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"Resilient Communities: Supporting Livelihoods, Education and Social Stability"

INTERNAL M&E REPORT

Activity 5. Pilot Livelihood Micro Projects

Ex-post performance M&E



Introduction

As part of the effort to increase the economic self-reliance of youth in refugee and host communities (SO1) and the access to demand-driven livelihood opportunities for youth in refugee and host communities (R1.1), COSV has carried out an initiative to support the creation of jobs by providing business coaching and financing to entrepreneurs with innovative business ideas who are looking to start-up or to scale-up their business.

COSV has sub-granted 19 Pilot Livelihood Micro-projects in Lebanon and KR-I (codenamed A5 in the project's LogFrame) in the areas targeted by the FURSA Project. The project initially targeted the following areas:

Lebanon

- **Akkar:** Berkayel, Deir Dalloum, Kweshra, Mashha, Qarqaf, Tel, Hayat
- **West Bekaa:** Joub Jannine, Mansoura, Kamed El Laouz, Qaraoun, Marj, Ghaza, Riak

Iraq

- Erbil, Sulaymaniyah, Duhok governorates

The purpose of the present report is to provide a rapid status update of the performance of the Micro-projects, in Lebanon and KRI, so as to assess and monitor their sustainability and lifecycle.

Methodology

For this report, data collection and analysis was carried out, in both countries, between October and November 2018 through semi-structured interviews.

In Lebanon, 12 micro projects owners were interviewed in person, while 3 were contacted via phone. The 4 interviews in KRI were all conducted by phone. The interviewees were asked questions about the status of their projects, recent asset purchases, revenues, activities and staff changes occurred in the period July-October 2018.

The goal is to gain a picture of the businesses' sustainability roughly three months after the end of the supporting activities provided by Fursa.

Sub-granted Pilot Livelihood Micro Projects

#	Country	Location	Project Name	Applicant Name	Age	Gender	Nationality	Requested amount (USD)	Contributed amount (USD)	Date of Signature
1	Lebanon	Akkar	Halbousa Ecodomes	Josef Edward Abdo	30	M	Lebanese	\$ 27,629	\$ 17,400	1/12/2018
2	Lebanon	Akkar	Community Bus	AL-Ataa and Al Makarem Charitable Association Dounia Al Rifai	42	F	Lebanese	\$ 25,000	\$ 14,324	1/12/2018
3	Lebanon	Akkar	Al Karkaf Community Pool	Chaza Abdelkarim Al Rifai	32	F	Lebanese	\$ 25,000	\$ 23,877	1/12/2018
4	Lebanon	Akkar	Kelo Baladi Community Kitchen	AL Bayarek Cultural Association Youssef Ahmad Al Hajji Fatima Dervish	39	M and F	Lebanese	\$ 21,530	\$ 4,540	1/12/2018
5	Lebanon	Akkar	Plush Catering	Younma Fouad Khaled	42	F	Lebanese	\$ 24,998	\$ 12,921	1/12/2018
6	Lebanon	Akkar	Fish Farm	Saad Hassan El Khaled	38	M	Lebanese	\$ 27,100	\$ 23,300	1/12/2018
7	Lebanon	Akkar	Lam	Lama Mouhammad Ziad Chaouki	33	F	Lebanese	\$ 25,843	\$ 23,757	1/17/2018
8	Lebanon	Akkar	Lebonlait	Fouad Saad Abdo	57	M	Lebanese	\$ 24,900	\$ 14,157	1/17/2018
9	Lebanon	Akkar	Nisreena Flowers	Nisreen Ahmad Abou Shakra	26	F	Lebanese	\$ 13,650	\$ 7,000	1/17/2018
10	Lebanon	Akkar	Azzam's Flowers	Azzam Mohamad Nasser El Dannawi	45	M	Lebanese	\$ 18,000	\$ 25,596	1/17/2018
11	Lebanon	Akkar	Women Artisans of Akkar	Roula Rafic Haidar	53	F	Lebanese	\$ 20,000	\$ 5,400	2/28/2018
12	Lebanon	Bekaa	Organic School Farm	Amel Association with Bouzourna Jouzourna	Group of individuals	Group of individuals	Lebanese	\$ 29,000	\$ 60,225	10/30/2017
13	Lebanon	Bekaa	Damo Automations	Georges Michel Dammous	27	F	Lebanese	\$ 24,827	\$ 43,072	1/23/2018
14	Lebanon	Bekaa	Hewayat	Maria Elie Karam	27	M	Lebanese	\$ 24,996	\$ 5,180	1/23/2018
15	Lebanon	Bekaa	Agricultural Platform Ma7soul	Ibrahim Najib Nouriddine	35	M	Lebanese	\$ 20,000	\$ 28,820	2/28/2018
16	KRI	Duhok	Tabibiraq	Majid Sharaf	33	M	Syrian	\$ 13,400	\$ 2,200	2/20/2018
17	KRI	Erbil	Awareness Raising Youtube Channel	Reshan Mohammad Ibrahim	26	M	Syrian	\$ 17,701	\$ 7,165	2/20/2018
18	KRI	Duhok	Audiobook	Sary Abdullah Najib	31	M	Iraqi Kurdish	\$ 11,030	\$ 3,900	2/20/2018
19	KRI	Erbil	Social Media Management Software	Zana Mahmoud Ahmed	25	M	Iraqi - IDP	\$ 18,300	\$ 17,200	2/20/2018
								\$ 352,473	\$ 309,569	

Narrative performance update of the micro projects (October 2018)

LEBANON

1.1. Halbousa Ecodomes

The Halbousa construction team has momentarily halted building activities on the Halbousa project and is currently focusing on other construction projects. In doing this, the team is making use of the very same know-how and skills tested and developed while working on Halbousa. At the moment, the team is finalising the building of a large Ecodome for a private residential project in Qobayat (Akkar) and is also receiving calls to build other modules in various parts of Lebanon. In particular, one in the Chouf is undergoing a feasibility study.

In November, work on Halbousa will be resumed and finalised in the following months so as to be ready for launch in Spring 2019. Meanwhile, another road was opened to facilitate access to the site and a septic tank for filtration system has been installed.

COSV's financial contribution to total project's budget: 60.55%

1.2. Amel Buzurna Juzurna

With the end of the summer season, sales of vegetables increased and the project's organic produce is becoming increasingly popular. In October an average of 40 veggie boxes was sold weekly for a total of USD 3,500. The team also began selling seedlings of winter crops to farmers, gardeners and projects in refugee settlements.

A solar panel system to provide enough electricity for the farm (water pump, seed archive room, etc.) was installed.

During the winter season the project is expected to continue growing vegetables for sales and seed production, as well as cereals and fruit trees. Training contracts have been signed for the end of winter, beginning of spring. Partnerships will be established for food security projects of farming in refugee settlements and poor Lebanese neighbourhoods in the regions of Al Khiam and Al Earsal (in cooperation with Amel and the World Food Program). Next spring the farm plans to increase the sale of seeds, seedlings and vegetables as well as provide more trainings on organic seeds and agriculture.

COSV's financial contribution to total project's budget: 32.50%

1.3. Ataa and Makarem Transportation Services

Following the beginning of academic year, this project has recorded a slight increase of revenues due to the increase of students' number. In July 2018 the project reported 60 students as regular customers; in October the number has increased to 65 students. No change has occurred to the staff reported in July 2018.

COSV's financial contribution to total microproject's budget: 67.57%

1.4. Karkaf Recreational centre

The project has reported a significant increase in activities and revenues. As a result, the owner is currently planning to expand the facility and build an additional pool and a sauna. In order to accommodate more people and meet the growing local demand, the working hours have been extended until midnight.

Being a summer leisure service, the centre has closed the swimming pool in October and will reopen it to the public in May.

COSV's financial contribution to total microproject's budget: 71.43%

1.5. Kelo Baladi

The project has reported a 20% to 30% increase of production and sales during the period between July and October 2018. The project owner is planning to turn from manual labour to machine labour, depending on the availability of new funds to purchase the necessary machinery.

COSV's financial contribution to total microproject's budget: 82.58%

1.6. I Do Catering

Over the past three months, the project has seen a slight increase of revenues and it now receives up to 3 orders for events per week. Until, July the average activity was just 2-3 events per month.

The number of staff reported in July (14) has gone down to just 8 as these 6 people covered tasks related to the start-up and building phase.

COSV's financial contribution to total microproject's budget: 67.35%

1.7. Fish Farming

The project has just concluded the construction phase and fish farming activity is planned to start by the end of March. The vast majority of the 15 workers reported in July were daily construction workers who were tasked with building the facility. At the moment the project only employs 3 people.

COSV's financial contribution to total microproject's budget: 38.71%

1.8. LAM

The project has maintained the same level of activities over the past three months. A new project with fused glass in Batroun (named "Skylight") has begun in November. This can be considered as the first large order after a series of relatively small activities. The staff has been reduced from 7 to 4 as the project still needs to establish itself in the local market.

COSV's financial contribution to total microproject's budget: 52.10%

1.9. Le Bon Lait-Cooperative

Since July, the revenues have grown as a result of the new packaging technique and machinery. Thanks to these improvements, the project has seen a 25% increase of sales by end of September.

The project owner has reported that the new marketing strategy has not been applied yet, due to legislation issues related to the website. The staff has grown from 8 to 11 as it now employs 3 more women specialized in the production of shanklish and 'arish types of cheese.

COSV's financial contribution to total microproject's budget: 63.75%

1.10. Flower Field (Nisreena Flowers)

The project has performed below the expectations and revenues have not grown as it still receives only 2 or 3 arrangements on weekly basis (same as previously reported during start-up phase). As a result, the project owner was recently forced to close the shop, located in a rented space, and move the facility to her house. Orders are now received and processed online. The staff, from 8, decreased to 2.

COSV's financial contribution to total microproject's budget: 51.80%

1.11. Azhar Azzam (Azzam's Flowers)

Since July, the project has doubled its revenues due to wedding season which normally takes place in summer. At the moment it is regularly supplying 6 flower shops in Akkar and 1 in Tripoli. The project owner plans to build a new greenhouse which will be ready in spring. Staff number has decreased from 12 to 9 due to the end of construction activities.

COSV's financial contribution to total microproject's budget: 41.29%

1.12. Damo Automation

The project is still in its inception phase and entry to market is scheduled for spring 2019. Trials are being carried out on small scale and the team has begun test production and installation in friends' and family houses so as to get preliminary feedback which can help improve the products before entering the market.

In view of the upcoming activities the project owner has hired a new member of staff.

COSV's financial contribution to total microproject's budget: 36.56%

1.13. Hewayat

For the moment, revenues have decreased as winter production is smaller and slower than summer. However, according to the project's owner, this is a normal process which was anticipated. Raw materials for the winter collection have just been purchased. After the winter collection, the preparation for the summer collection will begin. In general, the project is set to consolidate the activity and revenues generated over the past year. Growth is expected by the end of next summer. The team has lost two members of staff as these were forced to leave due to other commitments.

COSV's financial contribution to total microproject's budget: 82.83%

1.14. Ma7soul

Three municipalities (Baalbek, West Baalbek, Hermel) have been contacted in the previous months and they have shown readiness to cooperate with the project. In order to do that, new features related to the online platform needs to be developed. The clients are mainly single farmers and cooperatives.

At the moment, the project plans to serve 21 cooperatives, 3 municipality unions (i.e. 8 to 14 municipalities in total) and 500 farmers. Overall, the project is still undergoing staff training and testing phase for the app. This phase will be over by the end of November.

COSV's financial contribution to total microproject's budget: 40.97%

1.15. Lebanese artisanal trainings

Since the last reporting phase, the project has undergone some significant changes to staff and activities. According to the project's owner, the price set by the workers employed in the basket-making branch (in Rahbeh, Akkar) exceeded the market price for this type of products, thus making this activity unprofitable. Therefore, this part of the project has been discontinued and the materials will be moved to another area where other people will be trained on the same production techniques. The workers in Chakdoun (loom and tailoring) are expected to receive their first salary by the end of November, while, in Tekrit (Aghabani making) the workers have already been paid and the activity has increased a lot. Due to the end of the training activities the number of staff reported in July has been reduced to 18.

COSV's financial contribution to total microproject's budget: 78.74%

KRI

1.16. Tabibiraq

The project has been successful in establishing itself in the local market as over the last 5 months' revenues have totalled about USD 25,000. Another promising signal comes from the number of subscriptions with local doctors which have reached 400. So far, the number of employed staff is unchanged.

COSV's financial contribution to total microproject's budget: 85.90%

1.17. Audiobook

Revenues has remained stable for the moment. After a few months of operations, it became clear that focusing only on Kurdish books and authors would have not guaranteed the survival of the project. As a result, project team has changed business strategy, switching from Kurdish books to international books so as to translate them to Kurdish and record them.

COSV's financial contribution to total microproject's budget: 73.88%

1.18. Social Media Management Software (Enlightors)

The project has recorded a 10% to 15% increase in revenues over the July-October period. New assets were purchased for USD 2200 (a new Live Camera system). The project is planning to expand by moving into a bigger office in the coming months, and to extend their market share to the rest of Iraq.

COSV's financial contribution to total microproject's budget: 60.38%

1.19. Zhin Production (Reshanism)

The project received good feedback from the market and it over the past 4 months. Revenues have grown and reached around USD 8000 thanks to commercials and acting in a movie which is currently under production. Some small equipment's for recording purposes have been purchased. For the coming months, the plan is to finish the movie and begin work on the season 2 of series "Reshanism".

COSV's financial contribution to total microproject's budget: 67.73%

Staffing list overview and update (October 2018)

Summary of Staffing – Lebanon (As of July 2018)

#	Country	Location	Applicant Name	Business Idea	Male	Female	Syrian	Lebanese	Other	18-27	outside 18-27	COSV budget	Applicant budget	fixed full time	fixed part time	contractual basis	TOTAL
1	Lebanon	Bekaa	Amel BZJ	Organic Farm	6	2	4	1	3	3	5	8	0	5	0	3	8
2	Lebanon	Akkar	Joseph Abdo	Halbousa Ecodomes	14	1	12	2	1	7	8	14	1	1	2	12	15
3	Lebanon	Akkar	Donya Rifai	Buses for Students	1	0	0	1	0	0	1	0	1	1	0	0	1
4	Lebanon	Akkar	Chaza Rifai	Recreational Complex	8	1	1	8	0	4	5	0	9	4	2	3	9
5	Lebanon	Akkar	Fatima Darwish / BAYAREK	Community Kitchen/ manufacturing	4	13	0	17	0	9	8	6	11	5	0	12	17
6	Lebanon	Akkar	Younna Khaled	I do Catering / Cake Factory	4	10	7	7	0	1	13	5	9	5	0	9	14
7	Lebanon	Akkar	Saad Al Khaled	Fish Farm	15	0	1	14	0	6	9	0	15	5	0	10	15
8	Lebanon	Akkar	Lama Chawki	Recycling Glass	6	1	2	5	0	4	3	4	3	3	0	4	7
9	Lebanon	Akkar	Fouad Abdo/ Le Bon Lait-Cooperative	Marketing Strategy for Dairy Products	5	3	3	5	0	2	6	4	4	3	0	5	8
10	Lebanon	Akkar	Nisrine Abou Chakra	Flowers Farm	6	2	2	6	0	3	5	8	0	2	2	4	8
11	Lebanon	Akkar	Azzam Damawi	Green Leaves / Flowers	11	1	5	7	0	1	11	1	11	2	1	9	12
12	Lebanon	Bekaa	George Dammous	Home Automation System	3	0	0	3	0	2	1	3	0	1	2	0	3
13	Lebanon	Bekaa	Maria Karam	Hewayat artisana	0	14	1	13	0	2	12	13	1	1	1	12	14
14	Lebanon	Bekaa	Ibrahim Nouriddine	Agricultural Platform	4	2	1	5	0	3	3	2	4	1	5	0	6
15	Lebanon	Akkar	Rohi Haïkar	Artisan Du Liban	3	21	5	19	0	3	21	6	18	0	0	24	24
TOTAL					90	71	44	113	4	50	111	74	87	39	15	107	161

Summary of Staffing – Lebanon (As of October 2018) DECREASE - INCREASE

#	Country	Location	Applicant Name	Business Idea	Male	Female	Syrian	Lebanese	Other	18-27	Outside 18-27	TOTAL
1	Lebanon	Bekaa	Amel BZJ	Organic Farm	7	4	6	1	4	5	6	11
2	Lebanon	Akkar	Joseph Abdo	Halbousa Ecodomes	12	1	10	2	1	7	6	13
3	Lebanon	Akkar	Donya Rifai	Buses for Students	1	0	0	1	0	0	1	1
4	Lebanon	Akkar	Chaza Rifai	Recreational Complex	9	1	1	9	0	5	5	10
5	Lebanon	Akkar	Fatima Darwish / BAYAREK	Community Kitchen/manufacturing	4	23	0	27	0	16	11	27
6	Lebanon	Akkar	Younna Khaled	I do Catering/Cake Factory	4	4	2	6	0	0	8	8
7	Lebanon	Akkar	Saad Al Khaled	Fish Farm	3	0	0	3	0	2	1	3
8	Lebanon	Akkar	Lama Chawki	Recycling Glass	3	1	1	3	0	4	0	4
9	Lebanon	Akkar	Fouad Abdo/ Le Bon Lait-Cooperative	Marketing Strategy for Dairy Products	5	6	3	8	0	2	9	11
10	Lebanon	Akkar	Nisrine Abou Chakra	Flowers Farm	0	2	0	2	0	2	0	2
11	Lebanon	Akkar	Azzam Dannawi	Green Leaves/Flowers	8	1	4	5	0	1	8	9
12	Lebanon	Bekaa	George Dammous	Home Automation System	4	0	1	3	0	3	1	4
13	Lebanon	Bekaa	Maria Karam	Hewayat artisana	0	12	1	11	0	2	10	12
14	Lebanon	Bekaa	Ibrahim Nouriddine	Agricultural Platform	3	1	0	4	0	1	3	4
15	Lebanon	Akkar	Rola Haida	Artisan Du Liban	1	17	4	14	0	3	15	18
TOTAL					64	73	33	99	5	53	84	137

As detailed in the above picture, a total of 137 jobs are still active in Lebanon since July, when 161 jobs were reported. Five projects have seen an increase in the employed staff, whilst 9 have witnessed a decrease and one has remained stable. According to the interviews, the loss of 24 jobs is to be related mainly to the start-up phase of most of projects, which involved the employment of construction workers for a limited amount of time. This aspect is corroborated by the analysis of gender distribution: the vast majority of lost jobs were filled by men (100% of construction workers belong to this gender group), yet women employment has increased (+2).

Summary of Staffing – KRI (As of July 2018)

#	Country	Location	Applicant Name	Business Idea	Male	Female	Syrian Refugee	IDP	Host community	Other	18-27	outside 18-27	COSV budget	Applicant budget	fixed full time	fixed part time	contractual basis	TOTAL
1	KRI	Duhok	Majed Sharaf	Tabibiraq	1	1	2	0	0	0	0	2	2	0	1	1	0	2
2	KRI	Erbil	Zana Mahmud Ahmad	Social Media Management	4	1	0	0	5	0	0	5	4	1	0	5	0	5
3	KRI	Duhok	Sary Abdullah	Audio Book	4	0	0	0	4	0	3	1	2	2	2	0	2	4
4	KRI	Erbil	Reshan Mohamed	Zhin Production	5	4	3	1	4	1	6	3	2	7	7	2	0	9
TOTAL					14	6	5	1	13	1	9	11	10	10	10	8	2	20

Summary of Staffing – KRI (As of October 2018) DECREASE - INCREASE

#	Country	Location	Applicant Name	Business Idea	Male	Female	Syrian Refugee	IDP	Host Community	Other	18-27	Outside 18-27	TOTAL
1	KRI	Duhok	Majed Sharaf	Tabibiraq		0	2	2	0	0	0	0	2
2	KRI	Erbil	Zana Mahmud Ahmad	Social Media Management	4	0	0	0	4	0	0	0	4
3	KRI	Duhok	Sary Abdullah	Audio Book	3	1	0	0	4	0	3	1	4
4	KRI	Erbil	Reshan Mohamed	Zhin Production	6	3	3	1	4	1	6	3	9
TOTAL						13	6	5	1	12	1	9	19

For the same reason, in KRI, since all the projects provide various types of media services which did not involve the construction of new facilities, the number of workers has changed only marginally (-1).

Conclusions

The purpose of the report is to provide a rapid update on the situation of the 19 microprojects a few months after the end of Fursa support. The project owners were asked questions as to the current situation of their business, the activities planned for the near future and the current number of staff members.

Overall, the collected data presented a relatively positive picture: the large majority of the projects is still active and currently displays a promising outlook. Some newborn businesses are still going through the inception phase and they have yet to enter the market. Only one microproject has undeniably failed to meet the expectations. On the other hand, the total number of jobs created has decreased by 14% over the period, mainly due to the end of the construction works in many of the microprojects in Lebanon, a phenomenon which was foreseen and cannot be considered a useful indicator for determining the success or failure of a business. That said, it must be noted that 3 months is a relatively short amount of time to efficiently assess the sustainability of jobs and businesses. For this reason, in order to provide a sounder evaluation, it is recommended that further appraisals be undertaken in the coming months, so as to provide a more exhaustive picture and analysis.