AVSI People for development

Recommendations for Refugee and Migrant Livelihoods Programs

Reflections on AVSI Partnerships with the U.S. Government around the World

March 2023

Executive Summary

Since 2011, AVSI has been a proud partner of the US Government—PRM and USAID—working with refugee and migrant populations in Africa, the Middle East, and Latin America. Along with other key donors, AVSI serves people all along migratory routes in dozens of countries, including Italy.

There is wide consensus that refugees and migrants need not only lifesaving assistance but also the opportunity to earn income and build a livelihood. The reasons are many: to respect the dignity and right to work of refugees; to improve integration outcomes for refugees who remain in the host community for a long time; and to reduce the burden on the humanitarian response and allow resources to be committed at a sufficient scale.

AVSI has consolidated the following recommendations focused specifically on livelihoods programming for refugees and migrants. Each recommendation is presented through the context of lessons learned from specific projects funded by PRM or USAID and offers input for the design and implementation of programs for refugees and migrants based on AVSI's field experience.

	Lebanon	Iraq	Ecuador	Brazil	Kenya	Uganda
Population	Syrian refugees	Iraqi IDPs, returnees	Venezuelan refugees	Venezuelan refugees	Somali refugees in Dadaab	DRC refugees
Time Spent in Country	5-8 years	3-4 years in displacement	1- 2 years	1-2 years	5-9 years	4-7 years
Primary Setting	Informal tented settlements – rural	Small cities – rural; IDPs still in camps	Urban centers	Urban centers	Refugee camps – rural	Refugee settlement – semiurban, rural
Main Sector	Livelihoods + Protection	Livelihoods	Livelihoods + Shelter + Protection	Livelihoods + WASH	Education + Livelihoods	Livelihoods + Food Security/Nutrition
Livelihoods Strategies	1- Cash for work	1- Value chain approach (agriculture & livestock)	1- Skills based entrepreneurship	1- Formal employment/ Private Sector Engagement	1- Training and cross-border certification	1- Skills based entrepreneurship + business planning + business coaching
	2- Skills based entrepreneurship	2- Skills based entrepreneurship	2- CBI for business start-up	2- Skills training (language, trades)	2- farming as business	2- CBI for business start-up
		3- Asset transfer (partial loan)	3- CBI for integration/protection			3- CBI for consumption

Table A. Profiles of country projects featured in this report.

7 Recommendations for Livelihoods Programming for Refugees and Migrants

1. Keep the **goal of self-reliance and sustainable livelihoods for refugees and migrants** front and center for all interventions as early as possible along the nexus pathway from emergency response to development, with creative solutions in restrictive legal environments.
2. Aim for **50% of meaningful benefits of a project to reach vulnerable persons in the host community** when serving needs of migrants and refugees to promote peaceful social cohesion and sustained livelihoods outcomes.
3. Maintain a **multi-sectoral lens** to consider the other factors that contribute to livelihoods outcomes, as well as other areas of well-being for a holistic, dignified, and sustainable approach for refugees and migrants.
4. Recognize the **significant value added of programs and NGO actors in the ecosystem of response** to refugee crises and participate actively to enhance the contribution of all actors (public, private, national, international) for greater collective impact.
5. **Include activities to increase the recognition and certification of technical degrees and skills** as an important livelihoods' strategy that will open doors and incentivize professional development for refugees and migrants.
6. **Carefully plan cash-based interventions to achieve clear goals**, recognizing the unique challenges of displaced populations and accounting for differing cultural and economic contexts to make progress towards sustainable livelihoods.
7. **Know your "customer" and know your "place"** to inform the design of interventions, adapt to the needs of sub-groups, and take advantage of opportunities that arise.

1. Nexus approach focused on long-term development and integration

Recommendation: Keep the goal of self-reliance and sustainable livelihoods for refugees and migrants front and center for all interventions as early as possible along the nexus pathway from emergency response to development, with creative solutions in restrictive legal environments.

Humanitarian actors should lay the groundwork for long-term development by addressing the migrants' need for income generating activities as early as possible, even within an "emergency" context. This will require creative solutions when restrictive legal environments prohibit formal employment and business ownership. The goal of self-reliance and eventual integration into the social and economic life of the host community should be central to all interventions immediately after the lifesaving and protection phase.

AVSI believes that work is an important part of the answer to the migration phenomenon, but through our projects with PRM and other donors, we have learned more how to promote work and income generation for migrants in the vary diverse settings where we find migrants today.

Why it's important

Often, the scale of the migration problem is so big that donors can't respond to all the needs. Necessity makes shelter, food, medical care, and protection the first response in an emergency

setting, including forced displacement. Just as AVSI advocates for education of children to not be forgotten as an essential part of the humanitarian response to migration; adult migrants and refugees need the opportunity to earn an income as quickly as possible in their new, even temporary, home. This is important because it reduces their dependency on international aid and builds self-reliance, a key determinant of integration.

The longer a migrant lacks income-generation opportunities in a host community, the more vulnerable she becomes to threats to her human dignity and rights. Not only do income-generating activities help migrants restore their dignity, protect their psycho-social wellbeing, and empower themselves, but work also gives them the opportunity to contribute to the local economy, rather than be a burden to society, whether real or only perceived.

How to do it

Attention to the nexus between humanitarian assistance and integration and development is framed by the legal environment in each place and the specific constraints and opportunities for IDPs, returnees, refugees, and migrants. Development actors must understand the legal environment where they are and how to work within it.

In more open legal environments (such as **BRAZIL**, **UGANDA**, and **IRAQ** – for returnees), strategies should focus on formal employment and business ownership. In a strong economy, there is often a greater culture of corporate social responsibility, and incentives for companies to offer formal employment to migrants and refugees.

In a weaker economy, diversification of income sources is necessary. If possible, humanitarian and development actors should promote basic savings mechanisms, even informal or community-based ones, and when possible, facilitate linkages to formal banking and lending options for the populations they serve.

In more restrictive legal environments, such as **ECUADOR**, **LEBANON**, and **KENYA**, additional creativity is needed to devise strategies that can give refugees and migrants work experience and opportunities for income generation. This can include lobbying for special work permits (Kenya), cash-for-work schemes to build skills (Lebanon) or providing seed capital, and technical support for small business start-ups (Ecuador).

The final piece that affects the scope and potential impact of the nexus approach is the nature of the migration phenomenon in each country. Migrants and refugees are by nature transitory, but factors such as how long they've been in the country, their vision for the future, and their idea of final

destination or possible return can change in each case. Development actors should tailor their approach to these factors.

Even with minimal conditions of permanence (length of stay in host community), work and income generation are possible, and important for building skills and self-reliance. For example, in **KENYA**, a cross-border integrated perspective allows for a long-view of integration for the Somali refugees, who have lived for decades in Kenya. AVSI initiated inter-governmental dialogue and planning that responded to the evolving needs of the refugees. The livelihoods response was to focus on competencies, skills, and certification of those skills (recognition of trainings), so that the Somali refugees would be better equipped to work once they settle back at home. As a result, Somali teachers trained by AVSI in Dadaab, Kenya, are well-qualified teachers employed by the Somali Ministry of Education today.

In **ECUADOR**, formal employment opportunities are scarce for migrants, leading many to trades and entrepreneurship. It is important for migrants and refugees to be able to earn professional certifications, which are widely recognized in the market. When addressing entrepreneurship, it is important that migrant-owned small business start-ups need to have a long-term plan and market potential, value chain perspective, and look beyond immediate short term income generation.

Monitoring and evaluation

Data from AVSI's project evaluations shows that it's possible to have success using the nexus approach, and that it creates positive impacts on lives of migrants. In **BRAZIL**, an independent final evaluation of the project, *Welcomed through Work,* showed voluntary relocation through work improved integration and well-being outcomes compared to baseline data from the refugee camps. In **UGANDA**, data from AVSI's *Graduating to Resilience* project shows that refugees and migrants are willing to invest in income generation even if their future is unclear.

2. Integration and social cohesion

Recommendation: Aim for 50% of meaningful benefits to reach vulnerable persons in the host community alongside refugees and migrants, and to promote peaceful social cohesion and sustained livelihoods outcomes.

PRM's policy of allowing up to 50% of targeted beneficiaries to be from the host community is a meaningful signal to the importance of integration in and with the host communities.

Why it's important

In AVSI's experience, when attention is paid to the complex factors affecting the relationships among refugees, migrants, internally displaced people, returnees, and the host community, it is possible to find meaningful ways to reduce xenophobic reactions and promote social cohesion.

When host community members feel that humanitarian and development actors and public authorities care about them, it reduces any sense of resentment they might have towards migrants in their community. Easing tensions also creates a safer operating environment for humanitarian and development aid workers.

In **KENYA**, the large Dadaab refugee complex is in Garissa County, where human development indicators are low, and insecurity is high. As AVSI gradually expanded the PRM-funded education project from the camp to reach the host community as well, complaints lessened, and tensions subsided.

In **UGANDA**, AVSI's *Graduating to Resilience* Activity started with a 50/50 targeting guideline to reach both populations equally and learn about how the integrated livelihoods approach would work for each as separate groups. Including the host community in the project immediately helped all participants and made local governments and community leaders more willing to engage. AVSI and USAID are now seen by the local population as truly committed to the wellbeing of all in Uganda.

Humanitarian and development actors must work to close the gap between perception and reality for their populations of interest by facilitating healthy and safe encounters among people, and by listening to and responding to the host community's needs.

How to do it

Integration requires attention to local labor market dynamics and to any expressions of resentment from the host community towards refugees and migrants. This attention doesn't always feel comfortable, but it should be our goal and must always be based on an assessment of actual needs.

For example, in **ECUADOR**, Venezuelan migrants need safe, dignified housing, but virtually all landlords are Ecuadorians, and some prefer not to rent to Venezuelans. A win-win solution was found within the context of the local economy, where both communities have a stake. Ecuadorian landlords get structural improvements to their properties, increasing their value, and Venezuelan renters get a promise of fair rent and good treatment from landlords. In **IRAQ**, displaced persons from certain regions are not allowed to access formal employment. AVSI's innovative solution was to pair host community farmers with IDP farmers in a joint venture. These business partnerships became important opportunities for integration and social cohesion.

Monitoring and evaluation

Measuring social cohesion, integration, and reduction of risks can be difficult. PRM requires projects to use an indicator of the level of safety and security of project participants, which can be a proxy for social cohesion, or the lack thereof. This indicator needs to be measured carefully using a well-defined, tested, and context-specific survey tool applied either to a census of the project beneficiaries or an appropriate sample.

AVSI's *Accountability to Affected Populations Policy and Operational Framework* can also provide useful information as to the complaints and feedback received, and how this varies over time.

3. Livelihoods focus within multi-sectoral lens

Recommendation: Maintain a multi-sectoral lens to consider the many and varied factors that contribute to livelihoods outcomes, as well as other areas of well-being.

There is wide acceptance of the vital importance of effective livelihoods programming for refugees and migrants. Such programs reduce the burden on the humanitarian response allowing for humanitarian resources to be committed at sufficient scale to immediate crises. They also respect the dignity and right to work of refugees and improve integration outcomes for refugees who remain in the host community for a long time. Reflection on experience suggests that this focus is appropriate and justified, but also needs to be done with a wide lens to consider other sectors that

contribute to livelihoods outcomes, as well as other areas of well-being for a holistic, dignified, and sustainable approach. Livelihoods strategies cannot take hold until basic needs are met, including shelter, food, and protection.

Why this is important

Each migrant is a person with links to family and community. Income alone cannot fulfil all their human needs nor solve all their problems. Livelihoods strategies cannot take hold until basic needs, such as shelter, food, and protection, are met. Only once anxiety about these first needs is taken away, can people truly focus on earning an income or starting a business.

How to do it

A multi-sector approach does not necessarily mean a sequenced approach, where livelihoods activities cannot begin until basic needs questions are resolved, but it does mean embracing a holistic understanding of needs and designing activities with a human-centered view. The importance of partnerships becomes clear considering this lesson. Organizations that specialize in livelihoods programming can partner with other organizations who focus on legal protection, health, and food assistance, to ensure that the wide range of interconnected human needs are all covered.

To do this well requires a solid needs assessment, and program design decisions must be carefully made to address different needs with a realistic and objective awareness of the value added by each partner and the relative costs and benefits of layered services or interventions.

In AVSI's project, *Welcomed through Work*, in **BRAZIL**, language classes and individual attention from a social worker were layered into the job programming with the goal of facilitating better integration in the migrant's new community. The final evaluation showed that this support was useful and led to good outcomes in other spheres of life, such as increases in school enrolment and a self-reported sense of social capital. In AVSI **ECUADOR**'s *Integrados* project, protection services are used as a gateway to address housing and livelihoods concerns. The Graduation Approach used and tested in AVSI's *Graduating to Resilience* project in **UGANDA** is premised on this exact position, that only a multi-sectoral approach to vulnerability will be sufficient to enable to extreme poor to lift themselves and their families out of poverty. Project results indicate that this is true for refugees and that the graduation approach works.

Monitoring and evaluation

Results measurement will need to be comprehensive if all dimensions of well-being are to be captured. When possible, robust measures of well-being and resilience can be used, as the Graduation Criteria approach in *Graduating to Resilience* exemplifies. While indicators of many

dimensions of well-being and resilience can be captured, the Graduation Criteria bring together the most salient ones into an easy-to-interpret index.

In other cases, a small set of impact indicators taken together can give a picture of the results of the project not only on income, but also on ability to meet basic needs, safety and security, and confidence in the future.

4. Partnership

Recommendation: Recognize the value of NGOs in the ecosystem of response to refugee crises and participate actively to enhance the work of all actors (public, private, national, international) for greater collective impact.

Partnerships with public and private sector entities have been essential to AVSI's success in meeting the needs of migrants and refugees and fostering their integration in a new country and community.

Why it's important

Our experience shows that NGOs play an important role, not only as direct service providers, but by facilitating the flow of information based on relationships of trust and deep understanding of the migrant population. When NGOs, like AVSI, leverage their connections to communities to collect and

share accurate information about needs and priorities, it makes other actors, including the public sector, more effective.

Partnerships with public entities and other NGOs have allowed us to quickly refer refugees and migrants to service providers they need. In **ECUADOR**, AVSI is part of the social protection network with other NGOs, like HIAS, which offers legal services. Because AVSI stays close to the communities we serve, we can identify when someone has a legal protection need that we cannot meet on our own and refer said person to another organization in the network. For the beneficiary, even though AVSI did not directly provide the service, they associate us with having found them the opportunity. In **UGANDA**, AVSI's holistic approach means frequent screenings for child malnutrition are done in the refugee settlement. The identified cases can be referred to local service providers, in turn strengthening the relationship between the population and the local system.

Partnerships with private sector businesses create job and training opportunities that refugees and migrants could not otherwise access. In **BRAZIL**, AVSI convenes and manages relationships with dozens of private companies, which has resulted in over 1,000 Venezuelan migrants being hired into formal jobs. AVSI's agility to work in the field and with the private sector has also animated the Brazilian government's response to the Venezuelan migrant crisis by showing what can be done when all parties work together.

How to do it

Local authorities can either hinder or facilitate projects. To attain positive outcomes in partnerships with local government, we must follow two basic best practices: 1) transparency: share processes and data frequently, and 2) pro-active engagement in communication and relationship building: paying attention to the needs and goals of the other party, while not being deterred by inevitable turnover and transitions. In **IRAQ**, AVSI was able to establish a good rapport with local authorities that facilitated project implementation and helped resolve challenges when they emerged by following these two practices.

AVSI works with a network (or system) mentality, which facilitates productive engagement with other actors. For example, in **ECUADOR**, inter-institutional cooperation was necessary to develop a protection network for refugees and migrants. This was possible due to AVSI's active engagement in various working groups and because local authorities and peer organizations recognize AVSI as a serious institution. Because of our close relationship with community leaders and beneficiaries, AVSI Ecuador has become a source of information that allows for quick and effective referrals, and stronger coordination with UNHCR, IOM, and other NGOS at all levels. AVSI Ecuador's policy is "from the neighborhood to the United Nations."

The private sector will likely respond to a business opportunity, but the NGO needs to address transaction costs, which can be prohibitively high for a company. In **BRAZIL**, AVSI does the upfront work to provide basic training, identification, and preparation of job candidates, so that companies have a strong candidate pool to review. In **UGANDA**, AVSI brings input suppliers closer to farmers through market fairs. To incentivize the private sector, NGOs should work to mitigate the risks inherent in working with refugees and migrants.

Monitoring and evaluation

Working in partnerships leads to better results and wider impact on the system, but detecting this level of change can be difficult. Separating out the causal factors which contribute to success is another challenge.

In **BRAZIL**, AVSI's partnership with the government program, *Operation Welcome*, enabled us to relocate more people than we would have been able to without them, because the government took care of many of the financial, logistical, and legal challenges. Similarly, goals of *Operation Welcome* would not have been met without us. Qualitative feedback from Government of Brazil staff and from UNHCR supports this conclusion that effective NGOs can have a positive impact on the entire system, increasing effectiveness and efficiency. In **KENYA**, we can point to changes in the regulatory environment governing refugee contract workers, cross-border recognition of training, and educational certifications, as well as other policies changes that came about due to our way of working in partnership with local authorities.

5. Skills recognition

Recommendation: Include activities to facilitate the recognition and certification of technical degrees and skills to increase migrants' chances for formal hiring and to incentivize their professional development.

Why is it important

Refugees and migrants most often leave home with some work experience and training, but often without formal certification. Or even if they do have a formal certification from their home country, some receiving countries will not recognize it. Humanitarian and development actors working with this population should ask about skills, education, and training as a starting point, which can inform the design of the package of activities offered to each individual.

In **ECUADOR**, AVSI observes that a lack of local recognition of degrees and certifications earned in Venezuela is a barrier to formal employment. Skills training provided in Ecuador should lead to a certification that has value in the local market. This is important even in the informal sector, as costs and fees for the kind of skills trainings migrants need to compete are a barrier to entry.

NGOs can play an advocacy role to get certain skills or training recognized by authorities, thus increasing the value of the training, and opening new opportunities for work. In **KENYA**, for example, AVSI worked hard to make sure that the teacher professional development courses we offered would be recognized in Kenya and Somalia.

In **UGANDA**, AVSI has hired hundreds of refugees as community-based staff, offering training and work experience that will be extremely valuable as these employees move on with their careers in Uganda. Formal certificates and clear descriptions of the training are part of the package we can offer the refugees.

While training and skills recognition may not meet immediate needs for income, this approach can strengthen the longer-term ability of refugees and migrants to earn a living where they integrate.

How to do it

After identifying the need and understanding all the related issues, the most common approach will be to partner with local government and local educational entities who can provide the right trainings and certifications. For example, in **KENYA**, AVSI first had to understand the demand of the local economy for different professions and skills, the existing opportunities for training open to refugees, and the key actors who could affect a policy change. Given the high demand for trained teachers to

work in refugee camps, and the high mobility of refugees and Government of Kenya policy of voluntary repatriation, the conditions were right for the policy change AVSI sought.

Monitoring and evaluation

Skills building and certifications should create better opportunities for steady future income. When possible, long-term assessments and tracking of participant outcomes can reveal the impact of such interventions. In **KENYA**, a post-project assessment of teachers who had returned to Somalia showed the positive effect of the certified professional development of teachers trained by AVSI in Dadaab, Kenya, during the time as refugees.

6. Cash for livelihoods

Recommendation: Carefully plan cash-based interventions to achieve clear goals, respecting local markets and recognizing the unique challenges of displaced populations to make progress towards sustainable livelihoods.

Why it's important

Cash can provide much-needed breathing space for an individual or family in distress, including after migrating. When they can cover their basic needs for a time, they can focus on things that are fundamental to sustained autonomy and integration like enrolling their kids in schools and finding a job. While cash assistance can feel transactional, as a strategy within a larger program it can

promote human dignity by giving people the choice to spend money on the things they need and want, instead of constricting them to whatever assistance the donor wants to give them, as in more traditional models.

Cash-for-work can be employed to give dignified work experience, and the opportunity to earn an income, in settings where formal employment is not a viable option. Cash-for-work is also a useful strategy when public works are needed, such as cleaning rubble or preparing public gardens. Any new small business needs seed capital to set itself up for growth. In migration contexts where entrepreneurship is more viable than formal employment, cash for seed capital can be a key tool.

How to do it

Any cash intervention must include a local market assessment to understand how an influx of cash will affect the local market, as well as how to deliver the cash safely in the local context. In AVSI's experience, it is important that NGOs provide ongoing support and accompaniment to cash recipients, recognizing that cash can rarely provide a full solution to the challenges being faced by the refugee or migrant.

For newly settled migrants, growing a business or income generating activity is difficult, but feasible with care and support. In **ECUADOR**, Venezuelan migrants who received three months of cash assistance for rent were able to pursue professional training and invest in their income generating activities, while saving up money to continue paying their expenses after project assistance ended. A market assessment was vital to identify sectors where Venezuelans would not be crowded out and local businesses would not be hurt.

The decision on whether to provide cash or in-kind assets needs to be weighed carefully. In **IRAQ**, AVSI decided to purchase the assets for the beneficiary farmers because the local market was weak and AVSI could purchase in bulk, ensuring better quality and prices. The assets were delivered to the beneficiaries marked with a value in the local currency, which was important for the partial repayment of the initial investment to take place. A unique local association was created with the farmers to manage the repayment system, and to decide how to reinvest the funds later. In **BRAZIL**, multi-purpose cash was provided after migrants were relocated and settled in a new job. They mostly used this support to pay for housing, which supported their integration in the short-term. In **LEBANON**, cash-for-work was the best strategy to give Syrian women the opportunity to learn tailoring skills and earn an income, when legally they cannot start a formal business.

The distribution of multipurpose cash should last long enough to give beneficiaries the relief they need to integrate in their new communities, but not so long that it creates dependency or disincentivizes work. The proper duration is difficult to pinpoint and is largely context dependent.

Projects must be carefully monitored, and mechanisms must be flexible, so that the amount, frequency, and duration of cash assistance can be quickly changed as needed.

Monitoring and evaluation

In monitoring whether a cash-based intervention is successful, having clear objectives and considering the timeline to achieve those objectives is important. The many challenges of tracking increases in income, savings, and assets in any development project are even more salient with a mobile and often less formal population like refugees, migrants, and other displaced persons. One strategy is to focus on a household's ability to cover basic needs, defined in reference to a specific context.

7. Context informed design

Recommendation: Know your "customer" and know your "place" to inform design of interventions, adapt to the needs of sub-groups even among displaced persons, and take advantage of opportunities that arise.

Why it's important

Getting to know and gaining the trust of migrant and displaced populations takes time, patience, effort, and attention, and *when done right*, this knowledge and trust become invaluable assets. Similarly, our experience shows the importance of getting to know the particularities of each place of intervention; this includes the specific challenges of that place, including myths and misconceptions, as well as opportunities, such as: the existence of training centers that can provide services to migrant populations, or the presence of emerging markets that could increase migrants' income generation potential. We must also recognize the heterogeneity of our target population, particularly when it comes to livelihoods, and be able to be adapt our approach accordingly and with flexibility even at times during implementation. In the absence of this careful approach to the receiving community context and the heterogeneity of our target population, we risk implementing projects that are less effective and cost-efficient, as well as potentially harmful. AVSI's multi-sectoral approach to programming for refugees and migrants provides additional opportunities for project staff to get to know the population and the reality of their lives, build trusting relationships, and in turn inform the design of livelihoods activities.

How to do it

Project staff must stay close to the beneficiary population throughout the life of the project, and AVSI must quickly adapt activities based on feedback received from beneficiaries and project data. For

example, in **ECUADOR**, the original project design included three months of consumption support for rent and food for a newly arrived refugee family, alongside livelihoods training. The intention was that income would begin to roll in during those three months, and that support would move from basic consumption needs to more long-term expenses, such as business start-up, equipment, school fees, etc. But we found that only some refugees could launch a revenue-making business in that time, while the more vulnerable ones (like mothers of young children) took longer. AVSI's closeness to the participants and attentive listening helped us to recognize this situation and adapt. We created new mechanisms for cash support for basic needs and earmarked more money for these activities.

Both in **ECUADOR** and **IRAQ**, AVSI found significant differences across the geographic contexts where the projects were operating as the projects began to scale up to larger areas. In Ecuador, the migration dynamics and local economies in each of the 3 provinces were different and this required more adaptation of the program design and workplan than originally anticipated. In Iraq, significant differences between IDPs who had returned home (returnees) and those who were still displaced required a rethinking of project strategies that ultimately led to higher rates of success.

It is essential to have a comprehensive *Accountability to Affected Populations Framework* for each country with specific provisions for each community and project. Like the example from Ecuador, in **KENYA**, the accountability framework created mechanisms for refugee participants to tell AVSI staff exactly what they thought and helped project staff to understand their perspectives and needs. Changes to the project were made as a result, including add activities to enhance the outreach and support provided to female refugee teachers to help them successfully complete the training cycle. An effective feedback system contributes to the trust of a community towards the implementing organization and provides input for adaptive management.

Monitoring and evaluation

Feedback and complaint systems can provide data that can give some insight onto the level of trust among a beneficiary population, as well as a limited amount of qualitative data on level of satisfaction. Specific tools to gauge satisfaction are also useful for specific interventions, such as a training course, but can be subject to bias of the respondents, if used too generally. Indicators that track completion of certain activities, and not only enrolment, can signal whether the program design adequate for the target population or not. Disaggregation of data by region or other subset of the target population is often necessary to thoroughly understand how the project was received.

Conclusion

The collaborative exercise that led to this report demonstrates the value of pause-and-reflect moments that facilitate comparison across projects. The work was guided by AVSI's existing operational principles for the sector and informed by the M&E systems and data already collected by each project.[1] The sample of projects had enough in common to allow for this comparative approach to be useful: all were funded by the same donor (USG – PRM and USAID), with at least one core component in common (livelihoods). The lessons that emerged and the resulting programmatic recommendations align well with emerging evidence from researchers and policy makers. The World Bank, together with UNHCR and FCDO, produced a synthesis report in January 2023 with several policy level recommendations which complement AVSI's recommendations for program design. Together, donors and implementers can find suggestions for a way forward as the international community, national governments, communities, and neighborhoods continue to grapple with how best to manage the unprecedented level of forced displacement and human migratory flows across the globe.

[1] *"AVSI. 2023. AVSI Migration Position Paper. Milan, Italy: AVSI Foundation. © AVSI."* *www.avsi-usa.org/wp-content/uploads/2023/03/AVSI-Migration-Position-Paper-2023.pdf*

World Bank Forced Displacement and Social Cohesion Policy Recommendations[2]

- In line with the United Nations Global Compact on Refugees, provide refugees the right to work, freedom of movement, access to social services, civil and birth registration, and right to accommodation.
- Ensure that humanitarian assistance and development investments target both displaced persons and host communities.
- Invest in infrastructure and services to meet the increased demand due to population shocks and use these investments to also address existing vulnerabilities in host communities.
- Near-term relief and assistance should be provided to both host communities and displaced persons following displacement to offset negative externalities on prices and jobs.
- Provide relevant support such as mental health services for the trauma endured during displacement, ongoing social assistance to address hardships, and legal assistance to recover property and obtain documents to address displaced persons' longer-term well-being and self-reliance.
- Tailor investments to the unique needs of urban and rural areas hosting the displaced, which may include labor market integration and housing support in urban areas and access to land, income-generating opportunities, infrastructure, and services in rural areas.
- Employ participatory approaches, trained facilitators, and public messaging to promote positive interactions and empathy between host residents and displaced persons. Pair multisectoral investments with participatory approaches to ensure investments address the needs of displaced persons and host communities.

[2] *"World Bank. 2022. Social Cohesion and Forced Displacement : A Synthesis of New Research. Washington, DC: World Bank. © World Bank. https://openknowledge.worldbank.org/handle/10986/38431 License: CC BY 3.0 IGO." https://openknowledge.worldbank.org/handle/10986/38431*

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