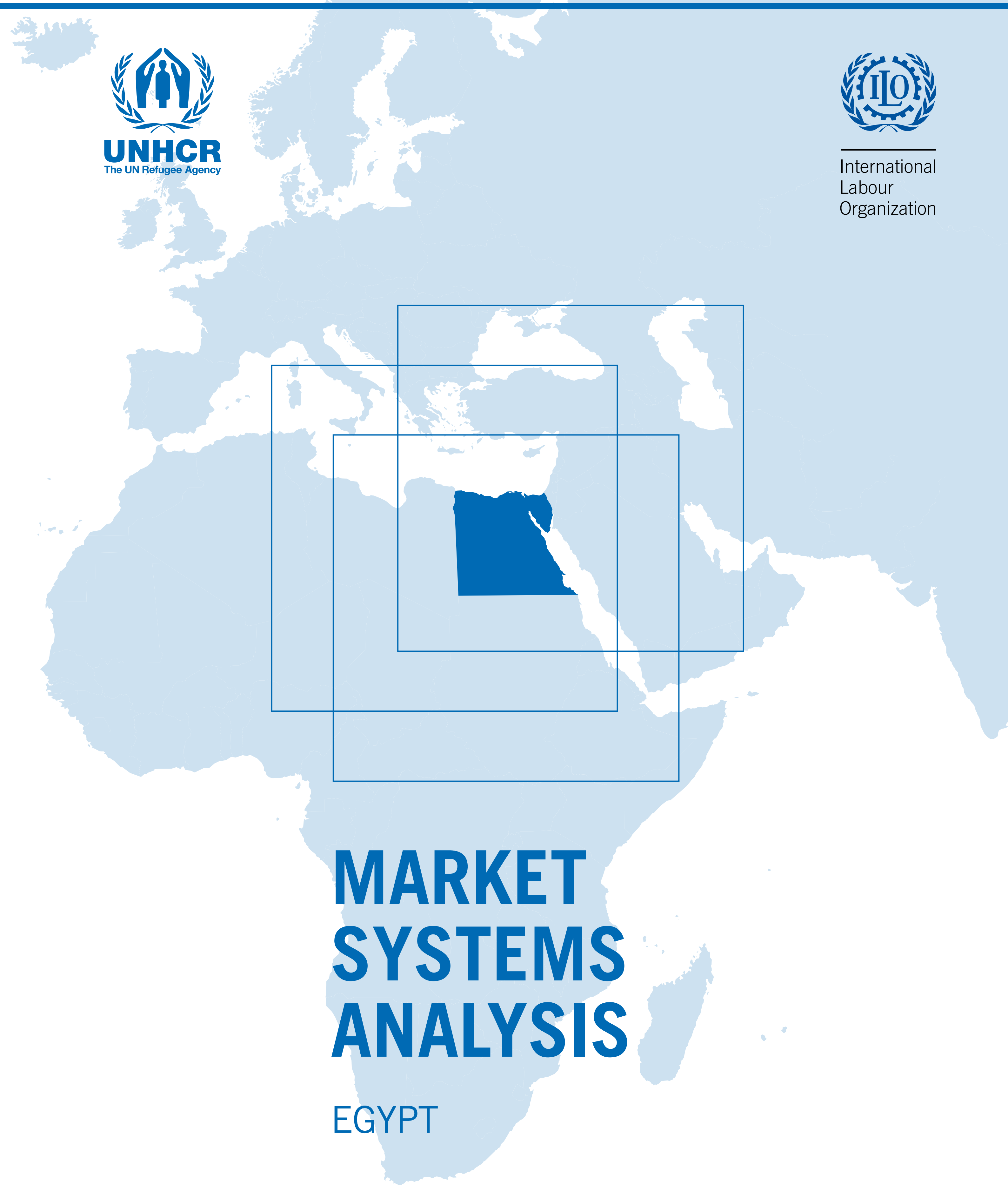

UNHCR
The UN Refugee Agency

International
Labour
Organization

MARKET SYSTEMS ANALYSIS

EGYPT

**Market Systems Analysis
for Syrian Refugees in Egypt**

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EXECUTIVE SUMMARY

This report presents a value chain analysis for an economic sector of high employment and entrepreneurship potential to Syrian refugees in Egypt, namely the food services sector.

The analysis begins with an examination of the socio-economic environment for refugees in Egypt, followed by an economic sector selection that involved the participation of main stakeholders. Subsequently, phase two of this project then included conducting several focus group discussions with Syrian refugees in Cairo, Alexandria and Damietta. The findings of these discussions revealed that Syrian refugees living in Egypt primarily work in three main economic sectors: Food (restaurants and food processing), furniture production and textile (ready-made garments). Furthermore, the focus group discussions revealed that there is a large segment of refugees that do not fall directly into any particular sector, but are more within a wide range of professions such as accounting, engineering, medical, legal, education, or home maintenance services.

Subsequently, a sector selection workshop with participatory scoring and voting exercises ensured the involvement of key stakeholders in the selection of a focus sector. The developed economic sector selection matrix covered five sets of criteria categories:

- the macroeconomic and market potential,
- the employment,
- the potential for small enterprises,
- the relevance to Syrian refugees,
- and the feasible potential interventions category.

At the end of the workshop, the participants placed the food sector first, as it received the highest score, followed by the ready-made garment and then the furniture sectors.

Following the ILO “Value Chain Development for Decent Work” guide, the consultants then executed a limited value chain analysis (VCA) on the foodservice sector, explored the existing business linkages and employment opportunities for Syrian refugees. The VCA included an assessment of existing financial and business support services as well as regulatory constraints and opportunities for the economic development of the sector and regulatory constraints specifically for refugees in Egypt.

The VCA identifies the following **key challenges** facing refugees' employment in the foodservice sector:

1. **System inefficiency**, including a lack of information (e.g. on suppliers, customers), a weak legal framework to govern the value chain, and ineffective information flows between businesses and regulatory governmental organizations. Further, with over 15 government organizations involved in inspection related activities, business owners were faced with high communication costs.
2. **Poor product quality and cost ratios**. Although Syrian restaurants are overall very popular, consumers communicated a need for better product presentation, packaging and advertising. Syrian restaurant owners were investing in high quality foods, driving up their prices compared to competitors, without communicating the quality differentials effectively to potential customers.
3. **Lack of support services**. The analysis found that business development services (BDS) were largely absent, as were representations for business owners and workers.
4. **Instable business environment**, given that the majority of foodservice enterprises (roughly 80 per cent) are in the informal economy. This results in high worker turn-over and a lack of required skilled workers. Syrian refugees are further faced with high insecurity due to a lack of work permits and resident visas.
5. **Exclusion of women**. The analysis further found that refugee women are largely excluded from the food-processing sector.

The report concludes with proposed interventions and recommended action plans for implementation that emerge out of the VCA of the foodservice sector. It highlights Syrian refugees' training needs, assessment findings, and recommended training programs. The following are **five recommended interventions** to overcome some of the identified constraints and to build on the identified strengths:

1. **Developing Information Warehouses**. The foodservices value chain analysis has identified system efficiency as one of the major constrains facing the chain development. There is a lack of information on market trends, rules and regulations governing the chain, reliable suppliers, etc. To enhance system efficiency, an information warehouse for the foodservice sector may be developed.
2. **Promoting and supporting start up business**. The value chain analysis on the foodservice sector has identified a high level of satisfaction among customers of Syrian restaurants and a growing market demand for Syrian food. The promotion of the entrepreneurship program among Syrian refugees will result in creating tens of job opportunities and decent income for business owners and workers.
3. **Specialized and demand driven responsive BDS services**. By helping Syrian restaurant owners expand their services, e.g. to include home delivery, and adopt more aggressive marketing strategies, they will be better able to cope with existing market constraints. Such support would focus on facilitating better access to market, technical support for packaging, advertising, management and human resources.
4. **Foodservice informal cooperative**. The value chain analysis has identified a remarkable opportunity for Syrian restaurant owners that will help them to reduce their operational costs and become more competitive. This initiative will help restaurant owners to cooperate and to buy their supplies on bulk to

enjoy volume-purchasing discounts. It will also help them to jointly advertise for Syrian food among new Egyptian potential customers.

5. **Home-based enterprises for women**. The foodservice value chain analysis indicated a lack of women participation in this sector. The focus group discussions with Syrian refugees revealed that the majority of Syrian women prefer to work from their homes to avoid harassment at work and on the street and long hours to commute. This initiative directly responds to the market demand and to the preferences of the target group. The initiative will help in making Syrian women more active in the foodservice value chain and will contribute in enhancing the gender inequality within the foodservice value chain.

At the enabling environment level there is a need to enhance the food service value chain business environment to be more conducive and attractive to start-up businesses. This might include introducing new policies and conducting comprehensive reviews on current laws and regulations governing the sector. The interventions are not within the scope of this mission, as this will need more resources, time and intensive advocacy efforts. There is a need to develop stronger ties with the media to improve the general public opinion on the situation of Syrians in Egypt and to highlight the value added and the potential that they might bring to the country. A shift in perspective will positively impact the community and bring closer ties between the two communities.

1 INTRODUCTION

The crisis in Syria that has been ongoing since 2011 has resulted in the arrival of large numbers of Syrians in Egypt. UNHCR estimates that as of January 1, 2014 there are approximately 145,000 Syrian refugees, which will increase by 250,000 by the end of year. The majority of Syrian refugees live in three governorates, which are Greater Cairo, Alexandria and Damietta. In Greater Cairo there are approximately 63,752 refugees mainly located in 6th October, Giza and Cairo; in Alexandria and Damietta there are approximately 28,929 and 12,376 refugees respectively.

The value chain analysis and development project aims to improve the livelihoods of Syrian refugees living in Egypt. The objective of the project is to promote self-reliance and generate employment for asylum-seekers and refugees living in Egypt by improving the business-enabling environment, enhancing business development services and improving overall market access. The project also aims to enhance the co-existence between Syrian refugees and members of the hosting community through contributing to the local development in Egypt.

The initial market assessment investigates which sectors have the greatest potential for creating jobs for the target population (the lower income and disadvantaged communities working in the food sector), while also demonstrating high potential for growth. The process of selecting an economic sector for the value chain analysis during phase one of the assignment started by setting the selection criteria. The results of the consultants' meetings with UNHCR officials, focus group discussions with Syrian refugees and key experts proposed considering three economic sectors for the study. The proposed sectors were foodservices, textile, and furniture.

The subsequent meetings conducted with officials from the business community, donor agencies, government institutions, and experts revealed that the food sector is the most promising sector. There is a steady growing demand for food products due to population growth and the rapid change in food consumption habits. Phase one of the assignment has identified the foodservice sector as a promising sector to study its value chain. The foodservice sector can create employment for and improve the livelihoods of refugees and asylum-seekers in Egypt. As well as contributing to the local development in Egypt.

The main challenges that faced the mission were time constrains, sensitivity of the mission due to recent changes in the political environment, and lack of VCA experience among UNHCR collaborated organizations. These challenges affected the level of governmental institutions participation in the VCA process and in making the process less transparent. Furthermore, it imposed limitations on the level of needed VCA capacity building for collaborated organizations, coverage of the VC various segments, and on providing adequate coaching and technical guidance to the VCA team.

2
SOCIO-ECONOMIC AND REGULATORY ENVIRONMENT

The crisis in Syria that has been ongoing since 2011 has resulted in the arrival of large numbers of Syrians in Egypt. The UNHCR estimates that as of January 1 2014 there are approximately 145,000 Syrian refugees, which will increase by 250,000 by the end of year. The Syrians are mainly located in three key urban locations in Egypt. These being Cairo, Alexandria and Damietta. The government of Egypt estimates that the population of Syrians to be between 250,000 to 300,000.

The situation of refugees and asylum-seekers in Egypt is further affected by difficult socio-economic conditions, including dramatic price rises and inflation, scarce employment opportunities, negative perceptions of certain nationalities and a general deterioration of the security environment due to political instability. In addition, the trafficking and smuggling of refugees and asylum-seekers from and through Egypt remains a serious protection challenge.

Regulatory Environment in the Food Services Sector

There are more than 15 different Egyptian governmental organizations overseeing the foodservice sector. The foodservice sector is entitled for inspections by many governmental agencies, such as the Ministry of Health, Ministry of Environment, local authorities, ministry of supplies, labour office, and many others. However, there is still a lack of law enforcement and coordination amongst the various entities, and the level of corruption has discouraged restaurant owners from formalizing their enterprises and a high percentage of them are in the informal sector. Example of the main steps required to register a business in the foodservice sector at the Egyptian chamber of commerce[1]:

1. Business legal contract (in case of partnership or corporations). Partners can be foreigners with capital share of not more than 49%.
2. Commercial registry department to review of the business contract and capital
3. Copy of the restaurant ownership or lease with a proof of legal signatory
4. License of the rented shop indicating that it can be used for commercial purposes
5. Copy of utility bills in the name of the landlord of the shop
6. Business partners IDs
7. Copy of the Tax file

There is a need to explore the potential of developing an enabling environment for the food service value chain. To ensure there are measures that are conducive and attractive to the startup businesses. This might include introducing new policies and conducting comprehensive reviews on current laws and regulations governing the sector. The required interventions are not within the scope of this mission, as this will need more resources, time and intensive advocacy efforts.

1. Cairo Chamber of commerce –One-step shop services

3
SOCIO-ECONOMIC ASSESSMENT OF THE TARGET GROUP

The crisis in Syria has meant an ongoing influx of large numbers of Syrian refugees and asylum-seekers into Egypt since 2011. As of 2018, an estimated 127,000 Syrians are seeking refuge in Egypt. The majority of Syrian refugees and asylum-seekers live in Greater Cairo (63 000), Alexandria (29,000) and Damietta (12,000). The main factors that brought them to Egypt was the lower cost of living when compared to other options such as Turkey and Europe. In addition, to the fact that at the beginning of the Syrian crisis, Egypt was welcoming and supporting their presence. The situation changed for Syrians after the events of June 30th in Egypt, as there was a change in public opinion and the attitude became hostile towards their presence.

Regulations now stipulate that refugees may only be offered work permits if no Egyptian national is qualified for the employment opportunity. Hiring policies further limit foreigners' entry into the labor force by setting a ratio of foreigners to nationals eligible to work for the same organization. Syrian refugees also report discrimination in the job search, their work places, earnings, and contracts. Many are subsequently highly vulnerable. In Cairo, for instance, 40 per cent of refugees are considered poor, 20 per cent extremely poor. Trafficking and smuggling of refugees and asylum-seekers remains an ongoing challenge.

Simultaneously, the economic situation in Egypt is increasingly challenging for all residents. Price increases, high inflation, and few employment opportunities have contributed to an overall deteriorating security environment and growing political instability. Syrians report difficulties in securing decent employment as well as low pay and long hours amidst rising costs of living.

Nonetheless, many Syrian refugees and asylum-seekers arrive in Egypt with prior work experience. Many are further equipped with education certificates, high school diplomas as well as some vocational skill. As a result, many Syrian refugees and asylum-seekers have the potential to contribute substantially to the Egyptian economy.

Several key focus groups discussions were held in Cairo, Alexandria and Damietta. Working Syrians in Egypt fall mainly into the following sectors: Foodservices (restaurants and food processing), Furniture production and textile (ready-made garments). The Syrians excelled in these areas and many started their own small businesses. The Syrian small businesses employ an average of 15 persons mainly from the Syrian community. The restaurant businesses became very noticeable, as the Egyptian population liked the Syrian cuisine's variety and taste. Many restaurants, furniture stores and textile products were available and visible in the Egyptian market. The focus group discussions included some participants working in these sectors; however, the majority have a wide range of professions that not directly related to any of the three identified sectors.

4

SECTOR SELECTION

In order to better understand the situation for refugees two main activities were simultaneously implemented. Meetings were held with leaders of the business community, government, donors and economic sectors experts to understand and identify potential sectors and feasible interventions that can create employment in Egypt and are relevant to the target group. While focus groups with the Syrians were held to assess and identify where key interventions for skill building and development would be identified to enhance employability as well as understand the key challenges and outline recommendations. The following steps summarizes the selection process:

8. Organized Interviews with officials to gauge their insight and viewpoints on the proposed three economic sector.
9. Held **focus group discussions** with Syrian refugees in the three locations where most refugees settled: Cairo, Alexandria and Damietta. **For examples, see Annex**.
10. Conducted further desk research on the three proposed economic sectors, and analyzed the mission main findings.
11. Developed a power point presentation covered the proposed economic sectors background, the Syrian refugees in Egypt, and the developed selection criteria matrix.
12. **Conducted a workshop with the key stakeholders** to discuss and to rank the proposed sectors. This involved a voting process for scoring each economic sector.

The workshop discussions, the SWOT analysis exercise and the sectors scoring session resulted in placing the foodservices sector first, followed by the ready-made garment and then the furniture sectors. The scoring exercise gave the participants enough time to discuss each indictor before voting. The participants also got another chance to re-evaluate their scores in some cases when a participant gave an exceptionally low or high score, outside of the median. These participants then explained the reasons for their varying scores and the following discussions gave the other participants the opportunity to receive more information and to re-evaluate their scores during the second round of voting for the debated indicators.

SWOT analysis exercise on the three proposed sectors

Strength	Weaknesses
1. Provides large opportunities for employment for women	1. Reduce men work opportunities as it provides more opportunities for women
2. Requires small investment to start a business	2. Egyptian textile products is not of high quality
3. The Egyptian market is open for absorbing the products	3. Equipment at factories is outdated/poor quality resulting in low quality products
Opportunities	**Threats**
1. There is training opportunities in the large factories	1. Imports and exports are highly affected by the fluctuations in the cost of the dollar
2. The Syrian readymade garments are of high quality and refined taste	2. High competition
3. High turnover rate does not hinder productivity, as the employee in the large factories does not need special talents/experience	3. Low level of skilled trained labor with expertise suited for the profession
4. Does not need high levels of skills for laborers in the large factories	4. Some leave the profession to find better paying work

Strength	Weaknesses
1. High level of Syrian expertise and experience in the furniture field	1. Quality of the finished products needs improvement
2. Basic inputs for furniture is available	2. Pricing (due to competition pricing has become an issue)
3. Positive environment for the furniture sector	3. The sector is very dispersed
4. Damietta TradeMark	4. The ones who have the expertise and talent do not have the financial means to start their own business
5. Geographical location of Damietta (close to the marina) is ideal	5. As enterprises are very small – they don’t have the opportunity to be part of tradeshows. Solution to this would be to create clusters so that the costs and expenses can be shared
	6. There is a need for increased marketing
Opportunities	**Threats**
1. There are approximately 80,000 factories in this field	1. Industry is dependent on the imports and the cost of the dollar (all its basic material such as wood etc.) is imported
2. Promising market (potential for increased demand)	2. Lack of Security in the country impacts the sector negatively
3. Potential of export opportunities	3. Entrance of the market with Asian/Chinese imports has created a lot of competition
4. Potential of creation of clusters for the development of furniture	
5. Good marketing potential	
6. Opportunities for training and development of skills	

Strength	Weaknesses
1. Potential for growth due to increases in demand	1. Quality level varies
2. Ease of entry to this sector	2. Public health issues
3. Availability of the skilled labor for this sector	3. Management and Administrative Authorities are weak
4. Labor intense sector (relies on a variety of labor and skills)	4. The way of presentation of the food is not up to standard in many cases
5. Popularity of the Syrian cuisine	5. Poor Quality Control systems
6. Brings a lot of value added to many other sectors	6. Many middle men are involved in the process
7. Allows for creativity and development of new products/ideas	7. Commercial fraud/cheating
8. Higher profit margin than other sectors	8. Many middle men involved in the process
	9. Pricing of products is random (no proper pricing system)
Opportunities	**Threats**
1. Expanding market	1. Changes in the subsidy system might increase the operational costs
2. Opportunities available for funds for small and medium enterprises	2. Bureaucratic processes for licenses
3. Education and geographical factors are positive for this sector	3. Compliance to international standards

Ecomic Sector Selection Scoring Matrix

Weight %	Criteria	Score for each sector (1-5)		
		Food Services	Ready Made Garment	Furniture
Economic Growth Potential – **X**	Contribution to GDP	5	3	3
	Potential for domestic market demand	5	3	3
	Potential for international market demand (export)	3	3	4
	Availability of domestic raw materials and other inputs	5	2	1
	Private investment potential	5	4	3
	Promotion of policy change	4	3	3
	Comparative advantages and competitiveness	5	3	3
	Sub Total (A)	**32**	**21**	**20**
	Economic growth Score (X*A/100)			
Employment Potential – **Y**	Employment capacity	5	4	3
	Stability and security of work	4	2	4
	Level of wages	4	2	4
	Safe work environment	4	3	2
	Opportunities for women	4	4	1
	Sub Total (B)	**21**	**15**	**14**
	Employment generation Score(Y*B/100)			
SMEs Potential – **Z**	Opportunities for new start ups	5	4	3
	Level of investment size per enterprise	5	4	2
	Existing supportive institutions	5	3	3
	Level of available financial services (Loans)	5	3	2
	Sub Total (C)	**20**	**14**	**10**
	SMEs Score (Z*C)			
Relevance to target group – **N**	Potential integration of Syrian refugees as workers	5	4	3
	Potential integration of Syrian refugees as potential SMEs owners/managers	5	4	2
	Level of Interest in pursuing career development in the sector	5	4	2
	Sub Total (D)	**15**	**12**	**7**
	Relevance Score (N*D/100)			
Feasible potential interventions – **M**	Potential interventions for enhancing jobs market	5	3	2
	Potential interventions for promoting SMEs	5	4	2
	Potential interventions for facilitating supportive services	5	4	3
	Level of practicality to introduce feasible programs to Syrian refugees	5	4	3
	Sub Total (E)	**20**	**15**	**10**
	Potential Interventions(E*M/100)			
	Total Score (A+B+C+D+E)	**108**	**77**	**61**
	Total Score Based on Weight			

5
VALUE CHAIN ANALYSIS: THE FOOD SERVICES SECTOR

Agriculture provides the domestic industry with agricultural raw materials required for the development of various food value chains. It continues to be one of the most important sectors for the Egyptian economy as it contributes to 20.1% of GDP and employs around 27% of the Egyptian labor force[2]. The Egyptian Food sector is characterized by having large private ownership, 95% of the formal establishments in the sector are privately owned. In 2010, the number of registered companies in this sector reached 6130 with a total capital of LE 50 billion and manpower of 5 million (4 million indirect employment and 1 million direct employment). The share of the sector in the GDP is about 10%. This sector is composed mainly of 10 different product groups representing Food and Cereal Chambers as follows: milk and dairy products, oils and oil by-products, beverage and bottled water, fruits and vegetables products, confectionary and chocolates, meats and poultries and fish, specialty food and food additives, grinding and flour, rice polishing and pasta industry – macaroni.

The exports of this sector substantially increased during the past five years from LE 3.8 billion in 2005 to LE 7.2 billion in 2007, LE 10.8 billion in 2009 and LE 8.313 billion by the end of August 2010[3]. Based on the Business Monitor International, the food and beverage industry is expected to witness an increased growth due to population excessive growth and the expansion of the mass grocery retail segment. Food consumption reached USD 50 billion in 2011; up 22% from the previous year, and around 40% increase since 2009. Food exports are expected to grow by 15% annually through 2015.

Fast food chains are witnessing growth during the past years due to the growing demand from young consumers. In 2010 there were 22,522 fast food outlets with an annual increase of 2%. The fast food sales volume reached USD 2.6 billion in 2010 with an average of 13% annual growth. Egyptian Co. For International Touristic Projects (Americana) lead the category with a current sales value of EGP 449 million through Pizza Hut and Fish Market, accounting respectively for EGP 294 million and EGP 155 million. The group share of FSR increased by 4 percentage points at 18% in 2012, compared to the previous year[4]. The company also ranked third in both burger fast food and Middle Eastern fast food with the Hardee's and Dar El Amar chains accounting for 19% and 18% value share respectively. The strong performance was enabled through heavy promotions; drop in prices and improved atmosphere.

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2. GAFI-publications "Investment monitor-2013"-source from Ministry of planning
3. Industrial Modernization Centre- http://www.imc-egypt.org/secfood.asp
4. http://www.euromonitor.com/full-service-restaurants-in-egypt/report

However, the weakened economy, general uncertainty and decrease in purchasing power are the main challenges facing the sector growth. As a result, transaction volume growth only reached 1% in 2012, compared to a review period CAGR of 2%, while current value sales rose by 8.4% in comparison to a review period CAGR of 10%.

The past two year has witnessed an increase in the Syrian specialized food cuisines in Egypt. Due to the political instability in Syria, hundreds of Syrian entrepreneurs moved to Egypt and established their restaurants and fast food Cuisines in Cairo, Alexandria and Damietta[5].

Abu Waseem fled the fighting in Damascus and came to Cairo seeking safety for himself, his wife and his 16-year-old daughter. In Damascus, Abu Waseem had owned a restaurant and a perfume shop in the city's famous Souq Hamadeya. His new restaurant in 6 of October city offers toasted shawerma and other pressed sandwiches, but its main attraction is its fresh dips and hummus-based dishes, such as falafel — rather than Egyptian taamiya — and the popular fatteh hummus that comes in a large bowl, topped with parsley and pomegranate seeds.[6]

The foodservice value chain is a complex sector as it includes a wide range of food suppliers subsectors, such as vegetables, dairy, olive oil, beef, poultry, cereals and many others. Due to time constrains, it was agreed by ILO not to undertake a full value chain analysis but to limit it only to two segments, which are the foodservice providers and their direct suppliers. The startup workshop helped in identifying some Syrian and Egyptian restaurants to be interviewed. It also helped in identifying the supporting organizations and the regulatory organizations.

Supporting value chain organizations as identified during the startup workshop:

- Mobadara NGO (financial and non-financial services)
- CRS (Employment and training services)
- Caritas (Micro Finance)
- Social Funds for Development (loans and BDS services)
- Food Technology Center (BDS services)
- Chamber of commerce (one stop shop for licensing, and training)
- Hotels and restaurants training institutes and colleges

Main Regulatory and enabler stakeholders:

- Food inspection department (Ministry of Health)
- Local Municipalities for licensing
- Labor office – Workers insurance
- Ministry of environment
- Consumer protection association
- Work safety inspection department (Ministry of trade and industry)
- Food Suppliers inspection department (Ministry of suppliers)

5. CRS and Caritas surveys in addition to the results of the focus group discussions
6. Syrians find refuge in food, bringing cuisine to Egypt-Egypt Independent -27/2/2013

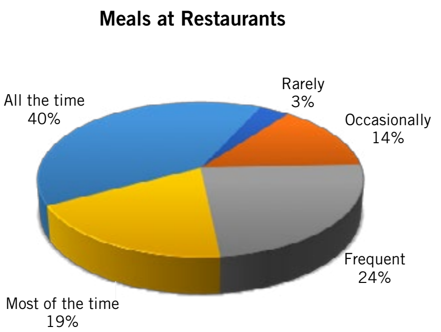
Foodservice VCA in Greater Cairo

The consultants, CRS and Tadamon conducted the field research in Greater Cairo, which included interviews with 25 restaurant owners[7]. Around 60% of them are in the age group of 29-49, 12% in the age group 18-28 and 28% in the age group above 50 years old. The VCA team conducted interviews also with a random sample of residents in greater Cairo. The sample included interviews with 58 individuals (29% female, 71% male). Around 67% of the interviewees are in the age group of 18-29 years old, 26% 29-50, 7% less than 18 years old, and 2% above 50 years old. Other interviews were conducted with Syrian Restaurants customers while they were eating. The sample included interviews with 70 persons (20.6% female, 82.4% male). Around 60.3% of the interviewees are in the age group of 18-29, 26.5% are in the age group of 29-50, 13.2% more than 50 years old, 2.9% under 18 years old.

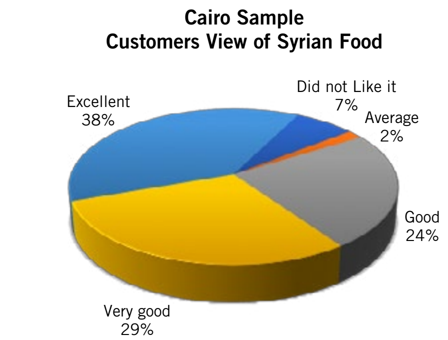
Market Demand in Greater Cairo

The following graphs demonstrate that the majority of those interviewed are regularly eating outside of their homes at restaurants (around 83%), and this could reflect a high level of demand. The interviews with random sample of resident revealed a high level of satisfaction of the Syrian food, as 38% of them perceive it as excellent, 29% perceive it as very good, and 24% rated as good. The high level of customer satisfaction on the received services could also be seen great opportunity for Syrian foodservices to compete. The Syrian Restaurants' Customer survey showed that the same indicators were given higher scores by the interviewees, and this could reflect that the Syrian restaurants' have competitive advantages over their Egyptian competitors.

Graph 1: Assessment of Demand – Cairo



Graph 2: Customers Satisfactions



Restaurants owners' perspective of their businesses performance

The interviews with a sample of 25 restaurants owners in greater Cairo revealed a high level of satisfaction with their performance in relevance to food quality, taste, hygiene, variety of food and prices. The survey results indicated a low level of satisfaction when it comes to special offers, home delivery services and packaging. The following start graph summarizes the survey results and demonstrates the high and low scores of the 16 performance measurement indicators. The analysis of the graph indicates a lack of demanded services, such as home delivery, and special offers. It also highlights opportunities for expanding the market and for allocating more resources to advertising and promotional campaigns.

7. The interviews were organized with the help of CRS, A Syrian volunteer from the Syrian business community, and the consultants' network. The consultants conducted further interviews with nominated businesses through referrals by the interviewed restaurants' owners and their suppliers. Most of the interviewed restaurants' are full services restaurants' equipped with small dining hall

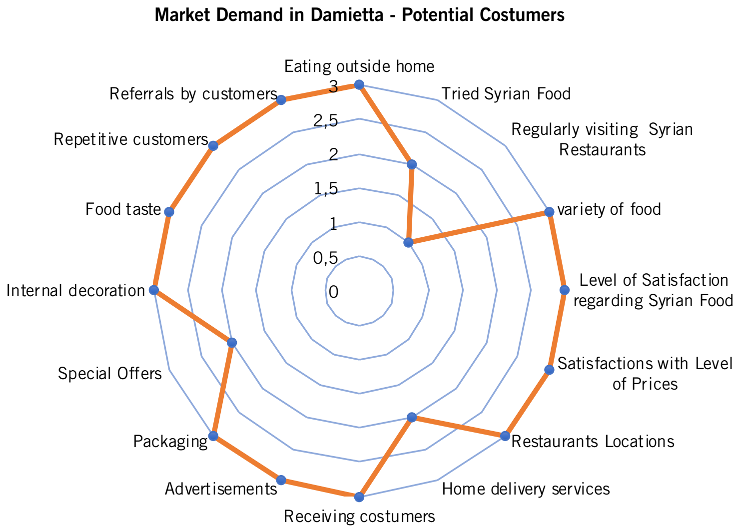
Foodservice VCA in Damietta

Resala foundation conducted fieldwork research in Damietta and at nearby governorates[8]. The survey covered 22 Syrian restaurants, with the remaining of 100 questionnaires were to their clients and to a random sample of residents at the governorates. It is worth noting that 100% of the restaurants owners are males and that 86% of them are between the ages of 29-50, 9% in the age group 18-29 and 5% more than 50% old.

Two of Resala staff participated in the VCA training that was conducted in the beginning of the second phase in Cairo. They were able to conduct the field research with assistance from their colleagues in Damietta. The market demand survey indicated that 55% of the interviewees have meals outside of their homes and that 62% of them have never tried the Syrian food. Around 77% of the interviewees indicated that they are not customers at Syrian restaurants and 67% of the interviewees gave a low to an average score on the advertisements indicator. The following graph summarizes the interviewees' responses on the 16 indicators.

The graph clearly indicates that a low percentage of the interviewees have tried the Syrian food, and that a very low percentage are regular customers at Syrian Restaurants. It also shows low ratings on the availability of special offers and home delivery services. The analysis of the market demand graph indicates the absence of marketing studies, and strategies for Syrian food in Damietta. It also indicates the absence of needed services such as promotions, and home delivery services. There is a great potential to promote the Syrian food services in Damietta by providing responsive demand driven business development services with special focus on marketing strategies.

Graph 3: Market Demand in Damietta



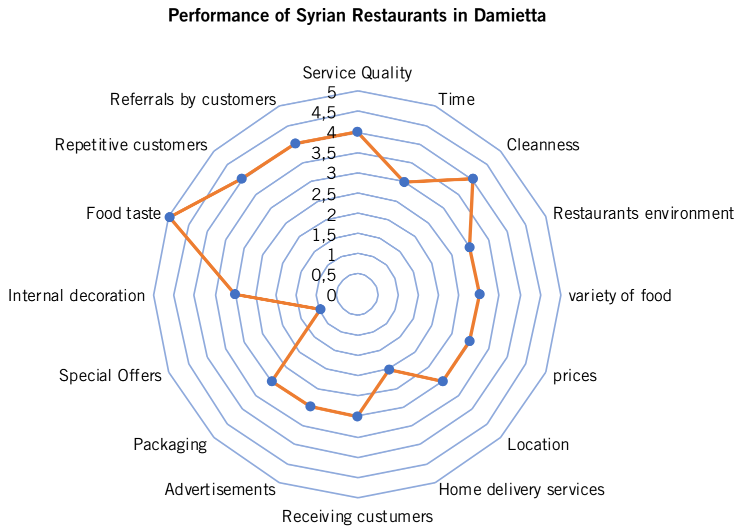
Foodservices VC Performance in Damietta

Syrian restaurant owners perceive themselves as excellent when it comes to food taste, hygiene, quality of services, regular customers, and referred customers. At the same time, they rated themselves low on special offers and home delivery services. The following graph represent the responses of the restaurant owners on the 16 performance indicators. The star graph demonstrates an absence of home delivery services and special offers. It also indicates that the level of customer service satisfaction is quite high. The market demand survey and the Syrian restaurant owners' survey revealed that there is an urgent need for BDS services, especially

8. The interviews covered Damietta, Kafer Elshekh, Port Said, and Ismailia governorates

when it comes to market access. It is clear that those who have tried the Syrian food have become regular customers, and those who have never even tried once could be the potential ones. There is a large untapped market potential here, and an implementation of BDS could see this sector flourish.

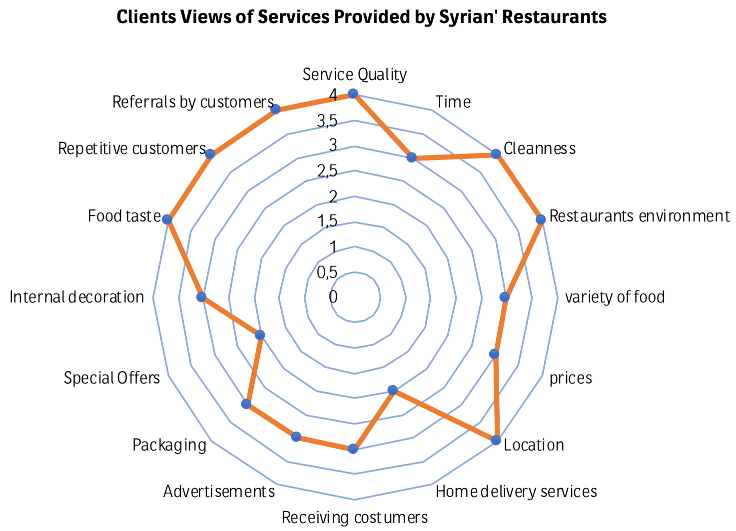
Graph 4: Syrian Restaurant Owners Perspective on their Businesses performance



Syrian Restaurants' Customers in Damietta

The interviews conducted with a sample of Syrian restaurant customers have confirmed the restaurant owners' perspectives on the 16 indicators. The following graph indicates the Syrian restaurant customers' responses on the 16 indicators. The restaurant owners and their customers' responses are in agreement with respect to food taste, services quality, and hygiene, variety of food and prices indicators. There is also an agreement when it comes to the absence of home delivery services and special offers. The responses are further aligned when it comes to rating other indicators, such as regular and referred customers, as both of which were rated high. The combination of self-imposed high standards by owners and already existing high satisfaction rates from customers constitute solid grounds for improvement and business development. The results of the survey confirm the importance of providing BDS services, especially when it comes to expanding the Syrian foodservice market.

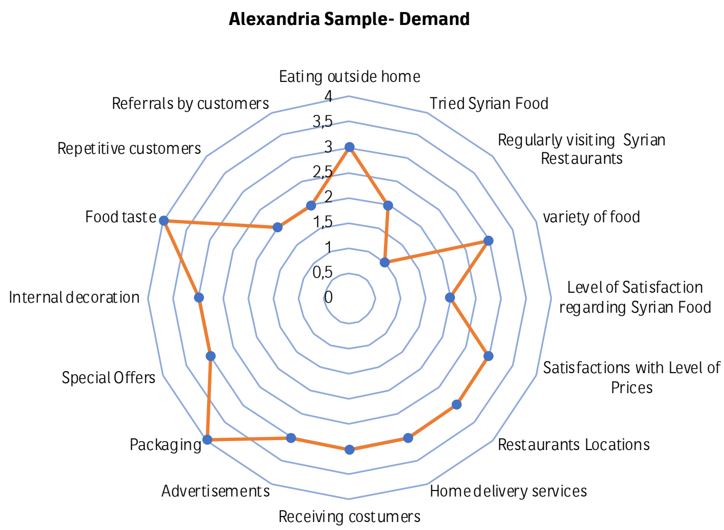
Graph 7: Customers Perspective of Services Provided – Damietta Sample



Foodservice VCA in Alexandria

Caritas VCA team found it more challenging to interview with restaurant owners, as the restaurant owners were contacted with no prior communication and therefore were not feeling at ease to cooperate. Caritas conducted interviews with random sample of residents in Alexandria. The sample included interviews with 60 individuals (88% females, 12% males). Around 85% of the interviewees are in the age group of 18-29 years old, 9% 29-50, 3% less than 18 years old, and 3% above 50 years old. The analysis of the 60 questionnaires revealed that more than 50% of interviewed individuals are eating at restaurants, and only few of them have tried eating at Syrian restaurants. It also shows different results than Cairo and Damietta survey results on the interviewees' perspective on the Syrian food, as it was rated low. The following star graph summarizes the survey results and demonstrates the high and low scores of the 16 performance measurement indicators. The VCA needs to be completed in Alexandria, and the consultants recommend conducting the VCA again with the provision of technical guidance from VCD experts.

Graph 8: Foodservice Demand in Alexandria



Foodservice value chain analysis - five triggers[9]

The Five Triggers framework for local value chain development may serve as an analytical framework to structure and understand the data collected through the workshop and focus group discussions. The five triggers are as follows:

- **System efficiency** Access to information and knowledge, delivery time and reliability, flexibility, communication between value chain stakeholders and embedded business and customer services
- **Product quality & specifications** Product design and quality, price and costs (value addition), market and buyer requirements, consumer trends, product presentation (packaging & advertisement
- **Product differentiation (competition)** Main competitors, price and cost comparison, local competitive advantage/disadvantage, research & development, buyers' appraisal of different (competing) suppliers
- **Labour practices** Labour standards and wages (and other labour costs), gender equality, workplace security, motivation of workers, training and skills, organization, self-employment
- **Business environment** Business support services, availability and capacity of SME organizations, legal and regulatory framework.

9. Five triggers for Local-VCD as analytical framework: (ILO VCD for Decent Work Guide). The consultants reorganized the matrix to only four categories at the executive summary and conclusion sections for better consolidation of the findings.

Applied for the case of the food services sector in Egypt with regards to Syrian refugees, the following analysis may be conducted:

Summary of Five Trigger Analysis for Local Value Chain Development

Five Triggers	Constrains	Strengths/Opportunities
System Efficiency	▪ Lack of information on decent suppliers, legal procedures and licensing ▪ Lack of communication between stakeholders ▪ Lack of Market information ▪ Customers gave averagely rated their satisfactions with delivery time	▪ Good customer services at specialized cuisines such as Syrian Restaurants ▪ High Demand for expanding home delivery services
Product quality and specifications	▪ Product presentation and packaging received average scores by customers ▪ Limited Advertising ▪ Higher cost and prices for quality food	▪ Recognized taste for Syrian cuisine meals ▪ Syrian food taste and quality was rated high by customers
Product differentiation (Competition)	▪ Some degree of competition at the level of local communities ▪ Competitions among suppliers gave restaurant owners a higher bargaining power over prices ▪ Lack of research and development at the foodservice segment but found in some food supplies subsectors at the production and transformation levels.	▪ Specialization, Quality, and customer services within the Syrian cuisine ▪ Growing market that is open to diverse and international cuisines ▪ Syrian Restaurants have a competitive advantages over similar Egyptian restaurants within the same category due to their recognized food taste
Labour	▪ Workers high turnover ▪ Lack of skilled labour-standard skill set required to work in restaurants ▪ Gender inequality (low rate of women participation)	▪ Competitive wages at Syrian Restaurants ▪ Acceptable working hours, ▪ Safe work environment existing within specialized cuisines
Business Environment	▪ Lack of BDS services available to food services sector ▪ Lack of representing organization ▪ Majority of enterprises are in the informal economy ▪ Lack of coordination among inspections authorities, and inspections come from 15 different organizations	▪ Expanding market ▪ Existing of Local Egyptian BDS Facilitators such as Mobadara, EFDA, and SFD

Value chain mapping

The foodservice value chain is a complex sector as it includes a wide range of food suppliers subsectors, such as vegetables, dairy, olive oil, beef, poultry, cereals and many others. Due to time constrains, it was agreed by ILO not to undertake a full value chain analysis but to limit it only to two segments, which are the foodservice providers and their direct suppliers. The start-up workshop helped in identifying some Syrian and Egyptian restaurants to be interviewed. It also helped in identifying the supporting organizations and the regulatory organizations.

RULES & REGULATIONS AND SUPPORT SERVICES

Governmental institutions such as food inspections, labour office, licensing

Supporting services such as BDS, and financial services

“Photo of the foodservice value chain mapping exercise”

Employment in the foodservices value chain

The following table indicates the average employment size per enterprises in the foodservice sector. It indicates that the average employment size in Cairo is 12 workers, Damietta 5 workers. It also indicates that women workers represent less than 1% in Cairo sample, and 11.5% in Damietta sample. It is clear that the Syrian foodservices is mainly employ only male workers, and some Egyptian restaurants have a very low employment rate for female workers with the exception of the food franchising chain. Syrian workers main challenges in Egypt are work permits and resident visas.

Governorate	Number of Restaurants in the sample	# of workers (Male)	# of workers (Female)	Total	Nationality	Average workers per enterprise
Greater Cairo	25 (21 Syrians, 4 Egyptians)	312	3	315	85% Syrian, 15% Egyptian	12 workers
Damietta	22 (all Syrian)	84	11	95	85% Syrian-15% Egyptian	5 workers
Total	**47**	**396**	**14**	**410**	**85% Syrian-15% Egyptian**	**9 workers**

6

RECOMMENDATIONS

The limited value chain analysis on the foodservices sector in Egypt with special focus on Syrian restaurants and their suppliers resulted in identifying main market constrains and opportunities facing the sector. The VCA tools were useful in identifying the market challenges especially at the foodservices segment. Porter's five forces clearly highlighted the perspectives of business owners regarding their competitiveness advantages, their bargaining powers with suppliers and buyers. It also reflected their views regarding the threats of new entrants to the market. Syrian restaurants have competitive advantages over their Egyptian competitors due to quality, taste and variety of food. It also indicated that there is no threats regarding to new entrants to the market, which confirm growing market and demand. The five triggers tool further identified the main constrains and opportunities facing the foodservices value chain. The presented matrix covered four main categories, which are the system efficiency, market end (services quality and products specifications), support services and business environment. It was clear from the matrix the following main constraints:

System Inefficiency

1. Lack of information on the available reliable suppliers, legal framework that govern the chain and sources for technical support. Example, restaurants owners had to try several suppliers to be able to select the most reliable ones. This is a lengthy and not cost efficient process.
2. Lack of communication between VC stakeholders. There is an absent of any communications channels between supporting organizations and regulatory governmental organizations.
3. Average satisfaction with the services delivery time, which was reflected on customers responses to the level of services satisfactions questionnaire.

Product Quality and Specifications

1. Average rating for product presentation and packaging in the targeted population.
2. Limited advertising adversely affected the market potential for the target population.
3. Higher cost and prices for quality food. Some restaurants use quality food ingredients and items such as Pomegranate syrup[10], olive oil and others, which make their costs higher than their competitors.
4. Competition among suppliers gives restaurants owners a higher bargaining power.

10. "Deps ElRoman"

Support Services

1. Lack of responsive BDS services available for the food service sector.
2. Lack of coordination amongst governmental organizations, as there 15 different government organizations that are involved in inspection related activities.
3. Lack of owners and workers representing organizations.

Business Environment

1. The majority of foodservice enterprises are in the informal economy (percentage estimated as over 80% in the informal sector)[11]
2. Workers high turnover mainly due to work environment and lack of human resources management.[12]
3. Lack of required skilled labour-standard skill set to work in the foodservice sector.
4. Insecurity among Syrian Labor due to lack of work permits and resident visas.
5. Gender inequality (low rate of women participation).

The proposed interventions responded to the identified constrains and opportunities as following:

Identified Constrains and Opportunities	Proposed Interventions
Market end constrains such as better access to market, lack of technical support for packaging, advertising, management and human resources.	Specialized and demand driven responsive BDS services
High demand and growing market, and interest of Syrian refugees to start up their business. investment in foodservice require less capital compared to other fields, generate higher profit margin and return on investment is around 50% in average	Promoting and supporting start up business in foodservice sector
Lack of women participation in the foodservice sector. The focus group discussions with Syrian refugees revealed that the majority of Syrian women prefer to work from their homes to avoid hassles at work and on the street and long hours to commute	Home based enterprises for women
System efficiency constrains specially regarding to shortage of information. There is a lack of information on market trends, rules and regulations governing the chain, reliable suppliers, etc.	Developing information warehouse
Competitions, bargaining power over prices, and operational cost efficiency and increase profitability.	Foodservices informal cooperative

11. The estimated percentage is due to experts' views and field research outcomes. Most of the interviewed enterprises were in the informal sector, and the data received from Cairo Chamber of Commerce confirmed that only limited number are registered (550 enterprises)
12. This was clear in some of the Egyptian interviewed restaurants (one restaurant applied efficient HR system and his workers turnover is lower than those without applying any HR management system)

Recommended short-term further steps

The consultants recommend preparing concept papers or proposals for selected 2-3 of the five recommended interventions. The process of proposals development should include further discussions and analysis around the selected interventions. It is expected that the proposal development process will cover the present capacity of the interested partner organization, and their capacity building needs. It should also elaborate more on the implementations plans and funds requirements. The proposal development process should adapt a resulted oriented approach, includes specific results statements at the output, outcomes and impact levels. It should also include clear measurable indicators to monitor the results.

Lessons Learned

The value chain development project was a great opportunity to examine the collaboration efforts between both ILO and UNHCR organizations. It was clear from the exercise the high degree of commitments and collaboration between UNHCR and ILO involved staff and consultants. The only main shortfall that challenged such great cooperation was due to the sensitivity of the Syrian refugees issues within the present Egyptian political environment. Such sensitivity imposed limitations on the ILO Egypt office to be able to fully support the mission. The consultants recommend in future similar cooperation conducting more dialogue between HQ, ILO and UNHCR field offices to address such challenges in advance and to agree on concrete action plans to overcome them.

The consultants also see the need to involve Syrian representatives from the Syrian community and business organizations in the early preparation steps to better understand and facilitate the field research. The consultants also recommend allocating enough time for the value chain exercise as indicated in the ILO VCA technical guides.

One of the main lessons learned is the positive impact of the value chain exercise on the participating organizations. The VCA exercise helped the collaborating organizations to better understand their target groups, their challenges and needs. The exercise highlighted the importance of the collaborating organizations to build a stronger network and relations with their target groups. Strong relations reduce challenges related to mistrust and make it much easier for any future socioeconomic and market research assignments.

Recommended Interventions

1. Specialized and demand driven responsive BDS services

This initiative will directly respond to the identified opportunities and constrains, such as better access to market, technical support for packaging, advertising, management and human resources. The initiative will help Syrian restaurant owners to add other services, such as home delivery, and adapt more aggressive marketing strategies.

- Selecting potential service providers – local partner organizations
- Prioritization of identified needed services (customized training for workers, technical advising services to foodservice owners/managers, marketing, products diversifications, and access to finance)
- Identifying national facilitators to provide capacity building to service providers

Proposed Action Plan

Main Activities	Time Frame	Responsible Party	Resources Required	Main milestones
Identifying main BDS services needs	Four weeks	CRS for Cairo Resala - Damietta	Funds to cover the cost of hiring consultant	Set of clear BDS demanded services
Design responsive BDS services package	Four weeks	CRS for Cairo Resala - Damietta	Funds to cover Mobadara NGO cost or external consultant	Comprehensive guide with clear description of each services
Form core team of Advisors	Four weeks	CRS for Cairo Resala - Damietta	Grant to cover salaries of Advisors	At least one Advisor for each location and identified specialized consultants
Capacity Building and systems development	Six weeks	CRS for Cairo Resala - Damietta	Funds to cover the cost of hiring Mobadara or external consultants. SFD manage specialized training program for BDS advisors	Well trained and equipped advisors with required skills and tools
Starting Services providing	On going	CRS for Cairo Resala - Damietta	Monitoring	Number of services provided Level of satisfactions

2. Promoting and supporting start up business

The value chain analysis on the foodservice sector has identified high level of satisfaction among customers of Syrian restaurants and a growing market demand for Syrian food. The VCA revealed that investment in foodservice require less capital compared to other fields, generate higher profit margin and return on investment is around 50% in average. Such findings in addition to the preferences of Syrian refugees interested to startup their businesses represent an excellent foundation to start this initiative. The promotion of the entrepreneurship program among Syrian refugees will result in creating tens of job opportunities and decent income for business owners and workers.

- Tailored entrepreneurship courses available for interested individuals from the targeted population
- Apprenticeship training opportunities in the foodservice sector
- Attractive financial services (short term-subsidized interest rate-partial grants)
- Potential startup business in delivery services

Proposed Action Plan

Main Activities	Time Frame	Responsible Party	Resources Required	Main milestones
Design Tailored entrepreneurship program targeting foodservice value chain	Four weeks	CRS for Cairo	Funds to cover the cost of hiring consultant	Entrepreneurship program Curriculum Developed
Building linkages with micro finance institutions	Four weeks	CRS for Cairo	Technical guidance	2-3 agreements conducted with major micro finance institutions
Promoting the training program and selecting participants	Four weeks	CRS for Cairo	Technical guidance	First group of trainees have been selected
Selecting Qualified trainers	Six weeks	CRS for Cairo	Grant to cover the cost of hiring trainers	2 qualified trainers are hired
Starting the training program	On going	CRS for Cairo	Grants to cover training costs	Graduated trainees

3. Home-based enterprises for women

The foodservice value chain analysis indicated a lack of women participation in this sector. There is a complete absence of Syrian women in the food service sector. However, Syrian women are more present at the production segment of the chain. The interviews conducted with foodservice suppliers indicated that they buy their supplies from women home businesses, especially in the dairy sector. The focus group discussions with Syrian refugees revealed that the majority of Syrian women prefer to work from their homes to avoid hassles at work and on the street and long hours to commute. This initiative directly responds to the market demand and to the preferences of the target group. The initiative will help in making Syrian women more active in the foodservice value chain and will contribute in enhancing the gender inequality within the foodservice value chain.

- Establish a training/production facility for ready selected demand driven made meals
- Provide in-kind support to selected women (basic equipment, and materials)
- Marketing services
- Building informal network between producers (informal association)

Proposed Action Plan

Main Activities	Time Frame	Responsible Party	Resources Required	Main milestones
Develop Syrian cooking curriculum	Four weeks	Tadamoun Association in 6 of October	Funds to cover the cost of hiring consultant	Syrian Cooking training program Curriculum Developed
Prepare a cooking training facility and readymade food exhibition at the association premises	Six weeks	Tadamoun Association	Grants to prepare the cooking training facility	Training cooking facility established Readymade meals exhibition room prepared
Promoting the training program among Syrian women	Four weeks	Tadamoun Association	Technical guidance	First group of trainees have been selected
Selecting Qualified trainers (kitchen chief)	Four weeks	Tadamoun Association	Grant to cover the cost of hiring trainers	2 qualified trainers are hired
Starting the training program	On going	Tadamoun Association	Grants to cover training costs	Graduated trainees
Develop contracts and agreements with factories owners	One Going	Tadamoun Association	Technical guidance	Sales volume Average income per participated Syrian women

4. Developing Information Warehouses

The foodservices value chain analysis has identified system efficiency as one of the major constrains facing the chain development. There is a lack of information on market trends, rules and regulations governing the chain, reliable suppliers, etc. This initiative will contribute in enhancing the system efficiency through the development of information warehouses for the foodservice sector.

- Identifying major information gaps such as sources for raw materials suppliers, legal requirements for start up business in foodservices, etc.
- Develop a portal for food services sector
- Hosting and maintaining the information warehouse

Proposed Action Plan

Main Activities	Time Frame	Responsible Party	Resources Required	Main milestones
Identifying information gaps and potential users	Four weeks	Tadamoun Association	Funds to cover the cost of hiring consultant	Report of information gaps and needs
Select and design tools for data analysis and presentation	Six weeks	Tadamoun Association	Grant to cover the cost of developing portal and publications	Information Portal established Booklet published
Data collection and regular feeding into the information ware house	Four weeks	Tadamoun Association	Grant to cover a salary of information officer	Information officer hired Information ware house established
Data dissemination among target groups)	On going	Tadamoun Association	Monitoring	Number of system users
System regular updating	On going	Tadamoun Association	Monitoring	Level of users satisfactions

5. Foodservice informal Co-operative

The value chain analysis has identified a remarkable opportunity for Syrian restaurant owners that will help them to reduce their operational costs and become more competitive. This initiative will help Restaurant owners to cooperate and to buy their supplies on bulk to enjoy volume-purchasing discounts. It will also help them to jointly advertise for Syrian food among new Egyptian potential customers. This initiative can also help Syrian restaurants to add home delivery services, which was identified as one of the main constrains. The potential cooperative can jointly subcontract with home delivery small business to provide such services as needed. This initiative will help in exchanging knowledge and information among Syrian food service owners.

- Encourage networking between foodservice operators in the same specializations such as (Lebanese cuisines, Syrian cuisines, etc.).
- Develop informal Co-operative for better supplies deals based on large orders.
- Encourage continuous dialogue between foodservice actors for exchange of experience, enhancement of management skills and for resolving common issues.

Proposed Action Plan

Main Activities	Time Frame	Responsible Party	Resources Required	Main milestones
Promote the co-cooperative concept among Syrian Restaurants	Six weeks	Tadamoun Association	Funds to cover the cost of hiring consultant	Identified interested groups
Organize seminar with interested groups	Four weeks	Tadamoun Association	Grant to cover the cost of seminars and speakers	Number of participated restaurants
Form informal cooperative between interested and selected owners	Six weeks	Tadamoun Association	Grant to cover a salary of initiative coordinator	Syrian coordinator hired Informal cooperative established
Organize collective purchasing orders, and joint marketing campaigns	On going	Tadamoun Association	Monitoring	Number of collective orders and marketing developed campaigns Level of partcipants satisfactions
Continue building on experience	On going	Tadamoun Association	Monitoring	Number of participated restaurants owners Level of participants satisfactions

Annex

DETAILS ON FOCUS GROUP DISCUSSIONS WITH SYRIAN REFUGEES FOR SECTOR SELECTION

Cairo Focus Group (CRS)

Four working groups held over two days with randomly selected participants from the male and female Syrian community. CRS facilitated and arranged for the meetings.

The following table indicates the groups' compositions and profession:

<table>
<tr><th>Groups</th><th>Male</th><th>Female</th><th>Profession held in Syria</th><th>Experience in Egypt</th></tr>
<tr><td>Group One</td><td>7</td><td>1</td><td rowspan="2">Male Participants
▪ Flower arrangements and decoration for events.
▪ Producing industrial cylinders from Kandil iron (Iron is bought from Egypt).
▪ Door and window fixtures.
▪ Director of animation for children's TV program.
▪ Geologist
▪ Driver
▪ Engineer
Female Participants
▪ Teachers at kindergarten or high school.</td><td rowspan="2">Male Participants
▪ The participants have overall found extreme resistance and resentment towards Syrian employment.
▪ Several participants informed us of stories of being attacked by thugs and having their personal items destroyed by them.
▪ Rents range around 1000 EGP and the salaries do not reach this level – hence no incentive to work.
▪ Long hours and bad conditions at work create disincentive to work.
▪ Some participants have tried to work but generally are not happy with the treatment and low salaries.
Female Participants
▪ Low wages and long hours (wages in the range of 600 EGP)
▪ Private schools require English, and the English language skills of most of the Syrians is not high
▪ Syrian school pays competitive salaries around 1200 EGP per month.</td></tr>
<tr><td>Group Two</td><td>5</td><td>3</td></tr>
<tr><td>Group Three</td><td>4</td><td>14</td><td rowspan="2">Male Participants
▪ Pharmaceutical
▪ Dentists
▪ Engineer
▪ Tour guide
▪ PR & Media
▪ Chemist
Female Participants
▪ Teachers , laboratory, Students</td><td rowspan="2">▪ Most participants indicated that they have faced challenges trying to work in Egypt.
▪ Long hours and low wages have created disincentives.
▪ Several of the participants have tried to work but found it too challenging and ended up quitting.
▪ Difficulty to obtain licenses and work permits</td></tr>
<tr><td>Group Four</td><td>6</td><td>7</td></tr>
</table>

Interest in Training for Employment/SME (Group 1&2)-CRS in Cairo

Male Participants

- Most would prefer to start to work right away, and were interested to develop new skills if it provided them better chances to attain employment.
- They indicated that they were interested to do any kind of work, be it restaurants, shops or other similar types of jobs. They would want direction as to where to go to find employment in decent places with salaries that can sustain them and their families.
- The researcher and the geologist however indicated that they would not mind to retrain to do practical kind of work such as developing skills to maintain mobile phones or work with websites etc.

Female Participants

- Most of the females were interested in home based type of project such as cooking, sewing, tailoring cloths and other related work. As they are not comfortable moving around on their own in the city, they feel that home based is the most suited for them.

Interest in Training for Employment/SME (Group 3&4)-CRS Cairo:

As this is a highly educated group the interest was more towards starting their own business as employment opportunities did not appeal to them due to the low wages and bad conditions.

Some ideas generated were as follows:

- Opening a kindergarten (female suggestion)
- Educational Center (female suggestion)
- Sewing facility (female suggestion)
- Factory for paints/beauty products (male suggestion)
- Social Club (female suggestion)
- Factory for the fragrance oils (male suggestion)
- Supermarket for Syrians (male suggestion)
- Medical Center for Syrians (male and female suggestion)
- Syrian Restaurant (male and female suggestion)

The focus groups in Cairo, all indicated that they are interested/preferred to work as entrepreneurs (if the funds were made available), whether individually or as a small cluster, where they can attain employment and also employ other fellow Syrians in the project.

Alexandria Focus Group (Caritas)

Groups	Male	Female	Profession held in Syria	Experience in Egypt
Group 1&2	10	9	**Male Participants** ▪ Owner of an international kindergarten school in Damascus (860 children were enrolled prior to crisis) ▪ Owner of a large chain of local pharmaceuticals ▪ Owner of a shoe factory ▪ Tradesman in clothing ▪ Painter for houses ▪ Owner of a restaurant **Female Participants** ▪ Accountant in a private company ▪ Chemist in hospitals ▪ Chemist as a Petroleum company	▪ Difficulties to find decent jobs ▪ Obtaining licenses and work permits are long procedures and difficult to obtain. ▪ In some cases available jobs opportunities offer low wages and are far from their place of residence. ▪ Security and visas requirements

Interest in training for Employment/SME

The group was more interest in starting their own enterprise than taking training and development skills. Some felt that the training that they took got them to jobs that were not suitable and therefore overall they prefer private/partnered enterprises: (Male and female participants' feedback)

- Develop a chain of Syrian restaurants that are specialized in certain cuisines such as falafel, shawarma, oriental desserts.
- Many women would like to work as teachers if the conditions and pay are reasonable.
- Many need to work and study at the same time and therefore would like to seek employment that allow for these conditions, as they cannot afford to study full time.
- Suggestion that Caritas provide a service to match the Syrians to jobs. A Counselling Center that would support the Syrian to find work – or at least some training that will support the person to work.
- Suggestion that there be more partnerships between Syrians and Egyptian businesses, so as to alleviate cost and to be able to enter the market and know how etc.
- Training for areas that could enhance skills is an option, but mainly for specialized areas. For example in textile, focus on some specific areas within the clothing chain and provide training there. One female participant made the following suggestion: "Syrian females all wear a light coat over their cloths and according to the participant there is currently no manufacture of this in Egypt. Participant suggested that a small home based women business can produce these coats for the Syrian community and others".
- Ideally, they would like to develop their own schools and hire their own teaches so that they can keep their traditions and customs of their community.

Damietta Focus Group (Resala)

Groups	Male	Female	Profession held in Syria	Experience in Egypt
Group 1&2	14	5	**Male Participants** ▪ Lawyer ▪ Biomedical engineer and hospital architect ▪ Tailor and cloths designer ▪ Accountant ▪ Carpenter and furniture trade **Female Participants** ▪ Teachers, students	▪ The same issues came up as those in the previous Focus Groups such as low wages, long working hours and resistance by Egyptian employers to hire Syrians

Interest in Training for Employment/SME

- Establishing classrooms/schools for Syrians and Egyptians together to improve assimilation.
- Establishing health centers with Egyptian partnership.
- Establishing bakeries for Syrians to make and distribute bread and bakery products.
- Hyper/Supermarkets for Syrians to provide further employment opportunities for the community
- Hold afternoon classes after schools – to employ Syrian teachers.
- Support work from home initiatives for women (sewing, cooking).
- Explore ways to match the employer and employee.

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