methods to streamline employer outreach and job placement processes must be identified. Direct engagement with a handful of companies in the private sector allows UNHCR and CRS to tackle current limitations (e.g. Vodafone requires residence permits on national passports for potential employment candidates) and develop sustainable solutions. Direct engagement with private sector companies ultimately enables CRS to establish and monitor the partnerships in order to better guarantee that refugees will not suffer from exploitation or harassment in the work place. The FGD with the private sector employers underscored the need for a reciprocal feedback mechanism between CRS and private sector employers.

The Business Development Specialist should enhance communication with employers and with Programme participants, making sure that participants understand the nature of the job before connecting with the potential employers. Additionally, the Business Development Specialist should properly filter potential employees and share a list of shortlisted candidates with the employer.

The Evaluation has, moreover, provided data that suggests that CRS should integrate a Core Life Skills Course for *all* participants in the Programme, given the very positive feedback and outcomes it has produced in Alexandria. The Core Training should be attended immediately after joining the Programme and be viewed as an empowerment tool to enhance participants' understanding of their rights, the current legal context, dispute resolution, existing referral mechanisms, skills and protection against hostility and harassment.

The Project Team is advised to carry out market research to help select appropriate and useful training content for WET participants. In course of this, the training material should be reviewed and the desired competency and learning outcomes should be clearly determined in order to meet the current labour market demands. The Project Team is advised to put in place concrete evaluation criteria in order to provide participants with advanced training options.

It can be concluded that the matching between training and employment has to be improved. Finding decent employment in informal sector is difficult. It has to be noted that this matter is also somewhat beyond the control of the partners. However, UNHCR and partners have to navigate in the existing framework and programme accordingly. The feasibility of the WET should continually be discussed to ensure the Programme can respond to the context appropriately, and if not, to make adjustments.

It is suggested to adapt the Programme and focus less on job placement where there are few opportunities, and more on quality vocational training that not only provides the SET participants with the skills to establish their own business but also the SET and/or WET participants to work from home. Training could, for instance, focus more on IT and web-based applications, and technical, marketing and sales training that can support participants to run and deliver home-based businesses and services using both on line and off-line channels. In general, various employment opportunities that allow participants to work from home are worth exploring.

#### **4.2.3 Self-Employment Track**

CRS has successfully adapted its targets in 2015 to respond to the difficulties experienced in regards to job placement due to legal barriers, on the one hand, and to the non-linkage between training and employment, on the other. Accordingly, CRS increased the value of the grants. Even though the overall number of targeted PoC has been decreased, this might have facilitated and improved the allocation of resources and made it more effective and rational within the Programme's context.

The analysis indicates that the efficiency of grant approval and disbursement processes can be improved. Furthermore, a practice employed by Caritas could be discussed and adopted by CRS: participants sign a moral understanding when receiving a grant to instil a feeling of ownership and commitment.

The FGDs revealed that the primary reason for participants' business failure was that businesses were not making a profit because the ideas did not respond to market demands. The mentorship role of the caseworker will allow for more guidance and support to participants. It is also suggested that participants be provided with more regular technical assistance, micro-enterprises diagnostic analysis and training refreshment in both an individual and group setting.

The Project Team is advised to put in place concrete evaluation criteria in order to provide successful grantees with another round of grants and/or training. The evaluation indicates that the number of micro-businesses that are steady and growing has to be increased. The recommendations in the subsequent section are expected to have a direct impact in this regard.

### 4.3 Caritas

#### 4.3.1 Targeting, Outreach and Livelihood Track Choice

The evaluation illustrated that Caritas' current system to select participants needs to be enhanced. It is recommended to put in place a standardized evaluation matrix and score-based system in order to guarantee the objective selection of participants. The Project Team should define clear selection criteria in regards to both social and economic vulnerability as well as viability. Viability refers to capacity to be entrepreneurial or sustainably employed, including mental and physical capacity, skills, experience, willingness to learn and motivation. Vulnerability includes protection risks, special needs and socioeconomic status. Evaluators should use specific indicators that measure the criteria to allocate points (e.g. 0 lowest to 10 highest). The selection criteria must include a wide range of social, economic, political, legal and other indicators to ensure a holistic approach that fully considers all applicants' individual needs and capacities. PoC should never be excluded from the Graduation Programme due to lack of financial resources and stability. The Graduation Programme was designed for the ultra poor (i.e. the most economically vulnerable). If a PoC does not have enough financial security to meet the minimum expenditure basket, they must be referred for cash assistance. Cash assistance for basic needs is an essential intervention within the Graduation Programme, included in the approach to ensure that participants are able to survive and respond to shocks while they build their skills, opportunities and assets up through mentoring, training, savings, employment and business development. Therefore, there should be no income or expenditure thresholds for selecting Graduation participants, and generally very few PoC should ever be excluded. Caseworkers, who are the front-line employees, must be trained well on the criteria.

The collected data, furthermore, indicates that the number of youth (age 18-24), SGBV survivors, female-headed households, female participants and the poorest in the Programme's activities must be increased. One way to improve the targeting of vulnerable and viable participants can be to increase the partnership with Syrian informal community-based organizations to further expand the outreach through orientation events.

Designing an applicant's roadmap, i.e. the selection of the Wage-Employment Track (WET) or Self-Employment Track (SET), is done within the profiling process of applicants. It sets the foundation for the success of the Programme and should receive more attention and time than it does currently. The profiling step should mainly focus on assessing social and economic vulnerability and viability, but should not directly inform the roadmap. Once an applicant is accepted as a general Programme participant (not immediately starting on either livelihood track), a greater focus should be placed on the roadmap, including career growth plans and market-based enterprise development. A caseworker should provide the participant technical support, guidance and resources, as well as conduct a capacity needs assessment, before the two jointly make an informed decision with regards to which livelihood track to choose. Therefore, caseworkers should assume the role of mentor from the very beginning. When conducting the personal interviews with applicants they need to assess their training needs; applicant's skills, career growth goals, the ideas of projects and the compatibility between personal experience of applicants and ideas of the proposed project ideas.

#### 4.3.2 Wage Employment Track

The analysis has shown that participants are reluctant to engage in wage employment. Based on the responses of Programme participants, the following criteria should be integrated in a standardized approach supporting refugee job placement:

- Geographical location of participant to avoid extensive commuting to workplace, particularly for women
- Proper matching of refugee's qualifications with job requirements

- Working space in the private sector free from exploitation and harassment that applies related policies in regards to protection

The Project Team needs to carefully search, select and partner with a number of private sector employers. Methods to streamline employer outreach and job placement processes must be identified. Direct engagement with a handful of companies in the private sector allows UNHCR and CRS to tackle current limitations and develop sustainable solutions. Direct engagement with private sector companies ultimately enables Caritas to establish and monitor the partnerships in order to better guarantee that refugees will not suffer from exploitation or harassment in the work place.

The evaluation confirmed the positive perception of the Core Skills Course among participants. It should, therefore, be continued. The content and duration of the Core Skills Course can be further improved. The Core Skills Course should be viewed as an empowerment tool to enhance the participants' understanding of their rights, the current legal context, dispute resolution, existing referral mechanisms, skills and protection against hostility and harassment. Both during the development of the roadmap as well as the Core Skills Course, the Programme should exert more efforts in explaining the Graduation Programme's benefits to increase the buy-in and commitment of participants from the beginning.

Generally the study has shown that on-the-job training should be carried out in order to increase training effectiveness. The Project Team is advised to carry out market research to help select appropriate and useful training content for WET participants. In course of this, the training material should be reviewed and the desired competency and learning outcomes should be clearly determined in order to meet the current labour market demands. The Project Team is advised to put in place concrete evaluation criteria in order to provide participants with advanced training options.

It can also be noted that the job descriptions of the staff members tend to be quite general. The Project Team is, therefore, encouraged to enhance the individual job description and provide a more detailed and specific list of tasks and deliverables.

Caritas has not adapted its targets to respond to the difficulties faced by the SET participants in regards to grant size. In 2015, grant size has been decreased in order to reach more participants. However, bearing in mind the challenges linked with the WET, there should be a discussion as to how the Programme could be revised to better respond to the context. It is suggested to adapt the Programme and focus less on job placement where there are few opportunities, and more on quality vocational training that not only provides the SET participants with the skills to establish their own business but also the SET and/or WET participants to work from home. Training could, for instance, focus more on IT and web-based applications, and technical, marketing and sales training that can support participants to run and deliver home-based businesses and services using both on line and off-line channels. In general, various employment opportunities that allow participants to work from home are worth exploring.

#### **4.3.3 Self-Employment Track**

The FGDs revealed that the primary reason for participants' business failure was that businesses were not making a profit because the ideas did not respond to market demands. The mentorship role of the caseworker will allow for more guidance and support to participants. It is also suggested that participants be provided with more regular technical assistance, micro-enterprises diagnostic analysis and training refreshment in both an individual and group setting.

The Project Team is advised to put in place concrete evaluation criteria in order to provide successful grantees with another round of grants and/or training. The evaluation indicates that the number of micro-businesses that are steady and growing has to be increased. The recommendations in the subsequent section are expected to have a direct impact in this regard.

# 05

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# 06

## LIST OF APPENDICES

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## **Appendix A. Question Guides for FGDs**

#### FGDs with Programme Participants

- FGD with Participants of the Wage-Employment track
- FGD with Participants of Self-Employment Track
- FGD with women (SGBV)
- FGD with refugees only
- FGD with participating Egyptians only
- Site visit to selected self-employed projects

#### FGD with Comparison Group

- FGD with comparable eligible beneficiaries
- FGD with women (SGBV)
- FGD with refugees only
- FGD with eligible Egyptians only

#### In-Depth Interviews Project Team

- Project Management Team
- Training Providers
- Private Sector Employers

## Participants – Wage Employment Track – Qualitative Evaluation – Question Guide

No.	Key Evaluation Areas	Indicative Questions
<b>1.0 Process Evaluation</b>		
1.1	<p>Targeting &amp; Outreach</p> <ul style="list-style-type: none"> <li>- Extent to which the Program focuses on the ultra-poor and vulnerable (targeting of the “bottom of the pyramid”)</li> <li>- Extent to which the selection/ targeting is rigorous</li> <li>- Extent to which the Program targets youth</li> </ul>	<ul style="list-style-type: none"> <li>- How did you learn about the program?</li> <li>- Did you find it difficult to register? If yes, what was needed from you to be selected?</li> <li>- What were your sources of income before joining the graduation program? (none, intermittent labor)</li> </ul>
1.2	<p>Employment Tracks Choice (SET and WET)</p> <ul style="list-style-type: none"> <li>- Extent to which the selection (based on skills assessment) is appropriate</li> </ul>	<ul style="list-style-type: none"> <li>- What were the reasons behind choosing you for the wage-employment track?</li> </ul>
1.3	<p>Business and Vocational Training</p> <ul style="list-style-type: none"> <li>- Extent to which content is relevant</li> <li>- Extent to which trainers bring necessary expertise</li> <li>- Sustainability of the training</li> </ul>	<ul style="list-style-type: none"> <li>- How would you evaluate the expertise of the trainers? Does the content of the training respond to the needs on the market?</li> <li>- Has the core skills training course enabled you to perform better in your job? How? (<b>Alexandria only</b>)</li> </ul>
1.4	<p>Market based approach</p> <ul style="list-style-type: none"> <li>- Access to markets</li> <li>- Employability skills</li> <li>- Training content responds to market needs</li> </ul>	<ul style="list-style-type: none"> <li>- How long have you been in your job? What are the differences between the beneficiaries that remain in their job and the ones who lost their job (reasons behind it)?</li> </ul>
1.5	<p>Job placement and grant management</p> <ul style="list-style-type: none"> <li>- Assess processing time for asset transfer</li> <li>- Assess time frame for job placement</li> </ul>	<ul style="list-style-type: none"> <li>- How long have you been waiting to be placed in a job? What were the reasons for delay?</li> <li>- How frequently have you been informed and advised in regards to the availability of a job?</li> </ul>
1.6	<p>Coaching / Case Management</p> <ul style="list-style-type: none"> <li>- Extent to which case load per case worker is appropriate</li> <li>- Do the case workers bring the necessary expertise and experience (particularly in regards to SGBV concerns)</li> </ul>	<ul style="list-style-type: none"> <li>- What kind of coaching have you received from the project while in your job? Was it helpful?</li> </ul>
1.7	<p>Access to networks and business linkages</p> <ul style="list-style-type: none"> <li>- Economic Integration and Sustainability</li> <li>- Extent to which private sector engagement is sufficient</li> </ul>	<ul style="list-style-type: none"> <li>- Do you have access to business networks or fellow networks to learn about available jobs?</li> </ul>
1.8	<p>Project Adaptation</p>	<ul style="list-style-type: none"> <li>- Were you able to voice concerns and suggestions for improvement? If yes, were they taken seriously?</li> </ul>
<b>2.0 Impact</b>		
2.1	<p>Extent to which livelihood is improved</p> <ul style="list-style-type: none"> <li>- Extent to which income generation has been improved</li> <li>- Stabilization (i.e. do you feel settled in Egypt permanently)</li> <li>- Extent to which expenditure patterns change</li> </ul>	<ul style="list-style-type: none"> <li>- Do you consider your income to be sufficient to spend on the basic needs for living?</li> <li>- Is your situation stable? Do you still think to further migrate or do you think that you are settled by now?</li> </ul>

2.2	Extent to which beneficiaries increased self-confidence	- How has participation in the Program influenced you on a personal level?
2.3	Women empowerment, changing gender roles	- Who is controlling the resources at home?
<b>3.0 M&amp;E</b>		
3.1	Gather monitoring and evaluation data - Case Management Approach effectiveness	- Do you need more direct support from staff members of the Implementing Organization or do you feel the support provided is sufficient?
3.2	Gender- responsive M&E system	- Is the Implementing Organization responsive to concerns voiced in regards to unsafe work spaces?

## Participants – Self Employment Qualitative Evaluation – Question Guide

No.	Key Evaluation Areas	Indicative Questions
<b>1.0 Process Evaluation</b>		
1.1	<p>Targeting &amp; Outreach</p> <ul style="list-style-type: none"> <li>- Extent to which the Program focuses on the ultra-poor and vulnerable (targeting of the “bottom of the pyramid”)</li> <li>- Extent to which the selection/ targeting is rigorous</li> </ul>	<ul style="list-style-type: none"> <li>- How did you learn about the program?</li> <li>- Did you find it difficult to register? If yes, what was needed from you to be selected?</li> <li>- What were your sources of income before joining the graduation program? (none, intermittent labor)</li> </ul>
1.2	<p>Employment Tracks Choice (wage-employment track WET or self-employment track SET)</p> <ul style="list-style-type: none"> <li>- Extent to which the selection (based on skills assessment) is appropriate</li> </ul>	<ul style="list-style-type: none"> <li>- What were the reasons behind choosing you for the SET Track?</li> </ul>
1.3	<p>Business and Vocational Training</p> <ul style="list-style-type: none"> <li>- Extent to which content is relevant</li> <li>- Extent to which trainers bring necessary expertise</li> <li>- Sustainability of the training</li> </ul>	<ul style="list-style-type: none"> <li>- Have you applied what you have learned in the business training in practice? If yes, how?</li> <li>- What other training (specify the topics) do you need in order to start up and run your business?</li> <li>- Has the core skills training course enabled you to run your business better? How? (<b>Alexandria only</b>)</li> </ul>
1.4	<p>Market based approach</p> <ul style="list-style-type: none"> <li>- Access to markets</li> <li>- Training content responds to market needs</li> <li>- Established businesses respond to market needs</li> </ul>	<ul style="list-style-type: none"> <li>- Do you have access to markets to provide your product / service? If yes, what are these outlets?</li> <li>- Do your services and products match with the market’s needs?</li> </ul>
1.5	<p>Job placement and grant management</p> <ul style="list-style-type: none"> <li>- Assess processing time for asset transfer</li> </ul>	<ul style="list-style-type: none"> <li>- Do you consider the grant’s value adequate to start your own business?</li> <li>- How long have you been waiting to get the grant? What were the reasons for delay?</li> </ul>
1.6	<p>Coaching / Case Management</p> <ul style="list-style-type: none"> <li>- Extent to which case load per case worker is appropriate</li> </ul>	<ul style="list-style-type: none"> <li>- To what extent are the developed feasibility studies / business plans feasible, applicable and realistic?</li> <li>- What kind of coaching have you received? Was it helpful?</li> <li>- What kind of assistance do you need to grow your business? a) Technical Assistance, b) Marketing</li> <li>- How do you evaluate the follow up of case workers to your case (in regards to social, legal and business aspects)?</li> </ul>
1.7	<p>Access to networks and business linkages</p> <ul style="list-style-type: none"> <li>- Extent to which the Mentorship Programing is successful</li> <li>- Economic Integration and Sustainability</li> <li>- Extent to which private sector engagement is sufficient</li> <li>- Community based protection networks</li> </ul>	<ul style="list-style-type: none"> <li>- Do you have access to business networks or fellow networks?</li> <li>- Do you have linkages with other private sector clients to whom you can provide your services?</li> <li>- Are you cooperating with any other beneficiaries of the SET who are working in the same field?</li> </ul>

1.8	Project Adaptation	Were you able to voice concerns and suggestions for improvement? If yes, were they taken seriously?
<b>2.0 Impact</b>		
2.1	Extent to which livelihood is improved <ul style="list-style-type: none"> <li>- Extent to which income generation has been improved</li> <li>- Stabilization (i.e. do you feel settled in Egypt permanently)</li> <li>- Extent to which expenditure patterns change</li> </ul>	<ul style="list-style-type: none"> <li>- To what extent does the business affect your family and children? Please explain.</li> <li>- Is your income sufficient to cover the costs for the basic needs or do you still need financial support in the form of e.g. cash assistance?</li> <li>- Do you have any extra sources of income?</li> <li>- Is your situation stable? Do you still think to further migrate or do you think that you are settled by now?</li> </ul>
2.2	Extent to which beneficiaries increased self-confidence	<ul style="list-style-type: none"> <li>- How has participation in the Program influenced you on a personal level?</li> </ul>
2.3	Women empowerment, changing gender roles	<ul style="list-style-type: none"> <li>- Do you feel women's position has changed 1) within your family and 2) within the community?</li> <li>- Female beneficiaries: What support are you receiving from your family? Have you experienced difficulties in the process of setting up your own business?</li> </ul>

**Participants – Protection: FGD with women and girls who suffered acts of violence, particularly SGBV  
Question Guide**

No.	Key Evaluation Areas	Indicative Questions
<b>1.0 Process Evaluation</b>		
1.1	<b>Targeting &amp; Outreach</b> <ul style="list-style-type: none"> <li>• Extent to which the Program focuses on the ultra-poor and vulnerable (targeting of the “bottom of the pyramid”)</li> </ul>	<ul style="list-style-type: none"> <li>- How did you learn about the program?</li> <li>- Did you find it difficult to register? If yes, what was needed from you to be selected?</li> </ul>
1.2	<b>Employment Tracks Choice (wage-employment track WET or self-employment track SET)</b> <ul style="list-style-type: none"> <li>• Extent to which the selection (based on skills assessment) is appropriate</li> </ul>	<ul style="list-style-type: none"> <li>- What were the reasons behind choosing you for the specific employment track? Was it a correct choice?</li> </ul>
1.5	<b>Job placement and grant management</b>	<ul style="list-style-type: none"> <li>- Have you been exposed to the risk of sexual exploitation in the workplace?</li> </ul>
1.6	<b>Coaching / Case Management</b> <ul style="list-style-type: none"> <li>• Do the case workers bring the necessary expertise and experience (particularly in regards to SGBV concerns)</li> </ul>	<ul style="list-style-type: none"> <li>- Please describe the legal, psychosocial and emotional support that you have received from the Implementing Organization?</li> <li>- How do you evaluate the project’s follow up in terms of the quality of technical advice, frequency and duration of visits / calls?</li> <li>- What kind of assistance you still need?</li> </ul>
<b>2.0 Impact</b>		
2.1	<b>Extent to which livelihood is improved</b> <ul style="list-style-type: none"> <li>• Extent to which income generation has been improved</li> <li>• Stabilization</li> <li>• Extent to which expenditure patterns change</li> </ul>	<ul style="list-style-type: none"> <li>- To what extent does the business affect your family and children? Please explain.</li> <li>- Are you stable? Do you still think to further migrate or do you think that you are settled by now?</li> </ul>
2.2	<b>Extent to which beneficiaries increased self-confidence</b>	<ul style="list-style-type: none"> <li>- Please describe how the program has provided you with hope, self-confidence and communication skills</li> </ul>
2.3	<b>Women empowerment, changing gender roles</b>	<ul style="list-style-type: none"> <li>- Are you now controlling resources earned?</li> <li>- Do you feel women’s position has changed 1) within your family and 2) within the community?</li> <li>- What support are you receiving from your family? Have you experienced difficulties in the process of setting up your own business?</li> </ul>



<b>Integration: FGD with Refugees – Question Guide</b>		
<b>No.</b>	<b>Key Evaluation Area</b>	<b>Indicative Questions</b>
<b>1.0 Process Evaluation (Access to Employment)</b>		
1.1	Targeting & Outreach <ul style="list-style-type: none"> <li>- Extent to which the Program focuses on the ultra-poor and vulnerable (targeting of the “bottom of the pyramid”)</li> <li>- Extent to which the selection/ targeting is rigorous</li> </ul>	<ul style="list-style-type: none"> <li>- How did you learn about the program?</li> <li>- Did you find it difficult to register? If yes, what was needed from you to be selected?</li> </ul>
1.2	Employment Tracks Choice (wage-employment track WET or self-employment track SET) <ul style="list-style-type: none"> <li>• Extent to which the selection (based on skills assessment) is appropriate</li> </ul>	<ul style="list-style-type: none"> <li>- What were the reasons behind choosing you for the specific employment track? Was it a correct choice?</li> </ul>
1.6	Coaching / Case Management	<ul style="list-style-type: none"> <li>- How do evaluate the project’s follow up in terms of integrating you within the host community?</li> </ul>
<b>2.0 Impact</b>		
2.1	Extent to which livelihood is improved <ul style="list-style-type: none"> <li>- Stabilization (i.e. do you feel settled in Egypt permanently)</li> </ul>	<ul style="list-style-type: none"> <li>- Are you stable? Do you still think to further migrate or do you think that you are settled by now?</li> </ul>
2.2	Extent to which beneficiaries increased self-confidence	<ul style="list-style-type: none"> <li>- Please describe how the program has provided you with hope, self-confidence and communication skills to deal with others</li> </ul>
2.4	Social integration within the community <ul style="list-style-type: none"> <li>- Extent to which social bonds have been established</li> </ul>	<ul style="list-style-type: none"> <li>- Talk more about your relation with the host community and how you operate your daily life.</li> <li>- What activities do you do for fun? Who do you do these activities with?</li> <li>- To what extent is the situation experienced differently by refugees trapped in a protracted refugee situation (predominantly Sudanese, Eritreans and Iraqis) and emergency situation (predominantly Syrians)?</li> <li>- Which challenges and obstacles as well as entry points exist in regards to integration? How? Explain.</li> <li>- Have you been able forge powerful social, economic and cultural bonds with 1) other refugees and 2) the Egyptian host community (support network)?</li> </ul>

<b>Integration: FGD with Egyptians</b>		
Question Guide		
<b>No.</b>	<b>Key Evaluation Area</b>	<b>Indicative Questions</b>
<b>1.0 Process Evaluation (Access to Employment)</b>		
1.1	Targeting & Outreach - Extent to which the Program focuses on the ultra-poor and vulnerable (targeting of the “bottom of the pyramid”)	- How did you learn about the program? - Did you find it difficult to register? If yes, what was needed from you to be selected?
1.2	Employment Tracks Choice (wage-employment track WET or self-employment track SET) - Extent to which the selection (based on skills assessment) is appropriate	- Was the project helpful to Egyptians? How it can be more helpful to the Egyptian Community? - Would you be interested in engaging in self-employment or are you satisfied with engaging in the wage-employment track?
1.6	Coaching / Case Management	- How do you evaluate the project’s follow up in terms of integrating refugees within your community?
<b>2.0 Impact</b>		
2.4	Social integration within the community - Extent to which social bonds have been established	- Which challenges and obstacles as well as entry points exist in your view? How? Explain more? - What activities do you do for fun? Who do you do these activities with? - Have you been able forge powerful social, economic and cultural bonds with refugees? If yes, why (professional or personal reasons, business or private time)?

**Participants, Individual site visits for the SET track – Qualitative Evaluation – Questions Guideline**

No.	Key Evaluation Area	Indicative Questions
<b>1.0 Process Evaluation</b>		
<b>1.1</b>	<p>Targeting &amp; Outreach</p> <ul style="list-style-type: none"> <li>- Extent to which the Program focuses on the ultra-poor and vulnerable (targeting of the “bottom of the pyramid”)</li> <li>- Extent to which the selection/ targeting is rigorous</li> </ul>	<ul style="list-style-type: none"> <li>- How did you learn about the program?</li> <li>- Did you find it difficult to register? If yes, what was needed from you to be selected?</li> <li>- What were your sources of income before joining the graduation program? (none, intermittent labor)</li> </ul>
<b>1.2</b>	<p>Employment Tracks Choice (wage-employment track WET or self-employment track SET)</p> <ul style="list-style-type: none"> <li>- Extent to which the selection (based on skills assessment) is appropriate</li> <li>- Extent to which there is a balance between the selection criteria (vulnerability and viability)</li> </ul>	<ul style="list-style-type: none"> <li>- Why have you been placed in the SET?</li> <li>- Have you bought all materials and equipment needed to start up the project?</li> <li>- Have you faced any problem to secure the materials and equipment?</li> <li>- What is the average profit per month over the past couple of months?</li> <li>- Have you faced any legal challenges in opening up the project?</li> </ul>
<b>1.3</b>	<p>Business and Vocational Training</p> <ul style="list-style-type: none"> <li>- Extent to which content is relevant</li> <li>- Extent to which trainers bring necessary expertise</li> <li>- Sustainability of the training</li> </ul>	<ul style="list-style-type: none"> <li>- Has the core skills training course enabled you to run your business better? How?</li> <li>- Have you found the projected costs and sales in the business plan close to real market cost? Please explain.</li> <li>- Is there any change based on your real life experience in regards to the risk that you describe in your business plan?</li> <li>- Do you regularly use financial records as learned during the business training? Please explain.</li> <li>- Give an example of how you use the skills you learned in practice.</li> </ul>
<b>1.4</b>	<p>Market based approach</p> <ul style="list-style-type: none"> <li>- Access to markets</li> <li>- Training content responds to market needs</li> <li>- Established businesses respond to market needs</li> </ul>	<ul style="list-style-type: none"> <li>- Do you have access to markets to provide your product / service? If yes, what are these outlets?</li> <li>- Do your services and products match with the market's needs?</li> <li>- What marketing techniques are you using?</li> </ul>
<b>1.5</b>	<p>Job placement and grant management</p> <ul style="list-style-type: none"> <li>- Assess processing time for asset transfer</li> <li>- Assess time frame for job placement</li> </ul>	<ul style="list-style-type: none"> <li>- Do you consider the grant's value adequate to start your own business?</li> <li>- How long have you been waiting to get the grant? What were the reasons for delay?</li> <li>- Do you need more funds to invest in your business? If yes, how much? What will you do?</li> </ul>
<b>1.6</b>	<p>Coaching / Case Management</p> <ul style="list-style-type: none"> <li>- Extent to which case load per case worker is appropriate</li> </ul>	<ul style="list-style-type: none"> <li>- To what extent are the developed feasibility studies / business plans feasible, applicable and realistic?</li> <li>- What kind of coaching have you received? Was it helpful?</li> <li>- What kind of assistance do you need to grow your business? E.g. a) Technical Assistance, b) Marketing</li> </ul>
<b>1.7</b>	<p>Access to networks and business linkages</p> <ul style="list-style-type: none"> <li>- Extent to which the Mentorship Programing is successful</li> </ul>	<ul style="list-style-type: none"> <li>- Do you have access to business networks or fellow networks? Please elaborate.</li> <li>- What is your current business status?</li> <li>- Do you have linkages with other private sector clients to whom you can provide your</li> </ul>

	<ul style="list-style-type: none"> <li>- Economic Integration and Sustainability</li> <li>- Extent to which private sector engagement is sufficient</li> <li>- Referral pathways</li> <li>- Community based protection networks</li> </ul>	<ul style="list-style-type: none"> <li>services?</li> <li>- Are you cooperating with any other beneficiaries of the SET who are working in the same field?</li> </ul>
<b>2.0 Impact</b>		
	<ul style="list-style-type: none"> <li>Extent to which livelihood is improved</li> <li>- Extent to which income generation has been improved</li> <li>- Stabilization (i.e. do you feel settled in Egypt permanently)</li> <li>- Extent to which expenditure patterns change</li> </ul>	<ul style="list-style-type: none"> <li>- To what extent does the business affect your family and children? Please explain.</li> <li>- Are you able to provide for basic households needs?</li> <li>- Is your situation stable? Do you still think to further migrate or do you think that you are settled by now?</li> <li>- Do you still need cash assistance to cover basic needs such as food?</li> </ul>
<b>2.2</b>	Extent to which beneficiaries increased self-confidence	<ul style="list-style-type: none"> <li>- How has participation in the Program influenced you on a personal level?</li> </ul>
<b>2.3</b>	Women empowerment, changing gender roles	<ul style="list-style-type: none"> <li>- Do you feel your position has changed 1) within your family and 2) within the community?</li> <li>- Female beneficiaries: What support are you receiving from your family? Have you experienced difficulties in the process of setting up your own business?</li> </ul>
<b>3.0 M&amp;E</b>		
<b>3.1</b>	<ul style="list-style-type: none"> <li>Gather monitoring and evaluation data</li> <li>- MEAL System</li> <li>- Case Management Approach effectiveness</li> <li>- Performance Indicators Review and Update</li> </ul>	<ul style="list-style-type: none"> <li>- How do you evaluate the follow up of case workers to your case (in regards to social, legal and business aspects)?</li> </ul>

## Comparison Groups – FGD with comparable eligible beneficiaries – Question Guide

No.	Key Evaluation Areas	Indicative Questions
<b>1.0 Process Evaluation</b>		
1.1	<b>Targeting &amp; Outreach</b> <ul style="list-style-type: none"> <li>- Extent to which the Program focuses on the ultra-poor and vulnerable (targeting of the “bottom of the pyramid”)</li> <li>- Extent to which the selection/ targeting is rigorous</li> </ul>	<ul style="list-style-type: none"> <li>- How did you learn about the program?</li> <li>- Did you find it difficult to register? What was needed from you to be selected?</li> <li>- What was needed to join the graduation program?</li> <li>- What are your sources of income?</li> <li>- Do you still need to receive the services from the Program? If not, why?</li> <li>- What are your expectations in regards to the benefits you’d receive from the Program and how that would improve your socioeconomic livelihood?</li> </ul>
1.3	<b>Business and Vocational Training</b>	<ul style="list-style-type: none"> <li>- What do you consider to be the conditions or requirements that the private market is looking for in job seekers?</li> <li>- Have you thought to start your own business (type / location / funding source)? If yes, why.</li> <li>- What kind of training do you need to start up and successfully run your business?</li> </ul>
1.7	<b>Access to networks and business linkages</b>	<ul style="list-style-type: none"> <li>- Do you have access to business networks or fellow networks? If yes, how have you established this contact?</li> </ul>
<b>2.0 Impact</b>		
2.1	<b>Extent to which livelihood is improved</b> <ul style="list-style-type: none"> <li>- Extent to which income generation has been improved</li> <li>- Stabilization (i.e. do you feel settled in Egypt permanently)</li> <li>- Extent to which expenditure patterns change</li> </ul>	<ul style="list-style-type: none"> <li>- What is your current socioeconomic status as a result of not joining the Program? How are you coping with the current situation, e.g. in regards to covering basic needs (food, health, education)?</li> <li>- Are you stable? Do you still think to further migrate or do you think that you are settled by now?</li> </ul>

<b>Protection: FGD with women and girls who suffered acts of violence, particularly SGBV control</b>		
<b>Question Guide</b>		
<b>No.</b>	<b>Key Evaluation Areas</b>	<b>Indicative Questions</b>
<b>1.0 Process Evaluation</b>		
1.1	Targeting & Outreach - Extent to which the Program focuses on the ultra-poor and vulnerable (targeting of the “bottom of the pyramid”)	<ul style="list-style-type: none"> <li>- How did you learn about the program?</li> <li>- Did you find it difficult to register? What was needed from you to be selected?</li> <li>- What was needed to join the graduation program?</li> <li>- What are your sources of income?</li> <li>- Have you been exposed to the risk of sexual exploitation?</li> <li>- Do you still need to receive the services from the Program? If not, why?</li> <li>- What are your expectations in regards to the benefits you’d receive from the Program and how that would improve your socioeconomic livelihood?</li> </ul>
1.3	Business and Vocational Training	<ul style="list-style-type: none"> <li>- What do you consider to be the conditions or requirements that the private market is looking for in job seekers?</li> <li>- Have you thought to start your own business (type / location / funding source)? If yes, why.</li> <li>- What kind of training do you need to start up and successfully run your business?</li> </ul>
1.6	Coaching / Case Management	<ul style="list-style-type: none"> <li>- Have you received any legal, psychosocial and emotional support from support organization?</li> <li>- Have you been referred to external assistance such as community-based networks?</li> <li>- What kind of assistance you still need?</li> </ul>
<b>2.0 Impact</b>		
2.1	Extent to which livelihood is improved - Extent to which income generation has been improved - Stabilization (i.e. do you feel settled in Egypt permanently)	<ul style="list-style-type: none"> <li>- What is your current socioeconomic status as a result of not joining the Program? How are you coping with the current situation, e.g. in regards to covering basic needs (food, health, education)?</li> <li>- Are you stable? Do you still think to further migrate or do you think that you are settled by now?</li> </ul>
2.2	Extent to which beneficiaries increased self-confidence	- Please describe your expectations from the program in regards to hope, self-confidence and communication skills.
2.3	Women empowerment, changing gender roles	- Please describe who is controlling the resources earned in your family.

<b>Integration: FGD with Refugees</b>		
<b>Question Guide</b>		
<b>No.</b>	<b>Key Evaluation Areas</b>	<b>Indicative Questions</b>
<b>1.0 Process Evaluation</b>		
1.1	Targeting & Outreach <ul style="list-style-type: none"> <li>- Extent to which the Program focuses on the ultra-poor and vulnerable (targeting of the “bottom of the pyramid”)</li> <li>- Extent to which the selection/ targeting is rigorous</li> </ul>	<ul style="list-style-type: none"> <li>- How did you learn about the program?</li> <li>- Did you find it difficult to register? What was needed from you to be selected?</li> <li>- What was needed to join the graduation program?</li> <li>- What are your sources of income?</li> <li>- Do you still need to receive the services from the Program? If not, why?</li> <li>- What are your expectations in regards to the benefits you’d receive from the Program and how that would improve your socioeconomic livelihood?</li> </ul>
1.3	Business and Vocational Training	<ul style="list-style-type: none"> <li>- What do you consider to be the conditions or requirements that the private market is looking for in job seekers?</li> <li>- Have you thought to start your own business (type / location / funding source)? If yes, why.</li> <li>- What kind of training do you need to start up and successfully run your business?</li> </ul>
<b>2.0 Impact</b>		
2.1	Extent to which livelihood is improved <ul style="list-style-type: none"> <li>• Stabilization (i.e. do you feel settled in Egypt permanently)</li> </ul>	<ul style="list-style-type: none"> <li>- What is your current socioeconomic status as a result of not joining the Program? How are you coping with the current situation, e.g. in regards to covering basic needs (food, health, education)?</li> <li>- Are you stable? Do you still think to further migrate or do you think that you are settled by now?</li> </ul>
2.2	Extent to which beneficiaries increased self-confidence	<ul style="list-style-type: none"> <li>- Please describe what do you expect from the program to provide you with, hope, self-confidence and communication skills</li> </ul>
2.4	Social integration within the community <ul style="list-style-type: none"> <li>• Extent to which social bonds have been established</li> </ul>	<ul style="list-style-type: none"> <li>- Talk more about your relation with the host community and how you operate your daily life.</li> <li>- What activities do you do for fun? Who do you do these activities with?</li> <li>- To what extent is the situation experienced differently by refugees trapped in a protracted refugee situation (predominantly Sudanese, Eritreans and Iraqis) and emergency situation (predominantly Syrians)?</li> <li>- Which challenges and obstacles as well as entry points exist in regards to integration? How? Explain.</li> <li>- Have you been able forge powerful social, economic and cultural bonds with 1) other refugees and 2) the Egyptian host community (support network)?</li> </ul>

<b>Integration:</b> FGD with Egyptians		
<b>Question Guide</b>		
<b>No.</b>	<b>Key Evaluation Areas</b>	<b>Indicative Questions</b>
<b>1.0 Process Evaluation</b>		
1.1	Targeting & Outreach <ul style="list-style-type: none"> <li>- Extent to which the Program focuses on the ultra-poor and vulnerable (targeting of the “bottom of the pyramid”)</li> <li>- Extent to which the selection/ targeting is rigorous</li> </ul>	<ul style="list-style-type: none"> <li>- How did you learn about the program?</li> <li>- Did you find it difficult to register? What was needed from you to be selected?</li> <li>- What was needed to join the graduation program?</li> <li>- What are your sources of income?</li> <li>- Do you still need to receive the services from the Program? If not, why?</li> <li>- What are your expectations in regards to the benefits you’d receive from the Program and how that would improve your socioeconomic livelihood?</li> </ul>
1.3	Business and Vocational Training	<ul style="list-style-type: none"> <li>- What do you consider to be the conditions or requirements that the private market is looking for in job seekers?</li> <li>- Have you thought to start your own business (type / location / funding source)? If yes, why.</li> <li>- What kind of training do you need to start up and successfully run your business?</li> </ul>
<b>2.0 Impact</b>		
2.1	Extent to which livelihood is improved <ul style="list-style-type: none"> <li>- Extent to which income generation has been improved</li> <li>- Stabilization (i.e. do you feel settled in Egypt permanently)</li> <li>- Extent to which expenditure patterns change</li> </ul>	<ul style="list-style-type: none"> <li>- What is your current socioeconomic status as a result of not joining the Program? How are you coping with the current situation, e.g. in regards to covering basic needs (food, health, education)?</li> <li>- Are you stable? Do you still think to further migrate or do you think that you are settled by now?</li> </ul>
2.4	Social integration within the community <ul style="list-style-type: none"> <li>- Extent to which social bonds have been established</li> </ul>	<ul style="list-style-type: none"> <li>- Which challenges and obstacles as well as entry points exist in your view? How? Explain more?</li> <li>- What activities do you do for fun? Who do you do these activities with?</li> <li>- Have you been able forge powerful social, economic and cultural bonds with refugees? If yes, why (professional or personal reasons, business or private time)?</li> </ul>



IDI with 1) Project Manager, 2) M&E Officer, and 3) Case Management Workers		
Question Guide		
No.	Key Evaluation Areas	Indicative and Guiding Questions
<b>1.0 Process Evaluation (Access to Employment)</b>		
1.1	<p>Targeting &amp; Outreach</p> <ul style="list-style-type: none"> <li>- Extent to which the Program focuses on the ultra-poor and vulnerable (targeting of the “bottom of the pyramid”)</li> <li>- Extent to which the selection/ targeting is rigorous</li> <li>- Extent to which the Program targets youth</li> </ul>	<ul style="list-style-type: none"> <li>- Please tell us more about your Case Management Approach, your targeting / selection criteria?</li> <li>- How do you reach refugees? Please indicate which visibility activity is most effective (i.e. mobile messages; posters and flyers, Q&amp;A sessions with community leaders, refugee community school managers, youth groups)?</li> <li>- How have you ensured the inclusion of vulnerable and at-risk populations?</li> <li>- Has a Household Economic Survey been used in pilot implementations to provide data to identify vulnerable participants for targeting? Was there any Poverty Assessment Tool?</li> <li>- What progress do you see in regards to the inclusion of youth (e.g. single youth who are unable to provide for their basic needs)?</li> </ul>
1.2	<p>Employment Tracks Choice (wage-employment track WET or self-employment track SET)</p> <ul style="list-style-type: none"> <li>- Extent to which the selection (based on skills assessment) is appropriate</li> <li>- Extent to which there is a balance between the selection criteria (vulnerability and viability)</li> </ul>	<ul style="list-style-type: none"> <li>- How do you establish a joint roadmap with the beneficiaries?</li> <li>- What were the reasons behind choosing someone for the self-employment or wage-employment track? Tell us more about the skills assessment.</li> <li>- Under what conditions do you decide to not work with a potential beneficiary? Which profiles have you excluded (i.e. barriers for success)?</li> </ul>
1.3	<p>Business and Vocational Training</p> <ul style="list-style-type: none"> <li>- Extent to which content is relevant</li> <li>- Extent to which trainers bring necessary expertise</li> <li>- Sustainability of the training</li> </ul>	<ul style="list-style-type: none"> <li>- Does the content of the trainings focus on the identified opportunities?</li> <li>- Is the training directly tied to the livelihood plan?</li> <li>- Have the beneficiaries received Training of Trainers activities in order to capacitate beneficiaries to train other participants (pass on knowledge)?</li> </ul>
1.4	<p>Market based approach</p> <ul style="list-style-type: none"> <li>- Access to markets</li> <li>- Employability skills</li> <li>- Training content responds to market needs</li> <li>- Established businesses respond to market needs</li> </ul>	<ul style="list-style-type: none"> <li>- How do you choose a specific enterprise for a specific refugee (e.g. retail, production, etc.)?</li> <li>- How do you identify a specific job for a specific refugee?</li> <li>- What are the most prominent skills required by employers?</li> </ul>
1.5	<p>Job placement and grant management</p> <ul style="list-style-type: none"> <li>- Assess processing time for asset transfer</li> <li>- Assess time frame for job placement</li> </ul>	<ul style="list-style-type: none"> <li>- How long does it usually take for someone to be employed? What are the reasons for delays in regards to job placement?</li> <li>- How long does it usually take for a beneficiary to receive the grant? What are the reasons for delays in this regard?</li> </ul>
1.6	<p>Coaching / Case Management</p> <ul style="list-style-type: none"> <li>- Extent to which case load per case worker is appropriate</li> <li>- Do the case workers bring the necessary</li> </ul>	<ul style="list-style-type: none"> <li>- How many participants is each case worker responsible for?</li> <li>- Do you consider the frequency and means (i.e. phone or site visits) of coaching visits to be sufficient and appropriate?</li> <li>- Are standardized talking points in place? Is yes, elaborate on their effectiveness (e.g.</li> </ul>

	<p>expertise and experience (particularly in regards to SGBV concerns)</p>	<p>more realistic expectations of beneficiaries).</p> <ul style="list-style-type: none"> <li>- Please describe the process of developing the specific plan/roadmap for each beneficiary to achieve business growth / employment stability? What is the usual time frame and how do you decide on the time frame?</li> <li>- Have wage-employed participants been encouraged to seek additional training to help with their career progression?</li> <li>- Tell us more about the follow up visits carried out in 2015 for the 2014 beneficiaries.</li> <li>- What do you do with the beneficiaries whose business fail or who lose their jobs?</li> <li>- Describe the referral procedures in place for those subject to SGBV.</li> </ul>
1.7	<p>Access to networks and business linkages</p> <ul style="list-style-type: none"> <li>- Extent to which the Mentorship Programing is successful</li> <li>- Economic Integration and Sustainability</li> <li>- Extent to which private sector engagement is sufficient</li> <li>- Referral pathways</li> <li>- Community based protection networks</li> </ul>	<ul style="list-style-type: none"> <li>- Please describe the linkages / engagement / channels with private sector clients. Elaborate on how participants of the self- and wage-employment track can get in touch with them to expand and sustain their self-reliance.</li> <li>- Have you provided vertical and horizontal networks for Participants (i.e. do the beneficiaries know where to look for help after the program ends and what services can they expect to receive)?</li> <li>- Elaborate on the referral pathways that are in place.</li> <li>- Is there any access to fellow networks?</li> <li>- Is there any access to community-based networks to protect the refugees in terms of finance and health?</li> <li>- How do you envision the role of the private sector, which entry points do you see for enhanced engagement with the private sector in order to help building the resilience of refugees? Can they participate in a support network?</li> <li>- What is the nationality/background of the local businesses cooperating with the graduation program?</li> </ul>
1.8	<p>Project Adaptation</p>	<ul style="list-style-type: none"> <li>- Have there been any adaptation and improvement of activities which have been implemented in course of any difficulties or constraints encountered in the field?</li> </ul>
<p><b>2.0 Impact</b></p>		
2.1	<p>Extent to which livelihood is improved</p> <ul style="list-style-type: none"> <li>- Extent to which income generation has been improved</li> <li>- Stabilization (i.e. do you feel settled in Egypt permanently)</li> <li>- Extent to which expenditure patterns change</li> </ul>	<ul style="list-style-type: none"> <li>- How would you evaluate the impact of the program in regards to livelihood improvement?</li> <li>- What impact does the status of refugees have in regards to being caught in a protracted or emergency situation on the implementation of the program (the effect of the cash program on the graduation program)? Eg. Have refugees caught in protracted situation, i.e. living in Egypt more than 5 years, better business results and better business / protection support network?</li> </ul>

2.2	Extent to which beneficiaries increased self-confidence	- How would you evaluate the impact of the program in regards to personal development?
2.3	Women empowerment, changing gender roles	- What feedback to you get from female beneficiaries? How would you evaluate the impact on the personal, household and public (community) level?
<b>3.0 M&amp;E</b>		
3.1	Gather monitoring and evaluation data <ul style="list-style-type: none"> <li>- MEAL System</li> <li>- Case Management Approach effectiveness</li> <li>- Performance Indicators Review and Update</li> </ul>	<ul style="list-style-type: none"> <li>- What kind of data are you collecting to monitor participants' progress (i.e. data on the livelihood activity, savings &amp; credit, assets, health &amp; nutrition, education, networks &amp; linkages, and SGBV &amp; protection issues)?</li> <li>- Which specific data collection tools are you utilizing?</li> <li>- How do you benefit from data collected? For instance, do timely feedback mechanisms and quality reviews, etc. enable you to directly adapt the Program?</li> <li>- Can you describe your data management system in place? Is there a specific software?</li> <li>- Do you have clear guidelines on how to share the knowledge gained?</li> </ul>
3.2	Gender- responsive M&E system	<ul style="list-style-type: none"> <li>- Which specific tools are you using to guarantee gender responsive programming?</li> <li>- Explain the collection of sensitive data, particularly in relation to protection and SGBV concerns?</li> </ul>

## Training Providers / Business Advisors: Qualitative Evaluation – Question Guide

No.	Key Evaluation Areas	Indicative Questions
<b>1.0 Process Evaluation (Access to Employment)</b>		
1.3	Business and Vocational Training <ul style="list-style-type: none"> <li>- Extent to which content is relevant</li> <li>- Extent to which trainers bring necessary expertise</li> <li>- Sustainability of the training</li> </ul>	<ul style="list-style-type: none"> <li>- Are you a registered training/education provider organization?</li> <li>- Are you a member of an industry body or association? If yes, which one?</li> <li>- What is the total cost of the training, including any additional fees? What resources are provided as part of the course fee?</li> <li>- Do you think the course is appropriate for the beneficiaries of the program?</li> <li>- How do you think the training should change (duration, topics covered, etc.)?</li> <li>- What are other requirements - in addition to the training - to improve PoCs' chances to get a job or to start up and run a business?</li> </ul>
1.4	Market based approach <ul style="list-style-type: none"> <li>- Employability skills</li> <li>- Training content responds to market needs</li> </ul>	<ul style="list-style-type: none"> <li>- Do you think the training content matches market needs?</li> <li>- What are the job prospects upon completion of the training?</li> <li>- Who are businessmen or institutions that provide job opportunities for refugees?</li> </ul>
1.6	Coaching / Case Management <ul style="list-style-type: none"> <li>- Do the case workers bring the necessary expertise and experience</li> </ul>	<ul style="list-style-type: none"> <li>- What kind of coaching, business advisory, and /or Technical Assistance are you providing to the targeted PoCs? To what extent do you consider it helpful?</li> <li>- Are you only providing support during the</li> </ul>
1.7	Access to networks and business linkages <ul style="list-style-type: none"> <li>- Economic Integration and Sustainability</li> <li>- Extent to which private sector engagement is sufficient</li> </ul>	<ul style="list-style-type: none"> <li>- How did you learn about the program?</li> <li>- Do you have access to business networks or fellow networks? If yes, have you initiated contact with the Graduation Program and encouraged them to cooperate?</li> </ul>
<b>2.0 Impact</b>		
2.1	Extent to which livelihood is improved	<ul style="list-style-type: none"> <li>- What impact do you think do the trainings have on the beneficiaries' position within the household?</li> </ul>
2.2	Extent to which beneficiaries increased self-confidence	<ul style="list-style-type: none"> <li>- What impact do you think the trainings have on a personal level?</li> </ul>
2.3	Women empowerment, changing gender roles	<ul style="list-style-type: none"> <li>- Do you have a specific approach to integrate female beneficiaries (safe space, etc.)? Please elaborate.</li> </ul>

## Private Sector Employers: Qualitative Evaluation – Question Guide

No.	Key Evaluation Areas	Indicative Questions
<b>1.0 Process Evaluation</b>		
1.3	Business and Vocational Training - Extent to which content is relevant	- Do you think the training provided by the graduation program equipped the POCs with needed competencies? Do you think the training responds to your requirements?
1.4	Market based approach - Access to markets - Employability skills - Training content responds to market needs	- Do the POCs lack practical or technical skills necessary for the discipline or the profession? - Do the beneficiaries report to you that the benefit from their placement or report that it is not challenging enough?
1.6	Coaching / Case Management	- How do you perceive the follow-up of the Implementing Organization?
1.7	Access to networks and business linkages - Extent to which the Mentorship Programing is successful - Economic Integration and Sustainability - Extent to which private sector engagement is sufficient	- How did you learn about the program? - What is the nature of job placement work? - What level of supervision and/or support is provided for the POCs? - Which obstacles did the PoC face in regards to integrating within the team at work? - What is your perception of the PoCs' work quality (production and ethics)?
<b>2.0 Impact</b>		
2.1	Extent to which livelihood is improved - Extent to which income generation has been improved	- Have any of the employed PoCs been promoted? - What are the POCs likely to achieve, in terms of their employability and also professionally through engaging in their placement work?
2.2	Extent to which beneficiaries increased self-confidence	- Do you see a positive development in the level of confidence of the PoCs?

## **Appendix B. Meeting Minutes of FGDs**

### **Catholic Relief Services**

- FGD with Participants of the Wage-Employment and the Self-Employment Track
- FGD with women (SGBV)
- FGD with refugees only
- Site visit to selected self-employed projects
- FGD with Comparison Group
- IDI with Project Management Team
- IDI with Training Providers
- IDI with Private Sector Employers

### **Caritas**

- FGD with Participants of the Wage-Employment and the Self-Employment Track
- FGD with women (SGBV)
- FGD with refugees only
- Site visit to selected self-employed projects
- Site visit to El-Algamy Community Centre
- FGD with Comparison Group
- IDI with Project Management Team
- IDI with Training Providers
- IDI with Private Sector Employers

## Participants of WET and SET – Meeting Minutes – CRS

No.	Key Evaluation Areas	Findings	Analysis
<b>1.0 Process Evaluation</b>			
1.1	Targeting & Outreach	<ul style="list-style-type: none"> <li>- The majority of applicants knew about the project through friends. 2/23 knew about it through FARAD informal Syrian community gathering</li> <li>- Applicants find no problem to register</li> </ul>	<ul style="list-style-type: none"> <li>- Most probably the outreach mechanism to the most vulnerable is not so effective.</li> <li>- There are no specific requirements to be eligible to register.</li> <li>- Expectations are high should they are not selected, after being registered, to be a beneficiary of the program</li> </ul>
1.2	Employment Tracks Choice	<ul style="list-style-type: none"> <li>- Applicants choose the track they think it is appropriate to them</li> <li>- No validation process is being carried out</li> </ul>	<ul style="list-style-type: none"> <li>- Most of them knew their choice and their current skills / capacity. However, all look for the grant but as a mere grant rather than a business start-up grant</li> </ul>
1.3	Business and Vocational Training	<ul style="list-style-type: none"> <li>- Work opportunities provided are not per the qualification of applicants. Gabriel from Sudan stated that he is well qualified and the job CRS brought him was a cleaner at Arab Mall in 6th of October and he has to accept it but then has left the job after 4 months due to low salary. He is working now as a cleaner and he is getting paid EGP 50 per working day. Sarah from Syria and Ahlam from Sudan left their jobs due to commuting. Rashidi from Sudan left the job as a guard as he was afraid of taking such responsibility. He found another job by himself. He is not being able to save any money. He is the breadwinner for his two brothers and elderly father.</li> <li>- Average wage per month ranges from 750 EGP – 1,500 EGP</li> <li>- Within the SET track, applicants attended 9 days of training and have been reimbursed with 300 EGP to cover transport costs.</li> <li>- Maisson, Ghada and Hala from Syrian attended sewing training. They need Patron training as sewing training is not enough? They stated that have attended a training round which had 16 trainees from Syria and 3 from Sudan. They want a grant to buy sewing machine.</li> <li>- Mona Ya'qoub from Syria stated that she registered with CRS in August 2014 to get training on hair dressing. She had 2 interviews and visited CRS five times and still hasn't received the training. Last visit from CRS representative was on March 2015</li> </ul>	<ul style="list-style-type: none"> <li>- Jobs are not relevant, appropriate nor decent</li> <li>- Apparently CRS is not able to find the right matching jobs for applicants' qualifications / skills. Somehow it is characterized as random selection. However, this might be contributed to either of the following; <ul style="list-style-type: none"> <li>o Non availability of jobs that required skilled refugee employees</li> <li>o Job search is not enough</li> <li>o Non-appropriate Geographical factor / commuting, i.e. to find jobs near applicants' residence is not sufficiently observed</li> </ul> </li> <li>- Job search and jobs selection must be refugee-sensitive (i.e. less responsibility, commuting less, more acceptance, etc.). This certainly add more burden on CRS staff</li> <li>- Training didn't include Egyptians. If Egyptians are included, then it might help integration cause better.</li> <li>- No adequate explanation or justification for the late inclusion of the POCs in the various training programs</li> </ul>



1.4	Market based approach	<ul style="list-style-type: none"> <li>- Vocational training was not linked specifically to the applicants' start-up business needs nor relevant to their jobs of selection</li> <li>- Start-up business type is mainly selected as per the applicant's choice</li> <li>- Ahlam from Sudan has received training in Computer skills but never used it</li> </ul>	<ul style="list-style-type: none"> <li>- Start-up business lack real market-based study. Market Demand study is not there. However, CRS has opted to leave the choice to applicants who in most cases know what they want</li> <li>- Vocational training is not relevant to participants. Though training certainly provided an unintended result which is a capacity building / empowerment in general terms</li> </ul>
1.5	Job placement and grant management	<ul style="list-style-type: none"> <li>- Nabil Othman stated that CRS brought him a job in UK Vodafone Call Center. He is currently in training period and he most probably will be hired</li> <li>- All of attendees stated that there were no marketing support at all for them to conduct their business</li> <li>- Majority of the attendees claimed that the grant value of on average 2,700 EGP is not enough. Those who have started a micro-business have either bought supplies or tools to work such as an electrician tool kit</li> <li>- Approval process ranges from 2-4 months and in other case more than 6 month</li> <li>- Majority (75%) didn't use the grant to start-up their businesses. They have to either pay for their siblings education fees, repair their house, pay for training fees. 15% of the cases were partially successful, i.e. started and then failed or just found it didn't pay off. Only 1 person (10%) stated that he was successful, Abdallah from Sudan, who successfully expanded his supplies to sell from 36 shoes to 72 ones)</li> <li>- Most of the wage employment provided for Sudanese beneficiaries were cleaning on daily fees bases</li> </ul>	<ul style="list-style-type: none"> <li>- Job placement is successful by luck but without following a proven route to successful placement</li> <li>- Applicants need to be equipped with employability skills such as English Language as the case of Nabil. Such skills will provide them with an opportunity. In General, applicants' are not technically nor economically empowered</li> <li>- The monthly return of the start-up business ranges from 900-1500 EGP which is barely enough to pay rent and food</li> <li>- It will be so appropriate for those who are successful (viable) to continue support them as they will certainly be able to employ other fellow refugee. This is the case of the sweets job man who have successfully make his business and can grow more.</li> <li>- Attendees appraised the issue of group counseling. They mentioned they haven't done it before</li> </ul>
1.6	Coaching / Case Management	<ul style="list-style-type: none"> <li>- There is no mention of the importance of any feasibility study made</li> <li>- The project did provide legal referral services (i.e. to a lawyer). However legal services are ineffective</li> <li>- Hala stated that the project should treat Syrian issue in a sensitive manner. She elaborated: <ul style="list-style-type: none"> <li>o Syrian and Sudanese women are exposed to sexual exploitation and thus they prefer to work at home</li> <li>o The time for commuting is a major issue for proper jobs to be accepted</li> <li>o Syrian refugees need an organization to act as an incubator to support refugees when they start business,</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Feasibility studies made seem to be irrelevant and quite superficial. It's only prepared for training purpose during the business training provided for the accepted POCs.</li> <li>- The project didn't provide effective legal advice, legal services nor protection services. It seems that the project lacks such services or lack the qualification of staff to provide such service. The lack of protection issues and the feeling of being protected is a major barrier to conduct and grow business. More over hold a job.</li> <li>- SET and WET Tracks is not considering Sexual Exploitation issues / risk issues when offering to female refugees rendering the project's activity not gender sensitive. The project should have considered the inclusion of selected Private sector by including them in a steering</li> </ul>

		then fully continue supporting them business and legal wise, link applicants continue with them, link them to markets, etc.	committee, regularly arrange meetings with them and fully engage them to support the refugees issues <ul style="list-style-type: none"> <li>- Case Management system should be look like an incubator.</li> <li>- Services to refugees must be <b>refugee-sensitive ones</b></li> <li>- <b>A question has been raised whether the project wants to reach out to as many as applicants but with little effect VS reaching out to less number but with better effect and impact</b></li> </ul>
1.7	Networks and business linkages	<ul style="list-style-type: none"> <li>- None has been provided</li> <li>- Few exhibitions are made but participation is mainly none</li> <li>- Referrals are little</li> </ul>	<ul style="list-style-type: none"> <li>- More efforts need to be carried out towards establishing networking with small, medium, and corporate business to provide more decent jobs to the POCs.</li> </ul>
1.8	Project Adaptation	NA	More efforts and interventions need to adapted toward sustainability of the POCs
<b>2.0 Impact</b>			
2.1	Extent to which livelihood is improved	<ul style="list-style-type: none"> <li>- Awatef is Sudanese teacher and a nurse. The project didn't capitalize on her skills / expertise as a nurse. She received a grant and started up making Sandwiches in a school "African Community School". Then she stopped working in it due to school requirements but then she works as a teacher now.</li> <li>- Most of attendees were in a good conditions as poor, i.e. they are still poor.</li> <li>- Sudanese were the most to express about discriminatory actions against them.</li> <li>- All applicants would like to re-settle outside Egypt</li> <li>- Syrians were less vulnerable to discriminatory actions, but still they expressed that they are exposed to it. It was observed that the integration within the host community takes place mainly on an individual basis rather than it is a system within the graduation project.</li> </ul>	<ul style="list-style-type: none"> <li>- The project has been able to support Awatef to at least start her business which provided her with livelihood basics. She succeeded. It has empowered her and give her the confidence to work as a teacher. Awataf is already a skilled person.</li> <li>- Cash assistance is not helping at all beneficiaries in their starting up their business.</li> <li>- One can't categorize attendees as ultra-poor. However they are still within the poor segment.</li> <li>- Impact assessment might considered to be carried out</li> </ul>
2.2	Increased self-confidence		<ul style="list-style-type: none"> <li>- POC are empowered and can speak out loudly, except their exposure to violence effects their empowerment passively</li> </ul>
2.3	Women empowerment, changing gender roles	<ul style="list-style-type: none"> <li>- Syrian and African women in general are empowered and have a decision in their homes.</li> <li>- They all care about sending their children to schools. Usually they prefer Syrian Schools or a Sudanese school, etc. However, all have their children at public schools and public universities. All refugees do focus on their children's education</li> </ul>	<ul style="list-style-type: none"> <li>- Despite the fact that they are keen to send their children to schools and they are speaking out, the program is not really enforcing this; on the contrary the graduation program helps in decreasing this empowerment.</li> </ul>

**Protection: FGD with women and girls who suffered acts of violence, particularly SGBV  
Programme Participants**

No.	Key Evaluation Areas	Findings	Conclusions
<b>1.0 Process Evaluation</b>			
1.1	Targeting & Outreach	<ul style="list-style-type: none"> <li>- CRS beneficiaries learned about the program through friends, UNHCR</li> <li>- As for Caritas they were called in by Caritas directly</li> <li>- The registration process is problem free for the beneficiaries, it is the easiest step they said</li> </ul>	
1.5	Job placement and grant management	<ul style="list-style-type: none"> <li>- One Sudanese women and one Syrian have been exposed to sexual exploitation in the work place and decided to leave work.</li> </ul>	<ul style="list-style-type: none"> <li>- This is another reason in addition to the harassment they face in the street that make them want to start a project that can be operated from home.</li> </ul>
1.6	Coaching / Case Management	<ul style="list-style-type: none"> <li>- They have not received any legal, psychosocial and emotional support by the support organization</li> <li>- The follow up calls and even visits in most cases are useless they said: The case workers do not provide us with technical advice, they only ask repetitive questions and leave.</li> <li>- The assistance they are after is to receive training in marketing and they expect the partner NGO's to provide more guidance in regards to attending fairs to sell their products.</li> </ul>	<ul style="list-style-type: none"> <li>- Legal and psychological Experts should be part of the graduation program in both NGO's in order to meet the needs of the refugees professionally and provide the services immediately</li> </ul>
<b>2.0 Impact</b>			
2.1	Extent to which livelihood is improved	<p>All Sudanese want to be resettled. As for Syrians some prefer to stay in Egypt until they are able to go back home.</p>	<p>There was one Syrian woman in Alexandria who wished for resettlement so she can go to any country where she does not understand the bad language when she is called names by Egyptians and avoid harassment.</p>
2.2	Extent to which beneficiaries increased self-confidence	<ul style="list-style-type: none"> <li>- The program has not provided them with hope or self confidence although it provided them with -minimum or less than minimum in some cases- living standard.</li> </ul>	<ul style="list-style-type: none"> <li>- As for the communication they all are able to express themselves orally but when you closely talk to them you find that they are suffering lack of self confidence due to the harassment they face at all levels.</li> </ul>
2.3	Women empowerment, changing gender roles	<ul style="list-style-type: none"> <li>- Are you now controlling resources earned? They can partially control their resources, since they now have to work and bring the bread to the table while back home they did not work. Women whom their husbands are not around cannot tell if they are in real empowerment situation or only because of the absence of the husband. They also mentioned that their gender roles changed considerably since they are living in Egypt with their children and they have to be the head of</li> </ul>	<ul style="list-style-type: none"> <li>- Having to borrow or even sell some of the little they have around the house does not provide fertile ground for a feeling of empowerment, especially that they are having troubles market their products.</li> </ul>

		<p>the family. They do not know how the situation would have been if the husbands were around.</p> <ul style="list-style-type: none"> <li>- Other women with husbands around they said yes our gender roles have changed since we are the ones bringing the bread to the table so we control the decisions around the house in a consultation with the husbands.</li> <li>- Setting up the business was not a problem, except in some cases the money they received for the project was not enough so they had to either borrow, sell gold or household items, but the real problem they are facing is the marketing.</li> </ul>	
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<b>Integration: FGD with Refugees</b>			
<b>Participants</b>			
<b>No.</b>	<b>Key Evaluation Area</b>	<b>Indicative Questions</b>	
<b>1.0 Process Evaluation</b>			
1.1	Targeting & Outreach	<ul style="list-style-type: none"> <li>- They learned about the program through the cash assistance or through friends.</li> <li>- No difficulties were faced to register in both CRS and Caritas, except they do not know why they were not selected.</li> </ul>	<ul style="list-style-type: none"> <li>- There are cases that have registered since a year and yet received no services yet something that bring frustration among them. It is suggested unless the NGO is able to provide the service in much less time then they shouldn't have them registered or provide no promises in- order to avoid lack of trust in the project.</li> </ul>
1.6	Coaching / Case Management	<p>The case management does not help them in integrating with the community, there is no activities aiming to integrate them with the host community. If there are cases whom are well integrated with the host community it refers to an individual efforts rather than strategically planned ( most integrated cases are from Syria)</p>	
<b>2.0 Impact</b>			
2.1	Extent to which livelihood is improved	<ul style="list-style-type: none"> <li>- Most Sudanese are after further immigration thinking that the other world will better accept them and to avoid harassment. Good number of Syrians want to settle in Egypt until they are able to go back home.</li> <li>- About 2-3 Syrian cases expressed their desire to settle in Egypt and not go back home. They mentioned that they are well treated by the host community.</li> </ul>	<ul style="list-style-type: none"> <li>- Note: most of them are old in age</li> <li>- It is advisable for the graduation program to make good use of the cases- who wish to stay in Egypt – by referring to such cases as positive deviance and hopefully use their success stories to implement on</li> </ul>

			other refugees.
2.2	Extent to which beneficiaries increased self-confidence	<ul style="list-style-type: none"> <li>- The program has not provided them with hope or self confidence although it provided them with -minimum or less than minimum in some cases- living standard.</li> <li>- Despite the fact that most cases cannot find any hope there is one Sudanese case that expressed his happiness and is very optimistic and well satisfied with his life. Note: This person decided to join an Egyptian friend who has the same line of business and shared his money with him, they both are working well and making enough to live with dignity, and also he said he does not face any harassment even for the color</li> </ul>	<ul style="list-style-type: none"> <li>- The above case should be used also as positive deviance in- order to help more refugees to feel settled and lives with integrity.</li> </ul>
2.4	Social integration within the community	<ul style="list-style-type: none"> <li>- The Sudanese in CRS and Caritas feel deserted by the host community due to the difference of skin color unfortunately, as for the Syrians they are facing the vocal humiliation and this goes for the Sudanese as well. Some Syrians mentioned that they have good relations with their neighbors and that they support them greatly.</li> <li>- Their fun activities only goes for watching Television if they have one, but even the children cannot go out to play especially the Sudanese children to avoid harassment.</li> </ul> <p>Neither Eritreans nor Iraqis attended the FGD, as for the Sudanese almost settled and found their way around with the exception of the constant harassment by the host community, in regard to Syrians they have hope to go back home.</p> <p>There is no network support system with the host community in place.</p>	<p>The social integration with the host community mainly takes place on individual efforts- Syrians mainly-, the program does not provide services that support integration, except in one case, El- Agamy community center.</p> <p>Although Sudanese are more settled due to the long period of time they have been in Egypt, they still looking for resettlement once again because of the color harassment they face every day and the lack of protection</p> <p>Despite the fact there are some attempts from the partner NGOs to forge powerful social and cultural bonds amongst the refugees.</p>

- **Integration:** FGD with Egyptians: N.A. because no Egyptians attended the last FGD.

## Individual site visits for the SET track – Qualitative Evaluation – CRS

No.	Key Evaluation Area	Indicative Questions
<b>1.0 Process Evaluation</b>		
1.1	Targeting & Outreach	<ul style="list-style-type: none"> <li>- Manal Mohamed Mansour, Sudanese woman. She knew about the project through PESTIC. Before joining the program, she was working intermittent labor as a cleaner</li> <li>- Saga Tayra, Syrian woman, She knew about the project through friends. Before joining the program, she was not working and she was relying on the charities.</li> <li>- Applicants find no problem to register</li> </ul>
1.2	Employment Tracks Choice (wage-employment track WET or self-employment track SET)	<ul style="list-style-type: none"> <li>- Applicants choose the SET track as they think it is appropriate to them. They preferred to have a business that they can operate from home.</li> <li>- Manal has attended a sewing training, but she is not working in sewing. She got a grant of an amount of EGP 2,700 in February 2015. She managed to purchase cloth, sheets, and other fabric from wholesale markets and resell them on credit. The value of the goods are now estimated of an amount of EGP 6,000. Average profit per month over the past couple of months is ranging between EGP 1,200 and 1,500.</li> <li>- Saga applied for sewing training and she has attended it. She originally wanted to make knitwear and sell them to neighbors and residents in the neighborhood where she lives. During the business training, she was guided by the trainer to shift to food processing as she has good skills in Syrian food making. She got a grant of an amount of EGP 3,000 in February 2015. She managed to purchase some food material. She managed to build some customers in the neighborhood. She also created a Facebook page, but the response was not satisfactory to her as expected. Average profit per month over the past couple of months is ranging between EGP 300 and 500. This because she lack of marketing tools and techniques.</li> <li>- No legal challenges faced both of them; No validation process is being carried out</li> </ul>
1.3	Business and Vocational Training	<ul style="list-style-type: none"> <li>- Both of the POCs benefited from the skill training as it enabled them to communicate in a better manner and accordingly to run their business better.</li> <li>- They have stated that they have benefitted from the business training on how to estimate costs and profits and figure out the risks. Also they feel that they have benefitted from the legal training, but they need continuous legal assistance.</li> <li>- Business plans prepared during the training were irrelevant.</li> <li>- They don't use financial records as learned during the business training.</li> </ul>
1.4	Market based approach	<ul style="list-style-type: none"> <li>- Both POCs are working from home and struggling to market their products.</li> <li>- They only have managed to build up some customers in the neighborhood.</li> <li>- A relative of Saga is helping her to get some food processing orders depending on his network. She also created a Facebook page, but the response was not</li> </ul>

		satisfactory to her as expected.	
1.5	Job placement and grant management	<ul style="list-style-type: none"> <li>- The Sudanese case considers the grant's value was adequate</li> <li>- The Syrian case considers the grant's value was adequate to start her own business but because she want to expand the work, she need more fund to purchase a fridge as a storage space for "Halfcocked meals"</li> </ul>	<ul style="list-style-type: none"> <li>- The grant amount may be repeated for such successful cases</li> </ul>
1.6	Coaching / Case Management	<ul style="list-style-type: none"> <li>- Developed feasibility studies / business plans were not feasible, applicable, and realistic</li> <li>- Last follow up phone call for the Sudanese case was made three month ago.</li> <li>- No following up is made for the Syrian case</li> </ul>	<ul style="list-style-type: none"> <li>- No coaching is provided</li> <li>- Assistance needed to grow their business (technical assistance and marketing)</li> </ul>
1.7	Access to networks and business linkages	<ul style="list-style-type: none"> <li>- Both case have no access to business networks or fellow networks.</li> <li>- Both cases don't cooperate with any other beneficiaries of the SET who are working in the same field</li> <li>- They don't have any community based protection networks</li> </ul>	<ul style="list-style-type: none"> <li>- However their businesses have a good chances to grow if they have provided with needed and adequate mentorship and Referral pathways especially regarding creating linkages with other private sector clients</li> </ul>
<b>2.0 Impact</b>			
2.1	Extent to which livelihood is improved	<ul style="list-style-type: none"> <li>- The Sudanese case has managed to provide for basic households needs, whereas the Syrian case hasn't due to the limited profit (EGP 300 to 500 per month)</li> <li>- Both don't think to further migrate not because they are settled, but they don't like the idea itself</li> <li>- They still need cash assistance to cover basic needs such as food and housing.</li> </ul>	<ul style="list-style-type: none"> <li>- expenditure patterns slightly change positively in the Sudanese case, but as for the Syrian case, she still have problems</li> </ul>
2.3	Women empowerment, changing gender roles	<ul style="list-style-type: none"> <li>- Saga is Syrian home based food processing. The project didn't capitalize on her skills / expertise as a cook. She received a grant and started up making fully cooked meals. She wants to expand her work to make a halfcocked meals.</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of economic sustainability</li> </ul>
<b>3.0 M&amp;E</b>			
3.1	Gather monitoring and evaluation data	Data is mainly gathered through telephone follow up to check upon the status of POCs	<ul style="list-style-type: none"> <li>- Apparently, there are no incidents where data collected has alarmed the project management to make interventions to rectify or even to expand specific successes</li> <li>- Lack of impact indicators, review, and Update</li> </ul>

## Comparison Group – Meeting minutes – CRS

No.	Key Evaluation Areas	Findings	Conclusions
<b>1.0 Process Evaluation</b>			
1.1	Targeting & Outreach	<ul style="list-style-type: none"> <li>- Majority of control group interviewed knew about the project through friends. 1/11 registered in FARAD informal Syrian community gathering and doesn't know about the graduation program</li> <li>- 3/11 don't know about the program</li> <li>- 7/11 are registered in CRS and still waiting for feedback</li> <li>- Applicants find no problem to register</li> </ul>	<ul style="list-style-type: none"> <li>- No rejection or acceptance feedback provided to the control group</li> <li>- Most probably the outreach mechanism to the most vulnerable is not so effective</li> <li>- There are no specific requirements to be eligible to register.</li> <li>- Expectations are high should they are not selected, after being registered, to be a beneficiary of the program</li> <li>- More outreach efforts need to be adapted</li> </ul>
1.3	Business and Vocational Training	<ul style="list-style-type: none"> <li>- Most of the CG choose the SET track as they think it is appropriate to them</li> <li>- Syrians women stated the sewing is the most preferable profession as they can get a grant and work from home</li> <li>- Sudanese women prefer to get training on hair dressing and makeup which are very much relate to Sudanese communities in Egypt</li> </ul>	<ul style="list-style-type: none"> <li>- Most of them knew their choice and their current skills / capacity. However, all look for the grant but as a mere grant rather than a business start-up grant</li> </ul>
1.7	Access to networks and business linkages	<ul style="list-style-type: none"> <li>- None has been provided</li> <li>- No referrals</li> </ul>	
<b>2.0 Impact</b>			
2.1	Extent to which livelihood is improved	<ul style="list-style-type: none"> <li>- 10/11 are vulnerable and find it difficult to provide a decent life for their families</li> <li>- Only one case (Abdel Rahman Al-Gebaly) who has managed to get a driving license and works on a taxi. He is making an average of EGP 2,500 per month.</li> </ul>	<ul style="list-style-type: none"> <li>- Cash and/or food assistance is not helping at all</li> </ul>



**Protection: FGD with women and girls who suffered acts of violence, particularly SGBV  
Comparison Group**

No.	Key Evaluation Areas	Findings	
<b>1.0 Process Evaluation</b>			
1.1	Targeting & Outreach	<ul style="list-style-type: none"> <li>- CRS beneficiaries learned about the program through friends, UNHCR As for Caritas they were called in by Caritas</li> <li>- No problems were faced during the registration for both CRS and Caritas</li> <li>- They do not know why they did not join the graduation program in the 2 partner NGO's</li> <li>- Their main source of income is the cash assistance and the food vouchers except it is not steady.</li> <li>- Many women have been suffering from sexual exploitation, moreover two Sudanese women have been raped</li> <li>- All Refugees women hope and prefer to start a project which is operated from home</li> </ul>	<p>There is no clear system to how the two partners select their beneficiaries.</p> <p>The CRS Sudanese women who have been raped she was going back home late after work, caught a microbus that had three men and she thought it would be safe since they are three, but apparently they drove out of the way and the three of them raped her in the microbus and then left her. She said she did not report to the police fearing the scandal first and she did not know the men, moreover she was afraid that the police will deny her report further more arrest her in the police station. She told the story only to her neighbor who advised her to go to Nadeem center, so she did and still going and suffering.</p>
1.3	Business and Vocational Training	<ul style="list-style-type: none"> <li>- Mainly women are not seeking jobs due to their exposure to sexual abuse.</li> <li>- They need marketing training since they wish to start their own business except having to work from home does not give them enough access to the market. As for types of business the majority of women mentioned the food, sewing and Beauty centers line.</li> </ul>	<p>A protection system should be in place and be operated by CRS and Caritas since supposedly they are dealing with them on a daily basis.</p>
1.6	Coaching / Case Management	<ul style="list-style-type: none"> <li>- They have not received any legal, psychosocial and emotional support by the support organization</li> <li>- None of CRS and Caritas groups have been referred to external assistance</li> <li>- They are waiting for CRS and Caritas to call them in to receive the training and then receive the money to start their projects.</li> </ul>	<ul style="list-style-type: none"> <li>- Legal and psychological Experts should be part of the graduation program in both NGO's in order to meet the needs of the refugees professionally and provide the services immediately</li> </ul>
<b>2.0 Impact</b>			
2.1	Extent to which livelihood is improved	<ul style="list-style-type: none"> <li>- The cash assistance and the food vouchers- when they are steady and not cut for reasons they are informed with- they manage the rent and little food and sometimes they have to sell gold or other assets, borrow and also sometimes they cannot pay the rent and it accumulates (debt).</li> </ul>	<ul style="list-style-type: none"> <li>- The feeling of instability most of the refugees face due to the instability of the cash assistance and the food vouchers in addition to the social violence they face</li> </ul>

		- Many of them are looking to be resettled, and few cases would prefer to stay in Egypt (feeling settled in Egypt), and most of them are Syrians on the other hand Sudanese prefer to be resettled.	
2.2	Extent to which beneficiaries increased self-confidence	- Their expectations from the program in regards to the hope, self confidence and communication skills is the increase of their income so they wouldn't be harassed to leave homes in the case of not paying the rent, they are also hoping to be protected by the program financially, socially and psychologically.	
2.3	Women empowerment, changing gender roles	- Please describe who is controlling the resources earned in your family. They are only empowered from the point of view of expressing their needs, but when it comes to the empowerment in dealing with the host community they lose it: They are looked at as being available for illegal sexual practice. For Syrians they said that Egyptian men directly tell them that they have been raped back home any ways so why not repeat it here.	- Refugees women eventually will lose their empowerment unless there is a protection system put in place.

<b>Integration: FGD with Refugees Comparison Group</b>			
No.	Key Evaluation Areas	Indicative Questions	
<b>1.0 Process Evaluation</b>			
1.1	Targeting & Outreach	<ul style="list-style-type: none"> <li>- They learned about the program through the cash assistance or through friends.</li> <li>- No difficulties were faced to register in both CRS and Caritas.</li> <li>- They do not know why they did not join the graduation program, they told us there is a waiting list</li> <li>- Sometimes men specifically do daily work when available, but mainly they depend on the cash assistance and the food vouchers.</li> <li>- Some said that they do not want to join the graduation program because they are afraid the cash assistance will be cut, and others mentioned yes we are waiting to start a job or a project so we can increase our monthly income since the cash and the vouchers does not cover the basic needs.</li> </ul>	
<b>2.0 Impact</b>			
2.1	Extent to which livelihood is improved	- The cash assistance and food vouchers does not cover the basic needs, they spend the cash assistance mainly on the rent and when it is cut they cannot pay the rent and in some cases they were asked	

		<p>out of the house</p> <ul style="list-style-type: none"> <li>- Many Sudanese prefer but looking for resettlement and some Syrians, but most Syrians want to settle in Egypt until they can go back home.</li> </ul>	
<b>2.2</b>	Extent to which beneficiaries increased self-confidence	<ul style="list-style-type: none"> <li>- They expect from the graduation program to include protection system in addition to the increase of their income.</li> </ul>	
<b>2.4</b>	Social integration within the community	<ul style="list-style-type: none"> <li>- The Sudanese in CRS and Caritas feel deserted by the host community due to the different of the color unfortunately, as for the Syrians they are facing the vocal humiliation words and this goes for the Sudanese as well. Some Syrians mentioned that they have good relations with their neighbors and that they support them greatly.</li> <li>- One Iraqi women attended the focus group in Caritas and she is highly educated, but she had to leave Iraq for political reasons and have not received any services, when asked how does she manage her living expenses? She replied that her family sends her financial support to date. She is living in a high level neighborhood in Alex but still suffer from the oral and/or vocal harassment.</li> </ul>	The social integration with the host community mainly takes place on individual efforts- Syrians mainly-, the program does not provide services that support integration, except in one case, El-Agamy community center.

**Integration:** FGD with Egyptians

- NA .no Egyptians were interviewed neither in CRS or Caritas for both the beneficiaries and the control group.

## IDI with CRS Programme Management Team – Meeting Minutes

No.	Key Evaluation Areas	Findings	Conclusion
<b>1.0 Process Evaluation</b>			
1.1	Targeting & Outreach	<ul style="list-style-type: none"> <li>- The outreach strategy is based on either Communicating with informal groups such as “Syria Tomorrow” and “FARAD Gathering”, through which CRS advertises of the graduation program and accordingly Syrians approach CRS. Other referrals comes through UNHCR</li> <li>- There are 4 case workers + Case Worker Team Leader. Each case worker can interview and decide on a roadmap for each refugee in 45 minutes. During this interview, the case workers make their decision as to whether they reject or accept the case</li> <li>- # of cases per days is 4-5 cases per day. Per the Case workers Team Leader, assessment is based on “beyond reasonable doubt”</li> <li>- The main criteria to accept the case is that the applicant household’s projected expenditures should be more than the 300EGP/month. The POCs below this amount are rejected.</li> <li>- There has been no household site visits neither household economic surveys though the Participant application includes information such as status (eg. Single mother) or type of shelter.</li> <li>- In most cases, the case workers carry out one visit to the POC. After disbursing the grant or providing placement to the accepted POCs, following up is being carried out by phone calls in most cases every 3 month, and in other cases ones a month.</li> <li>- Average rejection rate of applied cases is 15%. i.e. 85% is accepted</li> </ul>	<ul style="list-style-type: none"> <li>- Apparently, there is no specific selection criteria such as an emphasis on youth or women or SGBV. Channels are limited to reach the most vulnerable. The main stream of Syrians comes in a very random manner</li> <li>- Apparently decision making on beneficiaries is based on personal judgment of the case worker. This might affect objectivity and the rigorous selection of those most in need.</li> <li>- The evaluation revealed that there is a lack of validation and following up mechanism.</li> </ul>
1.2	Employment Tracks Choice (wage-employment track WET or self-employment track SET)	<ul style="list-style-type: none"> <li>- The selection of employment tracks is totally left to the opinion of the program participant without conducting any assessment / advise to which track might be more appropriate</li> <li>- One of the criteria to select refugees is to have a current income ranging from 300 EGP – 750 EGP / person / capita. Less than this amount will make the person incapable of running a business whereas more than the maximum threshold makes the person not in need for assistance. This financial based selection criteria is reasoned to have a balance between Vulnerability and Viability</li> <li>- A family of four members that receives WFP food vouchers (120EGP/person), and /or gets 600EGP/month in cash assistance from UNHCR, can be qualified / accepted.</li> </ul>	<ul style="list-style-type: none"> <li>- There is no career counseling to support program applicant to select either WET or SET more appropriately. i.e. a professional viable advise to which track might be more successful for the specific participants status. There is no reasonable skills assessment process in place</li> <li>- More focus on training and capacity building to the staff of the program.</li> </ul>
1.3	Business and Vocational Training	<ul style="list-style-type: none"> <li>- Current vocational training track is not at all linked to jobs placement.</li> <li>- The Business Development Specialist’s job is merely to find potential employment opportunities and then connect those Syrians selected in the WET Track. It just a mere connecting process.</li> <li>- Most of the vocational trainings provided are in the field of sewing, hairdressing,</li> </ul>	<ul style="list-style-type: none"> <li>- The training is not mere training for jobs rather than training to increase the skills of applicants enhancing the probability of being employed. In other words, potential employer’s / Private sector needs were not</li> </ul>

		and makeup. Apparently this is because most of the trainees are women who have chosen either SET and WET track (in most case SET track).	<p>assessed first and then matched with those proper applicant's profiles. It all depends on the mere efforts of the business development management without a clear job placement strategy</p> <ul style="list-style-type: none"> <li>- Further on the job training and enterprise based training can be implemented for the POCs who have already benefited from the program.</li> <li>- Advanced training can be provided for POCs who have had placement or even the POCs whom have established their own business.</li> </ul>
<b>1.4</b>	Market based approach	<ul style="list-style-type: none"> <li>- No Markets assessment study has been made. Demanded employability skills haven't been assessed either</li> <li>- Case workers stated that 1 month process approval time from the onset the applicant is registered till he / she gets the grant is the average. However, lately CRS has been tasked to intensively profile refugees (about 3,700 profiles) which holds the processing of grant-making to reach 6-7 months.</li> </ul>	
<b>1.5</b>	Job placement and grant management	<ul style="list-style-type: none"> <li>- Case workers stated that 1 month process approval time from the onset the applicant is registered till he / she gets the grant is the average. However, lately CRS has been tasked to intensively profile refugees (about 3,700 profiles) which holds the processing of grant-making to reach 6-7 months</li> </ul>	<ul style="list-style-type: none"> <li>- The 6-7 months processing approval is so long.</li> </ul>
<b>1.6</b>	Coaching / Case Management	<ul style="list-style-type: none"> <li>- CRS is implementing another international donor funded project (BRM) simultaneously with the UNHCR graduation program. There are no clear boundaries between the units. For example the "Small Grant Unit" which is headed by a small grant officer and has an assistant small grants officer in addition to 3 case workers, is carrying out coaching for both programs. Moreover, there is another unit at the same managerial level named "Case Worker Unit". This unit is headed by Case worker team leader and it has 4 case workers and a receptionist who works as a customer services specialist as well. The staff of this unit is working 100% of their time on the UNHCR graduation program. The staff also provides coaching for the POCs of the graduation program.</li> <li>- Small Grants officers following up the targeted applicants from the business operational perspective. Visits are limited and business advice is also limited</li> <li>- One female PoC reported that she was raped and she said that she couldn't report it since there isn't a protection system neither in UNHCR nor CRS.</li> </ul>	<ul style="list-style-type: none"> <li>- There is a misunderstanding and / or overlapping between the role of the Case Worker (Profile Managers) and those who provides business advise</li> <li>- the interviewed small grants case workers lack the experience and business agility to advise applicants with more market-based expertise</li> </ul>
<b>1.7</b>	Access to networks and business linkages	<ul style="list-style-type: none"> <li>- The project didn't provide either horizontal (fellow-based) or vertical (supply chain based) networking activities. The project didn't support any market fairs activities due to limited budget. Though the same networks is provided by the other concurrent US Department of State Funded project as an Added Value Services.</li> <li>- The Project Manager recommended the establishment of social clubs at which entrepreneurs can gather and meet to discuss business issues, expand and learn.</li> </ul>	<ul style="list-style-type: none"> <li>- Despite the limited budget, horizontal networking for instance can be an added service provided during the course/trainings of the case workers day-to-day project activities with no extra cost. It just needs willingness from the project management</li> </ul>

		<p>The idea is to have these social clubs run and championed by Syrians themselves. Another Added Value Service related to empowerment.</p> <ul style="list-style-type: none"> <li>- When asked should there have been SGBV cases, one of the case workers hinted that there was one Sudanese women who have been exposed to rape during her work to sell her services. The project has just referred her to care. There was no follow up</li> <li>- Staff do lack training in responding to SGBV</li> <li>- There are no community-based protection and community-based SGBV interventions in place, not even a referral system</li> </ul>	<p>team. Such added value services are instrumental in business expansion and are also likely to enhance integration of refugees within the host communities.</p> <ul style="list-style-type: none"> <li>- Marketing specialist is to be hired to provide the POCs of Self-employed track with marketing tools and techniques</li> <li>- Is there any access to community-based networks to protect the refugees in terms of finance and health?</li> <li>- There is no proper inclusive case work type of services that is similar an incubator to applicants in their pathway to reliance.</li> <li>- An expert should be hired to handle the abused cases and all the beneficiaries should be informed with the existence of the service</li> </ul>
<b>1.8</b>	Project Adaptation	<ul style="list-style-type: none"> <li>- When the project sensed that the grant amount of 400 US\$ (2,800 EGP) is not enough for businesses to start up, then the project has agreed with UNHCR to increase it to 600 US\$ (4,800 EGP).</li> <li>- In 2015, the project originally targets the 100 Applicants for the SET track, 150 for the WET track and 180 Vocational training. Due to the challenges to find wage employment opportunities including legal issues related to not issuing work permit for Syrians, then the project agreed to increase the number of SET track to 150, reduce the number of wage track to 150 and the vocational training to 88</li> </ul>	<ul style="list-style-type: none"> <li>- The project adaptation has resulted in the increase amount of grants but at the same time to the reduced number of beneficiaries from targeted 430, all in all, to 288 applicant in 2015</li> </ul>
<b>2.0 Impact</b>			
<b>2.1</b>	Extent to which livelihood is improved	<ul style="list-style-type: none"> <li>- No impact assessment conducted</li> </ul>	<ul style="list-style-type: none"> <li>- The program management focuses on achieving targets in terms of numbers. Developmental and sustainability approach is not clear enough.</li> <li>- There are some plans for integration (e.g. social clubs, mentor fairs, and mentorship and business linking activities)</li> </ul>
<b>2.2</b>	Extent to which beneficiaries increased self-confidence	<ul style="list-style-type: none"> <li>- The Syrians refugees build more self-confidence than other nationalities</li> </ul>	<ul style="list-style-type: none"> <li>- Unfortunately the color of Africans causes them lack of confidence since they are subject to harassment more than Syrians.</li> </ul>
<b>2.3</b>	Women empowerment,	<ul style="list-style-type: none"> <li>- Generally speaking cases attended the FGDs mentioned that their empowerment was acquired through the support of their Egyptian friends and neighbors, not</li> </ul>	<ul style="list-style-type: none"> <li>- CRS should pay attention to women empowerment and included heavily within</li> </ul>

	changing gender roles	through the NGO partner.	their training sessions
<b>3.0 M&amp;E</b>			
<b>3.1</b>	Gather monitoring and evaluation data	<ul style="list-style-type: none"> <li>- Data is mainly gathered through telephone follow up to check upon the status of applicants. However, CRS has suggested that they are in the process of introducing a SMS system that is toll-free to collected status / progress data. The SMS will have higher response rate and will make the monitoring process more effectively</li> </ul>	<ul style="list-style-type: none"> <li>- Apparently, there are no incidents where data collected has alarmed the project management to make interventions to rectify or even to expand specific successes</li> </ul>
<b>3.2</b>	Gender-responsive M&E system	<ul style="list-style-type: none"> <li>- No difference was observed in this regards. Unclear whether women are receiving the same or different monitoring than men</li> </ul>	

## Training providers – Meeting Minutes – CRS

No.	Key Evaluation Areas	Findings	Conclusion
<b>1.0 Process Evaluation</b>			
1.3	Business and Vocational Training	<ul style="list-style-type: none"> <li>- <b>Noqoush Academy of Designs &amp; Crafts</b>, has provided one round of sewing training for total of 15 POCs (10 Syrians and 5 Africans).</li> <li>- <b>Textile Technology Center</b> has provided sewing training.</li> <li>- Both have stated that the training provided can equip the trainees with basic technical skills. In other words, the training is not adequate to acquire the POCs with the needed technical skills for market.</li> <li>- They stressed on the sewing training should be carried out in three phases where the first stage which was conducted provides the POCs with sewing fundamentals and basic skills. 2 more advanced rounds of training should be provided to the POCs.</li> <li>- The duration of the sewing training conducted was 15 days. They also stressed on the training duration should be 20 days</li> </ul>	<ul style="list-style-type: none"> <li>- They mentioned that they were not oriented with the project objectives</li> <li>- Advanced sewing training was recommended by the training centers</li> <li>- Documented training reporting and analyses to be carried out by caritas</li> <li>- Experience and skills level of the POCs that are approved to attend vocational training to be considered within the same training</li> <li>- The training is not adequate to acquire the POCs with the needed technical skills for market</li> <li>- On the job training and enterprise base training is to be considered and carried out by the same training centers as part of a full training package (on the job training followed by the class room training)</li> <li>- More networking efforts need to carried out</li> </ul>
1.4	Market based approach	<ul style="list-style-type: none"> <li>- The POCs lack practical or technical skills necessary for the discipline or the profession</li> </ul>	<ul style="list-style-type: none"> <li>- There is a gap between industry expectations and educational provision is most visible across the vocational training, and difficulties in finding workers with appropriate skills is voiced by the employer.</li> <li>- Marketing intervention needs to implemented</li> </ul>
1.6	Coaching / Case Management	<ul style="list-style-type: none"> <li>- The trainer from <b>Noqoush Academy</b> provides coaching for some of the trained POCs though Whatsapp Group</li> </ul>	<ul style="list-style-type: none"> <li>- More networking efforts should be</li> <li>- More marketing efforts should be carried out</li> </ul>
1.7	Access to networks and business linkages	<ul style="list-style-type: none"> <li>- The training providers showed high level of redness provide guidance, coaching and support for PoCs</li> </ul>	<ul style="list-style-type: none"> <li>- Community based awareness raising workshops in refugee communities to increase understanding and knowledge of existing networking and business linkages opportunities</li> </ul>
<b>2.0 Impact</b>			
2.1	Improved livelihood		<ul style="list-style-type: none"> <li>- CRS sustainability efforts for the POCs should be improved</li> </ul>



## Private sector employers – Meeting Notes - CRS

No.	Key Evaluation Areas	Findings	Conclusion
<b>1.0 Process Evaluation</b>			
1.3	Business and Vocational Training	<ul style="list-style-type: none"> <li>- Ms. Eva Ramses, sewing workshop owner, she hired four workers (3 Syrians including women and she was married to one of them and a Yemeni). Eva expressed satisfaction with the experience where stated that they are hard workers and they have quickly improved in learning different sewing techniques that are required to her high standard products as she sells her products in the local market as well as the international market. She also mentioned that she invested in them and she is paying them an average of EGP 130 per day. After two month she was told by the Syrian woman that she has MS disease and she needs to go to the hospital two times a week. Her husband had to accompany her every time she goes to the hospital. She and her husband started to absent from work more than four time a week and finally they decided to quit the work.</li> <li>- She intends to ask CRS to hire another two refugee workers to replace the two who left work.</li> <li>- The other Syrian and Yemeni workers are still working in the workshop and Eva assured her satisfaction of their commitment and the good work.</li> <li>- She thinks that the training provided focus on skills that do not meet market requirements and a misunderstanding of the true nature of employability.</li> <li>- In addition to the technical skills, other skills that are required in the workplace – including problem solving and work independently.</li> </ul>	<ul style="list-style-type: none"> <li>- The training is not adequate to acquire the POCs with the needed technical skills for market</li> <li>- On the job training and enterprise base training is to be considered</li> </ul>
1.4	Market based approach	<ul style="list-style-type: none"> <li>- The POCs lack practical or technical skills necessary for the discipline or the profession</li> </ul>	<ul style="list-style-type: none"> <li>- There is a gap between industry expectations and educational provision is most visible across the vocational training, and difficulties in finding workers with appropriate skills is voiced by the employer.</li> </ul>
1.6	Coaching / Case Management	<ul style="list-style-type: none"> <li>- Eva stated that CRS representative (Merit) visited her only once at the beginning of the collaboration to introduce the POCs to her.</li> <li>- No follow-up is carried out afterwards</li> <li>- Eva suggested that CRS should've provided her with kind of "Bio data sheet" for each POC before joining the work</li> <li>- She stated that her father has a factory and he has almost a 1.000 employee. He</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of coaching and case Management</li> <li>- Two way channel of communication should be established between CRS and the employers</li> </ul>

		is very much interest to hire about 100 refugees in his factory. Eva gave CRS rep. his phone number but after more than 10 days, no contact was carried out from CRS side	- More networking efforts should be -
1.7	Access to networks and business linkages	<ul style="list-style-type: none"> <li>- The employer learned about the program from her friend whom works in CRS. Eva approached CRS herself.</li> <li>- She provided the POCs with high level of supervision and support</li> <li>- The PoCs do not face any problems in regards to integrating within the team at work</li> <li>- The beneficiaries reported that they are satisfied with work environment as their sewing technical skills were improved and the working hours is very much convenient (from 9.0 am to 5.3 pm and one day off).</li> </ul>	<ul style="list-style-type: none"> <li>- It was a success story to the wage employment approach.</li> <li>-</li> </ul>
<b>2.0 Impact</b>			
2.1	Extent to which livelihood is improved	<ul style="list-style-type: none"> <li>- The POCs stated that they have benefitted from their placement as they are getting paid EGP 130 per day which make them able to cover their basic family needs.</li> <li>-</li> </ul>	- income generation has been improved
2.2	Extent to which beneficiaries increased self-confidence	- in addition to the improvement of the income generating and technical competencies, positive development in the level of confidence of the PoCs was improved as well	- CRS sustainability efforts for the POCs should be improved

**Employer – Interview Notes – Mrs. Nagwa, Principal of a Syrian Community School in New Cairo**

No.	Key Evaluation Areas	Meeting / Interview notes	Expert's Analysis
<b>1.0 Process Evaluation</b>			
1.6	Coaching / Case Management	<ul style="list-style-type: none"> <li>- CRS has only connected one Syrian Potential Employee with the School. The program participant then called the school to inquire about the offer but unsuccessfully                             <ul style="list-style-type: none"> <li>o The applicant was late in communicating, only by phone, with the school. The school has already hired a teacher</li> <li>o Regardless, the applicant found that it is too far for her to commute from 6<sup>th</sup> of October to New Cairo</li> </ul> </li> <li>- The School principle stated that there is always a need for Syrian Arabic Teachers due to their good language skills.</li> <li>- There are 3 schools in Cairo that only serve Syrians. The specific school working in a sub-contract relationship of an Egyptian Certified schools ZOSER. This certainly facilitates that Syrian students are granted official certified certificates. The fees is 6,000 EGP over two installments. There are 800 Students. The school started three years ago. The school does make profit.</li> </ul>	<ul style="list-style-type: none"> <li>- Distance to work is a major barrier to accept jobs</li> <li>- Integration of wealthy Syrians is not a major issue though Syrians might find easier to have their own community due to their special Arabic accent, the principle stated.</li> </ul>

## **Appendix C. Quantitative Questionnaires and Results**

- Catholic Relief Services – Programme Participants
- Catholic Relief Services – Comparison Group
  
- Caritas – Programme Participants
- Caritas – Comparison Group

**Appendix D.  
Key Evaluation Areas and  
Indicators Matrix**

Evaluation Matrix				
No.	Key Evaluation Areas	Indicator Description Name	Criteria	Source of Data
<b>1.0</b>	<b>Process Evaluation - Access to Employment</b>			
<b>1.1</b>	Targeting & Outreach <ul style="list-style-type: none"> <li>- Extent to which the Programme focuses on the ultra-poor and vulnerable. (targeting of the “bottom of the pyramid”)</li> <li>- Extent to which the Programme targets females who are subject to SGBV/Protection concerns</li> <li>- Extent to which the Programme targets youth</li> <li>- Extent to which the selection/ targeting is rigorous</li> </ul>	<ul style="list-style-type: none"> <li>- % Approval Rate: % of applicants that were approved and selected for participation in the Programme</li> <li>- % of female selected who are subject to SGBV/Protection concerns</li> <li>- % of selected beneficiaries whose monthly income before joining the Programme was less than 300 EGP</li> <li>- % of selected beneficiaries who are female-headed</li> <li>- % of selected beneficiaries who suffer from medical issues</li> <li>- % of youth selected to participate in the programme</li> <li>-</li> </ul>	Relevancy; Effectiveness	<ul style="list-style-type: none"> <li>- Implementing Partner Reports</li> <li>- Quantitative Survey (Section Income, Expenditure, Resource Utilization)</li> </ul>
<b>1.2</b>	Employment Tracks Choice: wage-employment track (WET) or self-employment track (SET)	<ul style="list-style-type: none"> <li>- Extent to which the selection reflects the beneficiaries’ desires<sup>1</sup></li> <li>- Extent to which the selection reflects the beneficiaries’ existing skills/education</li> <li>- Extent to which there is a balance between the selection criteria (vulnerability /need and viability / capacity)</li> </ul>	Relevancy	<ul style="list-style-type: none"> <li>- FGD with POCs of the wage-employment track</li> <li>- FGD with POCs self-employment track</li> <li>- Site visit to selected self-employed projects</li> <li>- IDI with Project Manager and M&amp;E Officer</li> </ul>
<b>1.3</b>	Business and Vocational Training <ul style="list-style-type: none"> <li>- Extent to which content is relevant</li> <li>- Extent to which trainers bring necessary expertise</li> <li>- Sustainability of the training</li> </ul>	<ul style="list-style-type: none"> <li>- Extent to which trainings reflect market needs</li> <li>- Extent to which trainings reflect beneficiaries’ needs</li> <li>- Extent to which beneficiaries are satisfied with training provided by the Implementing Partner               <ul style="list-style-type: none"> <li>o % of PoC actively seeking additional training from external partners;</li> <li>o % of PoC that received additional training from their employers</li> </ul> </li> <li>- SET: Extent to which the project has left behind formal (eg. training centers) and informal (eg. community centers and CBOs) structures that will continue deliver training to refugees</li> </ul>	Relevancy; Effectiveness	<ul style="list-style-type: none"> <li>- Implementing Partner Reports</li> <li>- Quantitative survey (Section on Wage Employment Track and Self-Employment Track)</li> <li>- FGD with POCs self-employment track</li> <li>- FGD and site visit to selected self-employed projects</li> <li>- IDIs with Vocational Skills Trainer(s) and Business Skills Trainer(s)</li> </ul>
<b>1.4</b>	Market based approach <ul style="list-style-type: none"> <li>- Employable skills</li> <li>- Established businesses respond to</li> </ul>	<ul style="list-style-type: none"> <li>- Degree of Satisfaction: Extent to which employers are satisfied with the skills of the graduates from the training(s) provided by the Implementing Partner</li> </ul>	Relevancy; Effectiveness ;	<ul style="list-style-type: none"> <li>- IDI with employers</li> <li>- Quantitative survey (Section Wage Employment Track,</li> </ul>

<sup>1</sup> We differentiate between quantitative (%) and qualitative (extent to which) indicators

	market needs	- Degree of Satisfaction: Extent to which employers are satisfied with the performance of the beneficiaries	Sustainability	Self-Employment Track, Income, Expenditure, Resource Utilization)
1.5	Job placement and grant management <ul style="list-style-type: none"> <li>- Assess processing time for asset transfer</li> <li>- Assess time frame for job placement</li> </ul>	<b>SET:</b> <ul style="list-style-type: none"> <li>- Grants Approval Rate: % of PoC who received grants ( i.e. # of PoC who received grants out of the total # of those who have graduated from the training)</li> <li>- Extent to which the process of receiving a grant is simple in regards to documentation and approval requirements</li> <li>- Grant Provision Timing: % of PoC who received grant within 1-3 months after applying</li> </ul> <b>WET:</b> <ul style="list-style-type: none"> <li>- Job Placement Timing: % of PoC who are placed in jobs within 3 months of completion of training</li> </ul>	Efficiency; Cost Effectiveness	<ul style="list-style-type: none"> <li>- Implementing Partner Reports</li> <li>- Quantitative survey (Section Wage Employment Track, Self-Employment Track, Income, Expenditure, Resource Utilization)</li> <li>- FGD with POCs of the wage-employment track</li> <li>- FGD with POCs self-employment track</li> </ul>
1.6	Access to Financial Services	<ul style="list-style-type: none"> <li>- % of PoC who self-report access to savings</li> <li>- % of PoC who self-report access to loans</li> </ul>	Resilience	<ul style="list-style-type: none"> <li>- Quantitative survey (Section Wage Employment Track, Self-Employment Track, Income, Expenditure, Resource Utilization)</li> <li>- FGD with POCs of the wage-employment track</li> <li>- FGD with POCs self-employment track</li> </ul>
1.7	Coaching / Case Management	<ul style="list-style-type: none"> <li>- % of PoC who completed SET training receive support from Case Workers during the startup phase of their business</li> <li>- Average # of cases per case worker</li> <li>- Average # of household visits by case worker per month</li> <li>- Extent to which case load per case worker is appropriate</li> <li>- Extent to which the case workers bring the necessary expertise and experience (particularly in regards to SGBV concerns)</li> <li>- Extent to which Case Management Approach is effective</li> </ul>	Cost effectiveness; Efficiency; Effectiveness	<ul style="list-style-type: none"> <li>- FGD with POCs self-employment track and Case Workers</li> <li>- Quantitative survey (Section SET)</li> </ul>
1.8	Access to networks and business linkages <ul style="list-style-type: none"> <li>- Extent to which the Mentorship Programing is successful</li> <li>- Economic Integration and Sustainability</li> <li>- Extent to which private sector engagement is sufficient</li> <li>- Referral pathways</li> <li>- Community based protection networks</li> </ul>	<ul style="list-style-type: none"> <li>- Business Linkages: % of SET graduates that are linked with private sector companies as part of their supply chain</li> <li>- Employment Linkages: <ul style="list-style-type: none"> <li>o % of WET graduates that have been linked with business associations for potential employment</li> <li>o % of female PoC that have utilized the implementing partner's referral pathways</li> </ul> </li> </ul>	Sustainability ; Effectiveness ; Relevancy	<ul style="list-style-type: none"> <li>- FGD with POCs of the WET and SET</li> <li>- Quantitative survey (Section SET and WET, Social / Family Dynamics)</li> <li>- FGD with women (SGBV)</li> <li>- IDIs with Business Advisors, Private Sector Employers</li> </ul>



1.9	Project Adaptation	<ul style="list-style-type: none"> <li>- Project Management Agility: Extent to which the project management has been able to adapt project design</li> <li>- % of those who have expressed that the project has responded their concerns</li> </ul>	Relevancy; Efficiency; Effectiveness	<ul style="list-style-type: none"> <li>- FGDs with Programme Beneficiaries and IDIs with Project Manager and M&amp;E Officer</li> <li>- Quantitative survey (section Self-Employment Track, Wage Employment)</li> </ul>
2.0	<b>Impact - improved livelihood</b>			
2.1	<p>Extent to which livelihood is improved</p> <ul style="list-style-type: none"> <li>- Extent to which income has been improved</li> <li>- Stabilization (i.e. do you feel settled in Egypt permanently)</li> <li>- Extent to which expenditure patterns change</li> <li>- Extent to which asset ownership changes</li> </ul>	<p><b>SET:</b></p> <ul style="list-style-type: none"> <li>- % of people who have started business</li> <li>- Success rate of business start-up: % of PoC that are operating their business more than 3 months</li> <li>- % of businesses who have been able to employ others</li> <li>- % of PoC who diversified their income</li> <li>- % of PoC that have scaled up their business</li> </ul> <p><b>WET:</b></p> <ul style="list-style-type: none"> <li>- Job Placement Success Rate: % of PoC who remain wage-employed for more than 3 months</li> <li>- % of PoC that earn at least minimum wages (1800 EGP / capita) of each household member</li> <li>- % of PoC who self-report decreased / increased / maintained income after 6 months of being employed or having his / her own business</li> <li>- % of PoC who self-report decreased / increased / maintained savings after 6 months and more of their graduation</li> <li>- % of households that continue relying on cash assistance to cover basic needs</li> <li>- Current Expenditure Patterns Index: <ul style="list-style-type: none"> <li>o % of households income spent on food</li> <li>o % of households income spent on rent (shelter)</li> <li>o % of households income spent on Health</li> <li>o % of households income spent on Education</li> <li>o % of households income saved</li> <li>o % of households income reinvested in the business</li> <li>o % of households income spent on Remittances</li> </ul> </li> <li>- Durable Goods Asset Index <ul style="list-style-type: none"> <li>o % of households owning a television</li> <li>o % of households owning a telephone</li> <li>o % of households owning a fridge</li> </ul> </li> <li>- % of PoC who expressed their intent to stay / settle in Egypt</li> </ul>	Impact; Scalability	<ul style="list-style-type: none"> <li>- Quantitative survey (section Self-Employment Track, Wage Employment Track, Social / Family Dynamics)</li> <li>- FGD with POCs of the Job placement track</li> <li>- FGD with POCs self-employment track</li> </ul>

<b>2.2</b>	Extent to which beneficiaries increased self-confidence	- Extent of PoC that have increased their self-confidence (Qualitative)	Impact	- All FGD with PoCs
<b>2.3</b>	Women empowerment and changing gender roles	- % of female PoC that control resources at home - % of female PoC that participate in decision-making in the household	Impact	- FGD with women (SGBV); - FGD with refugees - FGD with Egyptian - Quantitative survey (Section Social / Family Dynamics)
<b>2.4</b>	Social integration within the community - Extent to which social bonds have been established	- % of refugees / Egyptians that utilize existing community centers - % of PoC who are a member of a network, cooperative, association or social group	Impact	- FGD with refugees only - FGD with participating Egyptians only - Quantitative survey (Section Social / Family Dynamics)
<b>3.0</b>	<b>M&amp;E</b>			
<b>3.1</b>	Gather monitoring and evaluation data	- Extent to which data is collected comprehensively and timely - Extent to which data is shared efficiently between UNHCR and partners - Extent to which Programme is adapted in a timely manner based on M&E feedback	Effectiveness ; Efficiency	- IDIs with Project Manager and M&E Officer - FGD with POCs of the Job placement track - FGD with POCs self-employment track
<b>3.2</b>	Gender-responsive M&E system	- Extent to which data collected is gender disaggregated	Effectiveness	- IDIs with Project Manager and M&E Officer

## **Appendix E. Data Collection Sheet**



Average Female Targeted	55%
Average Syrian Refugees served	53%
<u>Total Number Served</u>	
Livelihood Indicators, October 2015	442
<u>WET: Average Salary EGP (Partner Reports)</u>	<b>1553</b>
<u>SET: Average Income EGP (Partner Reports)</u>	<b>1270</b>
<u>Total Average Income</u>	<b>1370</b>



<b><u>Targeting</u></b>	
Average Female Targeted	<b>33%</b>
Average Syrian Refugees served	<b>86%</b>
<b><u>Total Number Served</u></b>	
Total Number Served (Training+WET+SET)	<b>4561</b>
Total Number Served (Training+WET+SET)	<b>4115</b>
<b><u>WET: Average Salary EGP (Partner Reports)</u></b>	<b>804</b>
<b><u>SET: Average Income EGP (Partner Reports)</u></b>	<b>668</b>
<b><u>Total Average Income</u></b>	<b>696</b>

## Livelihood Indicators, October 2015

WAGE EMPLOYMENT					
	Alexandria		Cairo		Total
	2014	2015	2014	2015	
# Number of persons employed for more than 12 months	13	0	14	0	27
# Number of persons employed 7 to 12 months	80	0	0	0	80
# Number of persons employed for 0 to 6 months	72	24	0	3	99
# Number of persons employed(duration not identified)	78		52		130
<b># Total number of persons employed</b>	<b>243</b>	<b>24</b>	<b>94</b>	<b>8</b>	<b>369</b>

JOB LOSS					
	Alexandria		Cairo		Total
	2014	2015	2014	2015	
Employment Terminated by Employer	0	0	0	0	0
Low Salaries	11	0	3	0	14
Long Working Hours	3	2	0	1	6
Harassment	1	0	1	1	3
High transportation costs due to distance	0	0	1	0	1
Family emergencies/responsibilities	1	0	0	0	1
Illness of worker or family member	3	1	1	1	6
End of Contract	37	0	0	0	37
Left Egypt	4	0	0	0	4
Close of Employers Business	4	0	0	0	4
Established Separate Livelihood Project	16	0	0	0	16
Other	0	0	27	2	29
<b># Total Number of persons who lost their jobs</b>	<b>80</b>	<b>3</b>	<b>28</b>	<b>5</b>	<b>116</b>



EMPLOYMENT SECTORS					
	Alexandria		Cairo		Total
	2014	2015	2014	2015	
Production	33	2	15	0	50
Services	177	21	75	8	281
Retail	24	1	4	0	29
Unknown	9				
<b>Total</b>	<b>243</b>	<b>24</b>	<b>94</b>	<b>8</b>	<b>369</b>

SALARY RANGE					
Salary ranges and average	Alexandria		Cairo		Total
	2014	2015	2014	2015	
A. EGP 100 - 700: 400	58	7	4	0	69
C EGP 1,201 – 2,000: 1600.5	27	6	90	8	131
Currently Unknown	9	0	0	0	9
<b>Total</b>	<b>243</b>	<b>24</b>	<b>94</b>	<b>8</b>	<b>369</b>

SELF-EMPLOYMENT					
	Alexandria		Cairo		Total
	2014	2015	2014	2015	
# Number of persons who started a business since 12 months	120	0	0	0	120
# Number of persons who started a business since between 7 and 12 months	91	15	92	0	198
#Number of persons who started a business since between 0 and 6 months	0	282	0	95	377
<b># Total Number of persons who started a business</b>	<b>211</b>	<b>297</b>	<b>92</b>	<b>95</b>	<b>695</b>

BUSINESS FAILURE					
	Alexandria		Cairo		Total
	2014	2015	2014	2015	
Low income	1	1	8	1	11

Harassment	0	0	1	2	3
Confiscation	0	0	5	1	6
Family emergencies/responsibilities	1	0	2	0	3
Illness of worker or family member	1	0	7	2	10
Left Egypt	5	0	0	0	5
Other	4	4	11	2	21
<b># Total Number of persons who lost their businesses</b>	<b>12</b>	<b>5</b>	<b>34</b>	<b>8</b>	<b>59</b>

SECTORS					
	Alexandria		Cairo		Total
	2014	2015	2014	2015	
Production	98	83	7	18	206
Services	57	52	48	50	207
Retail	43	48	37	27	155
<b>Total</b>	<b>198</b>	<b>183</b>	<b>92</b>	<b>95</b>	<b>568</b>

INCOME/NET-PROFIT RANGE					
Salary range and average	Alexandria		Cairo		Total
	2014	2015	2014	2015	
A. EGP 100 - 700: 400	121	115	0	0	236
B. EGP 701 – 1200: 950.5	64	48	0	95	207
C. EGP 1,201 – 2,000: 1600.5	11	20	92	0	123
D. EGP 2000+	2	0	0	0	2
Currently Unknown	6	113	0	0	119
<b>Total</b>	<b>204</b>	<b>296</b>	<b>92</b>	<b>95</b>	<b>687</b>

CASE MANAGEMENT				
	Alexandria		Cairo	
	2014	2015	2014	2015
Average number of cases per case worker	98	71	62	47

Average income WET					
Alex 2014	Alex 2015	Average Alex	Cairo 2014	Cairo 2015	Average Cairo
23200	2800		1600		
43214	9603		144045	12804	
66414	12403		145645		
<b>781</b>	<b>954</b>	<b>804</b>	<b>1,549</b>	<b>1,600.5</b>	<b>1,553</b>
Total average income SET and WET					
	Alexandria			Cairo	
	PoC	Average income		PoC	Average income
WET	98	<b>804</b>		102	<b>1553</b>
SET	381	<b>668</b>		187	<b>1,270</b>
Total	479	<b>696</b>		289	<b>1,370</b>
Average Income SET					
Alex 2014	Alex 2015	Average Alex	Cairo 2014	Cairo 2015	Average Cairo
48400	46000				
60832	45624			90298	
17606	32010		147246.00		
4000					
130838	123634			90298	
<b>661</b>	<b>676</b>	<b>668</b>	<b>1,605</b>	<b>951</b>	<b>1,270</b>



#### About Beit Al Karma

Beit Al Karma is an Egyptian and Middle Eastern provider of development consulting and training services. Beit Al Karma's development solutions are business-driven which aim to enhance the profitable growth and sustainability of businesses and organizations' respectively. Our Areas of Practice include Development Projects Monitoring and Evaluation; Business Development Training and Development Knowledge Sharing.