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Creating Methods for SINGA Lyon to Determine and Demonstrate their Impact

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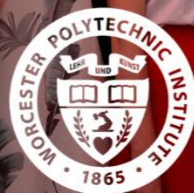
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Abstract

SINGA Lyon is a nonprofit that promotes the inclusion of newcomers in Lyon, but currently does not have methods to communicate their impact. Our aim was to develop an innovative way for SINGA's Incubator to represent the impact of their unique approach to the inclusion of newcomers. We conducted interviews, surveys, and researched similar organizations to determine indicators of success, methods of data collection, and communication strategies for SINGA. We filmed and produced two videos that demonstrate SINGA's impact. Throughout our research, we found that SINGA is effective in achieving its mission, and provided a comprehensive manual with ways for SINGA to document and demonstrate their impact. The use of our methods can help expand SINGA's impact on the Lyon community.

Executive Summary

In 2018, more than one-fifth of all first-time asylum applicants in the European Union hoped to migrate to France (Eurostat, 2019). Asylum seekers, refugees, and a variety of other newcomers sometimes have trouble being included in their host communities. The term *nouveaux arrivants* (newcomers) refers to all people who have just arrived in a community. Newcomers often are overqualified for the jobs they occupy, and have problems networking and transferring professional skills (Anguier, 2014). The result is often “discrimination in the labour market” (Wauters & Lambrecht, 2008).

SINGA is a non-governmental organization founded in Paris in 2012 that encourages the inclusion of newcomers within the community through entrepreneurship. SINGA means “connections” and its programs have expanded in France and other countries. The **Lyon branch of SINGA France offers an incubator program that facilitates the inclusion of *nouveaux arrivants* by helping them start their own businesses** (Chevignard, 2019). Entrepreneurship offers a way to solve many problems that refugees face while simultaneously contributing to their host communities.

SINGA Lyon has accompanied over 30 entrepreneurs by providing advice on entrepreneurship, such as networking them with people who can assist in the development of their project and pitching their projects to investors. However, **SINGA Lyon does not have methods to demonstrate the impact of its programs** to the community, donors, and patrons. They need these methods to differentiate themselves from other organizations that offer related services and to attract more donors to carry out their mission. SINGA has identified some key indicators of their impact, including the number of people in their incubator program, satisfaction rate of participants, participant turnover, and data about the participants such as age and gender.

Our aim was to **develop innovative ways for SINGA’s Incubator to represent their unique approach to the inclusion of *nouveaux arrivants* and to demonstrate their overall impact on the community**. We conducted interviews and distributed surveys to determine the best methods of collecting data. We identified **new impact indicators** for SINGA and we created **two videos** of SINGA entrepreneurs and leaders to communicate the impact of SINGA’s Incubator. We also created a comprehensive *Manual to Evaluate and Demonstrate and Impact (MEDI)* that documents concrete strategies for SINGA to collect data and demonstrate its impact. We recommend SINGA use the videos on their website and the manual to guide their collection of data and communication of impact in the future.

We developed the following objectives to attain our goal:

1. To determine SINGA’s current impact and the best way to represent it
2. To test methods of gathering data on SINGA’s impact
3. To evaluate the methods of gathering data on existing and new indicators
4. To develop effective methods of portraying the impact of SINGA’s Incubator

Methodology

The first objective determined the quality, effectiveness, and reputation of SINGA's incubator through **interviews** of four SINGA leaders, four volunteers, and 10 entrepreneurs. Using an **interview coding system, we extrapolated key indicators** mentioned by our various interviewees and evaluated SINGA's quality of work and ability to communicate their impact to the community. Coding allowed us to compile similar opinions about SINGA's quality of work and find new indicators to add to the list of indicators that SINGA had already found.

The second objective was focused on **methods** to obtain information on the indicators. One **survey of the Lyon community** included questions about the community's view on refugees, nonprofits, motivation for donations, and knowledge of SINGA. We also created another **survey for the SINGA Community** for volunteers and event participants to collect data on the new impact indicators identified in the first objective.

The third objective **assessed the surveys'** different questions, response rate, and distribution methods. Currently, SINGA France sends a survey to entrepreneurs after they have completed the Incubator program. We recommended revisions to SINGA's existing entrepreneur survey by adding additional questions and improving the distribution method to help SINGA collect data on new impact indicators.

Our final objective **created and evaluated methods of communicating SINGA's impact** by comparing several organizations that had similar size, age, and mission as SINGA. This benchmarking allowed us to identify effective methods of communication with an audience of donors and partners. The findings of our earlier objectives were critical in the production of our most significant deliverables, two videos and the Manual to Evaluate and Demonstrate Impact.

Results and Analysis

Positive Views

Our interviews showed that entrepreneurs, leaders, and volunteers overwhelmingly believe that **SINGA welcomes all types of business ideas**. This allows people involved with their program to make connections with others. SINGA helps entrepreneurs set and meet their goals, gain independence, and gain competency in business. Entrepreneurs find their mentors helpful and expressed an interest in being mentors or volunteers for SINGA in the future.

The data from our interviews suggests that **SINGA is unique** because they effectively teach entrepreneurs how to start a business and provide French lessons. SINGA removes the label of a "refugee" and considers the *nouveaux arrivants* as equal to any other citizen. SINGA leaders believe the organization is unique because **SINGA's main mission is not to accompany entrepreneurs, but rather to make a social impact and change the views of society**. SINGA also strives to establish personal and professional connections between newcomers and locals. SINGA can use these strengths to promote themselves to potential donors.

Indicators

We identified significant new impact indicators through our interview coding process. We clustered these new indicators into **four categories of impact indicators: quality, business, knowledge, and inclusion.**

- *Quality indicators* focus on how members of the program view SINGA’s work, such as testimonials and satisfaction rate of entrepreneurs.
- *Business indicators* focus on the success of the entrepreneur’s businesses such as the number of entrepreneurs who can live off their business, and business sustainability.
- *Knowledge indicators* focus on the skills that entrepreneurs gained from the program such as knowledge of French language and culture, and self-confidence in the entrepreneurs’ abilities.
- *Inclusion indicators* focus on networking and connections made through SINGA, such as the number of friendships made through SINGA, and the number of entrepreneurs who know locals outside of SINGA.

Suggestions and Challenges

Some of the people we interviewed had **suggestions for improvement** by SINGA. Entrepreneurs agreed that SINGA should teach more about market research. We also found that since SINGA accepts all types of projects, different types of projects need to be accompanied differently. Additionally, although SINGA prides themselves on their “buddy” program online, five out of the 13 volunteers and entrepreneurs were not familiar with the terminology nor the program. Lastly, entrepreneurs suggested that SINGA create a space for them to collaborate with each other in close proximity to help each other with projects. SINGA has recently moved to TUBA (seen in Figure 1, a coworking space, so we recommend that they inform all the entrepreneurs of the new space available to them.



Figure 1: Entrepreneurs working together at SINGA Lyon

Our analysis of the surveys and interviews led to the following specific recommendations for SINGA:

- Consider offering intensive weekend-long workshops on marketing research and knowing how to market a business
- Clarify the meaning of the Buddy program (See glossary of terms)
- Clarify for entrepreneurs that Tubà has space available for them to work

- Create different groups in the incubation program according to the different business ideas, allowing them to meet the needs of each business more closely
- Interview entrepreneurs after every promotion, and once a year for past entrepreneurs
- Survey entrepreneurs pre-incubation, during the incubation program, and immediately after the promotion, and once 1-3 years after the promotion ends.

Surveys and Recommendations for Future Surveys

We also conducted a survey of the Lyon community and SINGA community. The Lyon Community Survey was distributed through a link on multiple Facebook groups, whose members were mostly comprised of inhabitants of Lyon. The SINGA Community survey was distributed in person and on SINGA's member Facebook group, WhatsApp group, and Slack. This survey was designed to evaluate the opinions of people who were involved with SINGA. The results of the **surveys showed that people in both communities would most like to see impact represented through impact reports and videos**. We also found that people believed **case studies of personal experiences** and **how funding is distributed** within an organization were the most persuasive ways of demonstrating impact.

Multiple languages was a challenge when distributing the survey. Our surveys were available in both French and English; however, some of the people interested in taking the survey were not proficient in either. We recommend that SINGA puts the survey in multiple languages other than English and French. Overall, we recommend that SINGA update this survey yearly on Facebook, WhatsApp, and Slack to understand the view of SINGA participants on an ongoing basis.

Methods of Communicating Impact

Researching how other organizations communicate impact

We also compared SINGA Lyon with 10 similar organizations. There was a **relationship between methods of communicating impact and the number of donors** and partnerships. Although less than 50% of these organizations published annual reports or statistics on their websites, the organizations that did use these methods had a much larger number of donors and partnerships than those that did not. SINGA should include annual reports and impact statistics prominently on their website in order to attract more partners and ensure credibility. We also found that 70% of all the organizations have videos on their website.

We recommend that **SINGA create and distribute an annual report** similar to one of its peers, Refugees Forward. Refugees Forward is approximately the same age and size as SINGA, but has raised 300,000 US Dollars, has many large partnerships, and its organizational data and annual reports are displayed prominently on its website. The annual report includes multiple ways to collect data and demonstrate impact on many of the indicators that we recommended.

Videos

We created two-minute videos depicting entrepreneurs and SINGA leaders who speak about the incubator program, their personal experiences and the different indicators that define SINGA's success through our interview coding process.

One video was a case study of a successful entrepreneur, Vignesh (seen in Figure 2) in the incubator program. We created this video because our survey showed that case studies and videos were the most popular ways people wanted to see SINGA's impact. **The second video demonstrated the effectiveness of the new impact indicators** by highlighting testimonials from entrepreneurs and staff that we identified through our interview coding process. This video **enables multiple voices to be heard speaking persuasively** from firsthand experience about impact indicators such as the number of friendships made, confidence gained, and other **testimonials of personal experiences** within the SINGA Lyon program.



Figure 2: Entrepreneur - Vignesh - depicted in Case Study Video

We recommend SINGA Lyon include these or similar videos on their website. Our interviews, surveys, and benchmarking of comparable organizations all indicate the effectiveness of communicating SINGA's impact through case studies of the entrepreneurs.

Manual of Evaluation and Demonstration of Impact

The Manuel d'Evaluation et de Démonstration d'Impact (MEDI) is a collection of guides that we created to help SINGA collect and evaluate data in order to demonstrate impact. MEDI shows **how to create effective interview and survey questions**, as well as how to deliver or distribute them based on our experiences in Lyon. Additionally, we have created sections that detail how one can present the data collected. We give **videography recommendations** on production of the videos, including templates on the structure of an effective video based on our research. This manual should be used in conjunction with active data gathering to effectively represent and collect data.

MEDI's **Guide to Data Collection** offers SINGA a starting point to collect additional data in the future. Because indicators of success may differ between audiences, this section offers recommendations on how to find new indicators. This also serves as a tool that SINGA can use to design new surveys and interviews. This guide also contains information on how to analyze interviews and surveys to understand impact. Without collecting this data, SINGA would not be able to move on to the next step: demonstrating their impact.

MEDI's **Guide to Data Demonstration** offers SINGA recommendations on how to create effective videos and impact reports. SINGA does not currently have an employee that has expertise in videography. As a result, this guide will show them the basics on how to create effective videos.

Using this guide and footage that we have given them, we recommend SINGA create videos to communicate their impact for years to come. SINGA Lyon also currently does not have their own impact report. The Guide to Data Demonstration provides examples that will help SINGA create effective impact reports.

Conclusion

Our collaboration with the SINGA community allowed us to collect data on the quality and impact of their incubator program, compile a list of new impact indicators, and make recommendations and guides that they will be able to use indefinitely. In addition, we created a detailed guide on collecting information on new impact indicators, instructions on data collection and representation, and an outline for strategies in videography so that SINGA can tell the story of its impact in the future. We created two promotional videos for SINGA, one a case study of a successful entrepreneur and another that exemplified SINGA's uniqueness through testimonials.

The videos, MEDI, and suggestions made by entrepreneurs and volunteers will enable SINGA to attract more donors, acquire more data on impact indicators, and improve their incubator program. With these findings and recommendations, SINGA will be able to evaluate and demonstrate the impressive quality and the profound impact of their mission and programs as they continue to touch peoples' lives in Lyon and beyond.

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Glossary of Terms

1. **Refugee:** defined as a person who has left their home country due to political instability, violence, or persecution, and hopes to pursue a better life in a different country.
2. **Nouveaux Arrivants:** All refugees are under a broader category of people called *nouveaux arrivants* (newcomers), which can be defined as any person who is not yet included in the community of Lyon.
3. **Community:** This encompasses the entire community of Lyon.
4. **Locals:** A subset of the community are “locals”, which are described as people who have assimilated into the community of Lyon. SINGA works with *nouveaux arrivants* and helps them to become “locals” by involving them in their pre-incubator program, which allows *nouveaux arrivants* to learn the basics about entrepreneurship, and their incubation program, which is a more in-depth program where entrepreneurs are mentored through the process of starting their own business.
5. **Buddy:** Through SINGA’s programs, *nouveaux arrivants* may be paired with a “buddy” which is a local volunteer who helps them with day-to-day tasks, entrepreneurial guidance, and serves as a community companion.
6. **Donors:** refers to people who donate to an organization without expecting something in return.
7. **Patrons:** refers to businesses and organizations that SINGA could sell services to in order to raise money for their organization. SINGA has indicated that they are interested in selling their services to patrons and have already begun this process.
8. **Inspire & Team Building:** The services that they are interested in selling are Team Building services, and “Inspire”. Inspire is a service that involves entrepreneurs giving speeches like Ted Talks, to different companies to inspire their workers.
9. **Blabla:** Weekly events that SINGA puts on for anyone in the Lyon community to talk to one another, connect with one another, or play board games. Many people come to Blabla to practice their French.

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MEDI: How to Code Interviews	Shaidani	Staknis

MEDI: Annual Reports and Website Statistics	Shaidani	Clarrissimeaux
MEDI: Guide to Filming Interviews	Valero	Shaidani & Clarrissimeaux
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MEDI: Presenting Data	Clarrissimeaux	Valero
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Appendix C: Video Consent	Valero	Shaidani
Appendix C: Interview Consent	Shaidani	Clarrissimeaux
Appendix D	Provided by SINGA	Staknis
Appendix E	All	All
Appendix F	Valero	Shaidani
Appendix G	n/a	n/a
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As *nouveaux arrivants* within the Lyon community, SINGA's mission showed through our lives during the seven-week IQP. We felt included as we attended so many of the SINGA events and working with our sponsors, Birgit, Annaelle, and Justine, on a daily basis. We deeply thank our sponsors for making our trip to Lyon, France so impactful.

1.0 Introduction

In 2018, about 139,000 refugees were seeking asylum in France alone (Eurostat, 2019). Having such a large number of refugees makes it difficult to include them all into their host communities. In France, the term *migrants* encompasses all refugees, immigrants, and asylum seekers, while the term *nouveaux arrivants* (newcomers) refers to newcomers in a community. *Nouveaux arrivants* face the same difficulties as refugees due to economic inequalities, cultural differences, negative sentiment toward refugees, and language barriers (Sousa & Vlachou, 2017). *Nouveaux arrivants* support organizations often provide humanitarian aid, housing, and language assistance, but the inclusion of *nouveaux arrivants* remains difficult without access to steady employment.

An organization started in Paris called SINGA has an incubator program that facilitates the inclusion of *nouveaux arrivants* by helping them start their own business (Chevignard, 2019). Business incubators provide skills which are “critical for a start-up business whose owner may have appropriate technical experience and knowledge but only limited experience in owning and operating a business” (Markley, 1996). SINGA is one of very few organizations that connects newcomers with locals to overcome language and cultural barriers to encourage their inclusion into the community through entrepreneurship.

SINGA’s Incubator in Lyon needs to demonstrate the impact of its programs for *nouveaux arrivants* to the community, donors, and partners in order to differentiate itself from other organizations that offer related services. They currently promote their programs through posters, presentations, social media, and word of mouth. SINGA’s Incubator has tried to demonstrate their impact but has not developed an effective method to do so. Currently, they only send surveys to entrepreneurs after completing the incubation to receive their feedback on the incubator. They have developed a list of indicators, hoping to gather data and are also looking for new indicators.

Our aim is to develop innovative ways for SINGA’s Incubator to represent their unique approach to the inclusion of *nouveaux arrivants* and their overall impact on the community. We developed the following objectives to attain our goal:

1. To determine SINGA’s current impact and the best way to represent it
2. To test methods of gathering data on SINGA’s impact
3. To evaluate the methods of gathering data on existing and new indicators
4. To develop effective methods of portraying the impact of SINGA’s Incubator

If SINGA demonstrates their impact effectively by collecting data from the community, patrons, future entrepreneurs, and donors they will draw in more community involvement and gain more financial support. The following report includes information on the refugee crisis, nonprofits, and impact assessments, followed by a methodology to achieve the objectives above. The report then goes into our results from conducting our methodology and our recommendations to SINGA Lyon.

2.0 Background

The following section provides information on the refugee crisis, the state of inclusion of refugees into host communities, refugee entrepreneurship, funding, challenges of nonprofit organizations, best methods of showing impact, and SINGA's current impact reports.

2.1 Refugees in France

The large influx of asylum applicants and immigrants traveling to the EU since 2011 is known as the Refugee Crisis. Despite many organizations dedicated to helping refugees in France, refugees are still struggling to be included into French society. The more people that migrate to France, the more difficult it is to include all of them into society both socially and economically (Anguier, 2012). More information about refugee policy in France can be found in Appendix H.

2.1.2 Employment and Education of Refugees

Refugees often have trouble being included within their host communities despite being well-educated. The European Commission reported that 60% of refugees in France are overqualified for the job they occupy, compared to 30% of native-born French citizens (Anguier, 2014). One reason for this discrepancy is that foreign diplomas may not have an official equivalent to French qualifications. Refugee success increases with increased familiarity with the host country. Refugees in the EU who have a lower level of knowledge about their host country have an employment rate of 27%, compared to those with an intermediate level of knowledge, with a 59% employment rate (European Commission, 2014). Thus, many refugee support organizations focus on educating their clients on French policy, society, and culture.

2.1.3 Sentiment and politics

Refugees can have problems networking and transferring professional skills, and as a result find there is “discrimination in the labour market” (Wauters & Lambrecht, 2008). Additionally, in the news, *migrants* are often linked with crime and security issues (Caviedes, 2015). Several political parties have developed strong views regarding migrants and prioritizing French citizens over immigrants (Greco, 2017). A 2017 analysis of French tweets by Greco containing the term *migrants* found that 58% of tweets had negative views regarding *migrants*. Specifically, the posts generally described *migrants* “as terrorists, as aggressors, and the variety of citizens’ religious choices are perceived as an obstruction to cohabitation” (Greco, 2017).

2.1.4 SINGA's Entrepreneurial Solution

Entrepreneurship offers a way to solve many problems that refugees face, while simultaneously improving their host communities. An immigrant's “entrepreneurial behavior expands the sectors of the host economies in which they operate” (Bizri, 2017). Family and local connections often make up the main source of funding for new businesses, but newcomers often leave these connections in their home countries. Inexperienced entrepreneurs also do not have formal business plans, which makes banks hesitant to invest. Without proper advisors, migrants may pick business sectors that require little funding rather than fields that they are knowledgeable about or where there is a market demand (Wauters & Lambrecht, 2008). Refugees also do not

know what forms or applications are required to start a business. This chaining effect leading to bad business practices caused by the situation of many refugees is demonstrated in Figure 1.

SINGA helps the entrepreneurs with this through mentors who are experienced with entrepreneurship in France. SINGA also provides advice on how entrepreneurs can find funding for their projects and pitch them effectively to investors. Several other barriers that SINGA helps entrepreneurs overcome and their consequences are represented in Figure 3.

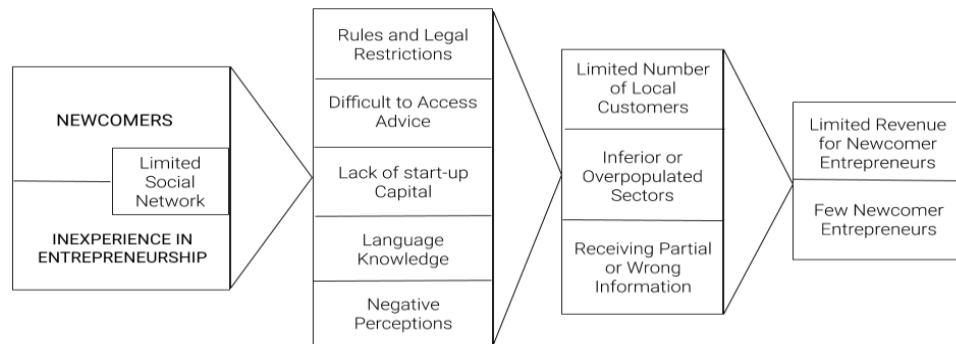


Figure 3: Barriers to refugee entrepreneurship considered by SINGA, with additions from Wauters & Lambretch, 2008..

SINGA Lyon has already helped over 30 entrepreneurs with their projects. Through SINGA’s Incubator, refugees and their neighborhoods benefit from refugee entrepreneurship. In order for SINGA to help refugees, they need to generate revenue and become sustainable.

2.2 NGOs: Funding and Challenges

Non-Governmental Organizations (NGOs) like SINGA work with the community to further a social cause. Nonprofit organizations use donations to hold events to help raise awareness for a social issue, or to help the people directly affected.

2.2.1 Non-Profits: Financing Challenges and Donation Motivation

A common problem for nonprofits is lack of funding (Foster & Fine, 2007). According to the National Center of Charitable Statistics (NCCS), there are over 1.5 million nonprofits worldwide (2015). Finding and managing diverse sources of funding can be time consuming and unpredictable. Successful NGOs get their funding from one organization or individual, rather than a variety of sources (Foster & Fine, 2007). SINGA receives most of its funding from private donations. Funding from the selling of services made up a small portion of their funding in 2018, as can be seen in Figure 4.

Breakdown of Funding Sources: International Average and SINGA

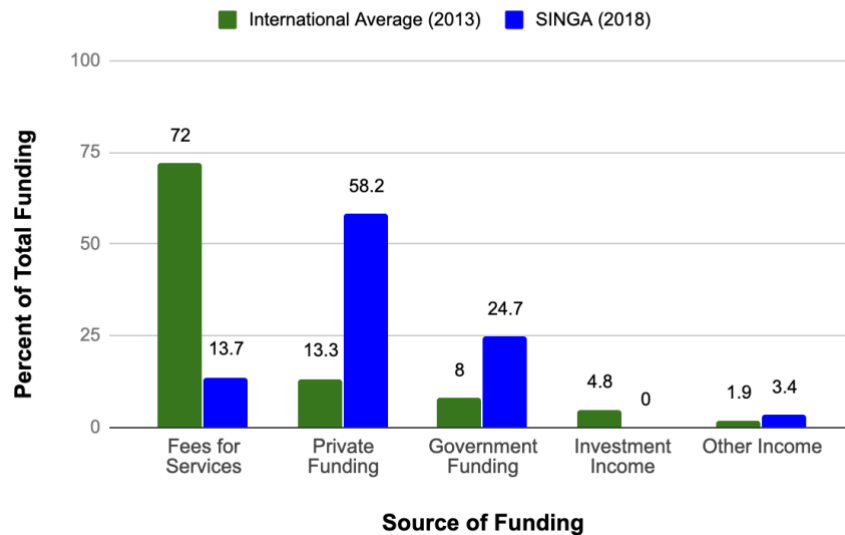


Figure 4: : Average breakdown of funding for nonprofit organizations and SINGA, created using data obtained from the NCCS calculations of the IRS Income Statistics (2009, 2011) and Rapport Du Commissaire Aux Comptes 2018 SINGA France

The success of an NGO can also be measured through the number of volunteer hours they receive (McKeever, 2019). Personal involvement in an NGO is also one of the primary reasons people donate (Smith, Windmeijer, & Wright, 2013). The NCCS reported people are typically influenced to donate by friends and family, prominent donors, personal experience, emotional appeal, and recognition. Endorsement of an NGO by affiliates or influential donors can increase their chances of being funded, due to increased legitimacy and recognition of work (McKeever, 2019). One of the most effective ways NGOs market their campaign is to tell a story about an individual affected by their cause (Carman, 2004). Donors are more responsive to requests involving one specific beneficiary than general statistics (Small & Loewenstein, 2003). Donations in France are at most 70% tax deductible for individuals and at most 60% tax deductible for businesses (European Fundraising Association, 2018). Donations are capped at 20% of adjusted gross income for individuals and only 0.5% of revenue for businesses. In contrast, in the US, donations are 100% tax deductible up to 50% of gross income (European Fundraising Association, 2018). The French also pay higher taxes, making them hesitant to give more of their money away (O’Keefe & Stavre, 2019). The difference in tax deductions leads to a lower amount of French citizens donating to NGOs. Another factor is “the strong role of the State, the mistrust toward private actors to provide general good, and a certain skepticism toward transparency” (Antal & Sobczak, 2007). The French are much more likely to donate their time to volunteer than they are their money (O’Keefe & Stavre, 2019). French NGOs must convince donors that supporting the organization will benefit them in a concrete way.

2.2.2 What Nonprofits Should be Doing

According to an article in the journal *Nonprofit Business Advisor*, a non-profit organization must display five attributes in order to be able to achieve distinction: financial sustainability, cross-subsidization, entrepreneurial spirit, decentralization of leadership, and rigorous data collection (Financial sustainability, entrepreneurial thinking top nonprofit donor checklist, 2015). SINGA currently lacks sustainable funding and rigorous data collection. See Appendix K for more information on each component.

2.3 Impact Assessment for NGOs

Impact assessment using recent data show that an NGO's work has a positive impact. SINGA could use an impact assessment strategy to make better informed decisions on how to accomplish their vision and mission, and influence a larger audience.

2.3.1 Different formats for distributing and demonstrating impact

Using Pamphlets and Newsletters

Pamphlets or newsletters can be used to effectively communicate information to target populations. In 2016, a study found that 97% of people who read a pamphlet about risk minimization for a certain medication they prescribed were able to correctly answer questions about the content of the pamphlet, while only 51% of those who did not read the pamphlet were able to answer questions correctly (Bester, et al., 2016). In another study, a random selection of 7,668 women were mailed a pamphlet to encourage them to join a service. The aim of the study was to understand whether pamphlets with different designs “were more effective in changing knowledge, attitudes and behavior” (Paul, et al., 2003)¹.

The study found that there was a general increase of knowledge about the service of those who were mailed the pamphlet, regardless of the design, showing that pamphlets in general can be effective in communicating information about an organization. Pamphlets can have an impact on the social awareness of issues, educate audiences about topics, and educate about the existence of a service.

How to make effective Pamphlets

According to the second study, any form of pamphlet design found in Appendix J was effective in increasing general knowledge. However, according to a marketing specialist at the University of Nebraska, a successful pamphlet must do the following (Pennisi, et al., 2011): State the purpose of the pamphlet, emphasize what makes the organization unique, determine the call to action (e.g. sign up as a volunteer, donate, etc.), show how the audience can take action, show why the audience should take action, show who and where the organization is, and appeal to emotions and needs. Making pamphlets using these seven markers of a successful pamphlet can expand the organization's visibility.

¹ The characteristics of the types of pamphlets are found in Appendix J.

Using Videography

Short-form videos are excellent at satisfying the demand of fresh content on social media (Foertsch, 2019). They take a larger story and break it down into smaller snippets that are digestible to the people watching. Short-form videos are the preferred format for information directed social media followers (Foertsch, 2019). Videos could provide an effective way to market the SINGA events and to increase social media engagement (Foertsch, 2019).

How to make effective videos

Three main ways of creating effective videos are creating an engaging script/template with relevant content, choosing the right customers, employees or actors to be in the video, and using necessary equipment (Bright Edge, 2019). This information can be found in Appendix F and MEDI.

Using Annual Reports

Annual reports are often required by law for nonprofits, but many nonprofits will complete annual reports that go far beyond the legal expectations. Nonprofits that do often have far more effective reports than those that do not (Gordon, Khumawala, Kraut, & Neely, 2010).

How to make effective Annual Reports

Annual reports must be accessible, transparent, relevant, disclose everything fully, and be comprehensive with regard to financials (Gordon, Khumawala, Kraut, & Neely, 2010). The following components in Figure 5 make up an effective annual report.

Component	Definition	Why it's Helpful
Accountability	Ensuring charity money is not being used for personal gain ²	This helps donors decide which charities to donate to, if several charities have similar missions ⁵
Accessibility	The ability to get people to read the report ⁵	The annual report has to be delivered in such a way that audiences can see it ⁵
Transparency	The clearness and feasibility of the report ⁵	The report must be understandable to those with little to no background on the topic ⁵
Full disclosure	Telling the readers everything about the organization ⁵	Withholding/telling too much information may affect decisions of the donors, so it must be concise and informative ⁴
Relevance	Information about the organization's mission, services, accomplishments, and programs ⁵	For donors, the mission is often the motivating factor for donations ⁵

² (Gordon, Khumawala, Kraut, & Neely, 2010).

Figure 5: : Table showing the 5 components of effective annual reports

2.3.2 SINGA's Impact Reports

What SINGA has done

SINGA does not distribute pamphlets, make annual reports, or videos. Additionally, they collect very little data on their programs. The main data that SINGA collects for impact assessment is the names, contact information, program status, and respective projects for program participants (Anne-Laure Hernandez, Ha Ngan Phan & Aurore Le Saule, 2017). SINGA has identified some key indicators that show their impact, including the number of people in their incubation programs, satisfaction rate of participants, participant turnover, and data about the participants such as age and gender. A list of these indicators can be found in Appendix D.

Currently, SINGA gives brief descriptions of the projects and people they have helped on their website. Little to no other information about their impact is available on their website. They also give out a survey to the entrepreneurs who have completed the program to obtain some feedback on the curriculum.

What SINGA has not done

SINGA has not collected a significant amount of data about their impact. The data they have is not in a format which is presentable to donors and the public. We can help SINGA to increase their impact and widen the range of their audience by creating methods for them to improve communication of their impact and engage people to donate and take part in their programs.

3.0 Methodology

Our aim is to develop an innovative way for SINGA's incubator to represent their unique approach to the inclusion of *nouveaux arrivants* and their overall impact on the community using the following objectives.

1. To determine SINGA's current impact and the best way to represent it
2. To test methods of gathering data on SINGA's impact
3. To evaluate the methods of gathering data on existing and new indicators
4. To develop effective methods of communicating the impact of SINGA's Incubator

This project's field of inquiry involves *nouveaux arrivants*, locals, the community of Lyon, donors, patrons, and the organization's incubation programs (Glossary of Terms). The following sections describe the methods used to achieve each of the objectives listed above. This includes interviews with entrepreneurs, SINGA leaders, and volunteers, surveys with the Lyon community and the SINGA community, analysis of the data that was gathered, and deliverables that were given to SINGA.

3.1 To determine SINGA's current impact and the best indicators to represent it

The first objective determined the quality, effectiveness, and reputation of SINGA's incubator through interviews of four SINGA leaders, four volunteers, and 10 entrepreneurs. The interviews we conducted allowed us to obtain information on SINGA's quality of work, since interviews can better capture perceptions and emotions associated with topics (Berg, 2009). We transcribed the interviews and coded them with a system that we created after the interview process concluded. Using this interview coding system, we extrapolated key indicators mentioned by our various interviewees. From there, we evaluated SINGA's quality of work and ability to communicate their impact to the community. Additionally, we evaluated the ways in which entrepreneurs are affected by the Incubation program, and how people would like to see SINGA promote themselves. Coding allowed us to compile similar opinions regarding SINGA's quality of work and find new indicators to add to the list of indicators that SINGA had already found.

3.2 To test methods of gathering data on SINGA's impact

The second objective tested our methods of using surveys to obtain information on the indicators. The survey included questions about the Lyon community's view on refugees, nonprofits, motivation for donations, and knowledge of SINGA. We also created a community survey for SINGA volunteers and event participants to collect data on the new indicators identified in the first objective. We posted the Lyon Community survey (reference Appendix B) to several of Lyon's community Facebook pages to reach a large population in a short amount of time. The sample population of our SINGA community survey was the 4500 members of their Facebook group, and the 1600 volunteers on their email list. We recommended the indicators which were

mentioned most often as the best data for SINGA to share with the public. This helped us understand whether conducting community surveys online is an effective way for SINGA to gather data.

3.3 To evaluate methods of gathering data on existing and new indicators

This objective involved evaluating the effectiveness of our surveys. We looked at the response rates of different question styles and modified our surveys to be more effective based on these findings. More information about our survey setup analysis can be found in our results section, MEDI, as well as Appendix L.

Currently, SINGA sends a survey to entrepreneurs after they have completed the Incubator program. We added additional questions to this survey in order to help SINGA collect data on the new impact indicators we found. A detailed explanation of our findings was provided to SINGA so they can find the best method to use in the future. The data we collected through these processes were compiled into a guide that provides an explanation as to which methods provided the most complete answers.

3.4 To develop effective methods of portraying the impact of SINGA's incubator

This objective involves developing ways for SINGA to portray their impact. We have worked with SINGA to understand what method of distribution they will be able to produce in the future such as: annual reports, pamphlets, and newsletters.

While in Lyon, we created videos to show SINGA's impact to the community and potential stakeholders. We also researched NGOs similar to SINGA to see what methods they use to communicate impact. We obtained information from the NGOs' websites about who their donors are and how many they have. We then compared these organizations with each other using a spreadsheet to see what materials they use to communicate impact and how it helps to attract donors' attention. This demonstrated how SINGA should portray their impact to donors.

4.0 Results and Analysis

The following section includes information about the number of interviews done, how we analyzed interviews, and some indicators of SINGA's success. It also shows our process of distributing, editing, and analyzing surveys to identify the best indicators and methods of demonstrating impact. Finally, it contains research from our organizational comparison system. These areas of research provided us with information on how to communicate SINGA's impact.

4.1 To determine SINGA's impact and the best way to represent it

4.1.1 Interviews

The interviews allowed us to understand similarities of opinions in regards to the quality of SINGA's work and new potential indicators that SINGA could use to understand their impact.

We interviewed four of SINGA's employees using the questions in Appendix A to understand the goals and visions of the organization. Additionally, we interviewed four people who volunteer for SINGA using questions in Appendix A to understand their motivation to volunteer, their opinion on the quality of SINGA's work, and the primary way that volunteers learn about SINGA.

We interviewed 10 entrepreneurs out of the 35 SINGA entrepreneurs we reach out to via email. Through these interviews we gained opinions on their experience within SINGA's incubator and the quality of SINGA's work (Appendix A). Upon the interviewee's consent, we filmed these interviews.

4.1.2 Interview Coding System

Interview coding is a method of analyzing qualitative data. We audio/video-recorded and transcribed/translated the interviews, and then used the codes found in Appendix I to categorize excerpts based on subject, such as SINGA's effectiveness as an organization. Coded excerpts are tagged as being positive (Positive), making a suggestion (Suggestion), implying challenges (Challenge), or not demonstrating any type of positive or negative response (Neutral). Further examples can be found in MEDI.

Two people coded each interview, then discussed and agreed on a final set of codes. This ensured reliability and reduced bias. After this, the team organized the codes in a spreadsheet. A brief example of this organization is shown in Figure 6. We summarized each code to highlight similarities, patterns, and important excerpts. The analysis can be found in the Interview Analysis document attached to this report.

Code: SINGA_Effectiveness SUMMARY:	Tag	Excerpt from Interviewee
Entrepreneurs that SINGA is really effective in connecting them with people who can network them with others who can help them with their business.	Positive	I think that SINGA are very strong in being able to put people in networks
	Positive	He just basically got me all his network, all the people he knew in the medical area
What entrepreneurs can achieve in six months is different, and some entrepreneurs need more guidance than others.	Challenge	In 6 months you definitely cannot expect everybody to set up their office or their business ...6 months is different what you can achieve in 6 months.
	Challenge	At first, ...there is a lot of training on the business plan about communication ... Then it is less active and I think it does not exactly follow the pace of the creation of the people...there are others who need more guidance.
Entrepreneurs suggest that SINGA allocate a physical space for entrepreneurs to work together and collaborate	Suggestion	the only thing that they could improve... is having a physical place where the different entrepreneurs..could come regularly.
	Suggestion	having a space dedicated to the entrepreneurs. ...it would create more proximity, and so to have a joint development between different entrepreneurs that they follow.
No summary needed since there is only one excerpt	Neutral	I think [SINGA] is inspired by the organization known as Emmaüs from Father Pierre

Figure 6: Example of analyzation and categorization of all excerpts after interviews are coded

4.1.3 Interview Analysis Results

This section includes the results of the interview coding process and our analysis on the summaries of each code.

Quality and Effectiveness of Work

The data in Interview Analysis document attached to this report under “Effectiveness/Quality of Work” suggests that entrepreneurs, leaders, and volunteers believe that SINGA welcomes all types of business ideas. People involved with their program can make

connections with others, furthering SINGA's mission of creating, in the words of a SINGA leader, "connections between refugees and people in the host society." SINGA helps entrepreneurs to "be more confident," set and meet their goals, and gain independence.

The following statements are personal experiences that show SINGA's mission is actively realized through the incubator program.

- Two volunteers who taught entrepreneurship and own businesses believe that although SINGA does not collaborate with a large number of projects, "the projects that we do accompany we do it well." They believe that for the resources that SINGA has, "they already are mobilizing their network and that's the hardest of the things [to do]."
- Entrepreneurs who worked with a buddy or a mentor found their mentors "are very strong in ... letting [entrepreneurs] benefit from all the people that they know and that are experts in certain areas."
- Four entrepreneurs who completed the program mentioned that they are able to help aspiring entrepreneurs. People are able to benefit and learn from each other at workshops. They believe that workshops offer entrepreneurs deadlines and a structure to keep their projects on track as well as networking opportunities.
- Two entrepreneurs mentioned that SINGA events like Bla-Bla and Inspire (see Glossary of Terms) were what persuaded them to join the incubation program.
- All entrepreneurs, including one who stopped her involvement in the program, mentioned that they would like to stay involved with SINGA in the future as a mentor or volunteer, explaining, "I want to stay part of SINGA And I want other people like me to benefit from it."
- Nine interviewees mentioned that the SINGA leaders are "incredibly devoted, incredibly dynamic", and are welcoming and empathetic to participants.

The Uniqueness of SINGA

The data in the Interview Analysis document attached to this report under "General Codes, Unique" and "General Codes, Inclusion" suggests that SINGA is unique because they effectively teach entrepreneurs how to start a business in Lyon and provide French lessons, but do not give newcomers the impression that they are helpless or in need of charity. Five entrepreneurs and two volunteers independently agreed that in organizations with similar missions, "the people, when they arrive, they are immediately considered a person to be helped, like a beneficiary, like a person that was poor." SINGA, in contrast, removes the label of a "refugee" and takes very seriously the "notion of equality of ... people. Just the fact of not making the distinction between locals and newcomers." This was often described as "accompanying" instead of "helping" and allows the entrepreneur to "express themselves and to find their place in society, and to believe in their knowledge, their competence, their past experiences."

SINGA leaders mentioned that the organization tries to alter how people view inclusion of newcomers in society. Through their programs, such as Inspire, SINGA shows that common perceptions of newcomers are sometimes one-sided. SINGA leaders believe that SINGA is unique

because their “main mission is [not] to accompany entrepreneurs,” but rather to “connect people and then change ... the view on migration.”

SINGA also strives to establish personal and professional connections between newcomers and locals. All SINGA leaders and one volunteer mentioned that “lots of types of people that are in the community.” One volunteer noted that in other social incubators in France, almost everyone speaks French and has a strong background in business, but at SINGA a participant does not necessarily have either. SINGA is unique because they welcome all types of people and businesses, regardless of their past experiences.

This information shows that SINGA is different from other organizations with similar missions, and helps us identify the strengths SINGA can use to promote themselves to potential donors.

Confidence and knowledge gained by entrepreneurs post joining SINGA

The data in the Interview Analysis document attached to this report under “Entrepreneur Codes, Entrepreneur_Knowledge” and “Entrepreneur Codes, Entrepreneur_Prior/Post_Confidence” suggest that most entrepreneurs had not previously run or started a business before coming to SINGA. All entrepreneurs felt that SINGA had improved their understanding of the French business sector and their self-confidence in their projects. Several entrepreneurs said that when they arrived in Lyon, “I found myself alone. I didn’t know any French person,” but that SINGA helped them expand their network of friends and feel more included within Lyon. As one entrepreneur put it, SINGA “accompanied me and I can say that my first circle of friends is found around SINGA. Until now, it’s the people that I know best.” One entrepreneur said she welcomed French people into her home for dinner often and “they welcomed me, and I felt like somebody.”

Entrepreneurs who have not completed their projects believe that their projects will be successful. One entrepreneur who started their project before joining SINGA was struggling, but SINGA gave him the confidence to persevere and feel confident about his project succeeding. The entrepreneur that left the program due to external reasons is still hopeful in completing her project. SINGA is able to increase entrepreneur confidence in their project through their enthusiasm and strong mission.

Challenges that audiences have with the organization

The data in the Interview Analysis document attached to this report under “Effectiveness/Quality of Work” demonstrates that three entrepreneurs (two business school students) independently said that at the beginning of the program “there is a lot of training on the business plan about communication and other things,” but that SINGA does not effectively teach entrepreneurs how to conduct market research, identify their market, and advertise accordingly. We found that because SINGA accepts all types of business ideas, it is important to “take into account the pace at which each person is accompanied” and that some people need more guidance than others. What different entrepreneurs can achieve in the length of the program is drastically different. One entrepreneur and one volunteer independently suggested that different entrepreneurs

be accompanied at different paces if SINGA wants to accept all different types of projects. Furthermore, two entrepreneurs and one volunteer agreed that sometimes entrepreneurs' ideas for their businesses are beyond the expertise of the mentors involved in SINGA. SINGA may not know how to advise, support, or market certain branches of commerce.

Additionally, although SINGA prides themselves on their "buddy" program online, five volunteers and entrepreneurs were not familiar with the terminology or the program.

Suggestions to the organization made by the audiences

The data in the Interview Analysis document attached to this report under "Effectiveness/Quality of Work" demonstrates that our interviewees have some suggestions on how to improve the incubator program. Below are some suggestions that they highlighted:

- One interviewee that helped start several businesses suggested that a way of measuring the effectiveness of an NGO is to look at the "ratio of money spent and money earned."
- Another volunteer who taught entrepreneurship for years suggested that SINGA could measure certain criteria of success such as sustainability of the businesses created, economic independence, their fluency in French, and how long on average it takes for people to create a pitch or business plans.
- One way to present these criteria is by interviewing an entrepreneur 3-5 years after starting their business and asking them about the criteria.
- Three interviewees believed that SINGA needs "a bit more organization [and] structure", and to improve the pace at which the program's curriculum is taught while giving the participants the "flexibility [and] openness" they need.
- One volunteer suggested that SINGA should document problems that mentors, entrepreneurs, and leaders face in order to increasing effectiveness.
- One entrepreneur suggested workshops that were "More challenging, more intense, you see for example some *design boot camp*, or *design sprint*."
- Three entrepreneurs also suggested that SINGA have "a physical place where the different entrepreneurs that they are accompanying could come regularly, or even daily" to collaborate or "have a joint development" with each other, help each other with projects, and learn from each other's expertise.

Indicators that the audiences mention

The data in the Interview Analysis document attached to this report under "Effectiveness/Quality of Work, Definition_Of_Success", "General Codes, Potential_Indicators", and "General Codes, Data" suggests that interviewees believe that SINGA has to find "their own metrics which would make sense to the outsiders," but they should "avoid the trap of comparing" themselves or try to compete with other organizations due to differences in size, age, mission statements, and impact measurement methods. It is difficult to identify what makes a start-up successful, since some businesses take more time or funds to create than others.

The table below shows all the indicators mentioned by our interviewees that SINGA could use to measure their impact. We identified a smaller list of indicators, found in Appendix N, that could be measured using our data collection methods. We divided these indicators into four categories: Quality Indicators, Business Indicators, Knowledge Indicators, and Inclusion Indicators. Figure 7 below shows the indicators in a summarized manner, but the full list is in Appendix N.

<p>Quality Indicators</p>	<p>Inclusion Indicators</p>
<ul style="list-style-type: none"> ● Testimonials of people ● Number of connections made through SINGA ● Ratio of money spent vs. money earned ● Satisfaction rate of entrepreneurs 	<ul style="list-style-type: none"> ● Number of friendships made ● Number of entrepreneurs who help other entrepreneurs ● Number of entrepreneurs who know a local outside SINGA
<p>Business Indicators</p>	<p>Knowledge Indicators</p>
<ul style="list-style-type: none"> ● Number of companies that sustainable ● Number of jobs that have been created through the business ● Sustainability of SINGA entrepreneurs vs. global entrepreneurs ● Number of entrepreneurs who do not have side jobs 	<ul style="list-style-type: none"> ● Knowledge of French language ● Knowledge of French culture and code ● Knowledge of business ● Confidence level of entrepreneur ● Entrepreneur’s economic independence

Figure 7: Summarized list of Indicators we extracted from Interviews. They are categorized as Quality, Business, Inclusion, and Knowledge Related Indicators

When trying to find new indicators, we asked interviewees: “What is some data that would show you SINGA has succeeded?” in order to obtain indicators. However, we found that the best question for obtaining new potential indicators was “What defines success for your organization?” or “What does SINGA’s end goal look like?” More indicators were extrapolated from the interviewees from these last two questions in comparison to the first question.

How SINGA currently reaches the audiences

The data in the Interview Analysis document attached to this report under “SINGA_Reach Codes” shows that two of the four volunteers found SINGA through a social incubator called Ronalpia, which lets social incubators pitch their programs to increase visibility with donors,

volunteers, and the community. Several volunteers and a few entrepreneurs found the organization through researching volunteer opportunities in Lyon. The four SINGA employees found SINGA through their website. Most entrepreneurs found SINGA through recommendation by friends who were involved in the program, or other organizations, for example Positive Planet.

Why people get involved with SINGA

In the Interview Analysis document attached to this report under “SINGA Reach Codes” it can be seen that two entrepreneurs decided to enroll in the incubation program by participating in SINGA events like Inspire or Bla-Bla. Participants like the focus on accompaniment and treating the members as equals. One interviewee described their welcome as, “more than positive ... And that’s also the spirit of SINGA.” All volunteers became involved with SINGA because they wanted to help support SINGA’s mission. Some also joined because they had immigrant parents, have been involved in other organizations before, and like to help others through their expertise and network. We found that entrepreneurs often came to the incubator to meet people, and not necessarily to start a business but then they spoke with SINGA leaders directly and scheduled interviews.

In terms of SINGA’s reputation, we found that our interviewees believe that the other organizations who know SINGA think highly of it. Two entrepreneurs who attended a business school noted that many businesses and institutions know of SINGA, and believed that a benefit of working with SINGA was the “credibility that we have gained in the eyes of certain people, certain institutions.”

How audiences prefer to hear about SINGA

We also asked interviewees how they would like to hear about SINGA. From this we found that people involved in SINGA wanted the organization to continue to use newsletters. More information can be found in the Interview Analysis document under “Hear About SINGA Codes”.

Positive remarks on how people want to hear about SINGA

We found that people believe that SINGA carefully designs their newsletters so it can be “read in twenty seconds,” and present things in a clear and concise way on social media. Interviewees also noted that Facebook is a helpful platform to “have more information about events that are going to happen and to be aware of the things that I want to participate in” and thought that SINGA spreads information in ways that does not target a single age group.

Challenges with methods of communicating impact in the interviewees’ perspective

Interviewees noted that a challenge is that people may not have much time to read long updates, or they may not have social media. We found that volunteers who are very involved with the program will most likely contact SINGA directly through email, and may not read a newsletter. Some people also feel like they receive too many emails a day, that they may not want to receive impersonalized email updates from the organization. Having a more personal connection can help people to be interested in following the organization’s activities.

Suggestions of ways to communicate impact

Some suggestions of methods to communicate impact included emailing a newsletter that is very quick to read once a month, and posting frequent, short videos of success stories of entrepreneurs in the program on the SINGA Facebook page.

4.2 To test methods of gathering data on SINGA's impact

We conducted two surveys to test methods that SINGA could use to gather data. The first survey was distributed to the community of Lyon. The second survey was distributed to the SINGA community. Some methods that were tested include social media distribution, email distribution, and in person distribution.

Distribution/analysis of Lyon Community Survey

The Lyon Community Survey was distributed through a link on multiple Facebook groups whose members were mostly comprised of inhabitants of Lyon. These included

- Au-paire in Lyon/France: A babysitting group
- MakeSense: the group for an organization with a similar vision to SINGA's but who is much larger
- Plan Business Lyon: A group for entrepreneurs and businesses in Lyon to post information
- Sortir a Lyon: A group for people who want to go out and do things in Lyon
- Super Bon Plan: A group for entrepreneurs to share businesses and events in Lyon
- Wanted Community Lyon: A buy/sell Facebook group for Lyon

These groups were chosen to survey people who were not involved with SINGA.

The survey link was first posted with an explanation that we were students doing a survey for a project. Over the course of the next five days we received five completed responses and nine incomplete responses. The five completed responses took at most 8:05 minutes to complete and three of the five took less than five minutes to complete.

Of the nine incomplete, three people stopped 77% of the way through on an open response question asking, "What do you think would indicate to you that a refugee support organization is successful?" We believe that people stopped because the question required a lot of thought. The next question was almost identical except that it was multiple choice. People taking the survey could not see this question, however, because it was on the next page.

Of the nine incomplete, four people stopped 27% of the way through, directly after the first page break. This is the first time the progress bar is updated, so it seems likely that people decided at this point that the survey was too long.

We decided to try to increase the response rate by sending out the survey again with edits. We posted the survey with a picture to increase visibility to members of the group. We also

removed the open response question and page break. We also removed the progress bar. Lastly, we specified in the post that the survey would take approximately 5 minutes to complete.

When we first reposted the Lyon Community survey we forgot to specify that the survey would take five minutes, saying instead that it would take a few minutes. We received nine completed responses and eight incomplete responses within 24 hours. We then edited the post to specify five minutes. After this, we received six more completed responses and no more incomplete responses. Of the eight incomplete responses, three stopped at 28% of the survey right after the first page break, and five stopped at 60% right after the second page break.

Distribution/analysis of SINGA Community Survey

The SINGA Community survey designed to evaluate the opinions of people who were involved with SINGA. It was first distributed on SINGA's member Facebook group. Within the first 12 hours, we received nine complete answers and eight incomplete answers. All incomplete answers completed 10% of the survey or less, or until the first page break.

We found that removing the progress bar caused no change in the distribution of completion of the surveys or in where people stopped the survey. We determined that no more than 30% of the incomplete answers may have been American friends or family of the person who posted the survey, since it showed up in their Facebook feed.

The survey was also distributed on SINGA's Facebook page, which had fewer followers but that only SINGA could post on. SINGA also distributed the survey to SINGA Slack and WhatsApp groups. We distributed the survey using QR codes and tablets at a large SINGA event. We stayed at the event for an hour and a half.

Overall we received 42 complete responses and 28 incomplete responses. All of the incomplete responses completed 10% of the survey or less, or until the first page break. At least two SINGA members stopped the survey because the second page was long, but intended to come back to complete it.

Most of the survey answers were collecting through a link on social media, including Facebook, WhatsApp, and Slack. The method with the highest response rate was the in-person tablet responses at the event, and all surveys taken on tablets were complete. Some people agreed to have the link texted to them through SMS or WhatsApp. This had a much lower response rate than people who took the survey at the event itself, with only 3 of 11 people completing it, and all 3 completing it while still at the SINGA event. No one refused to take the survey.

Complete Responses From Surveying Methods

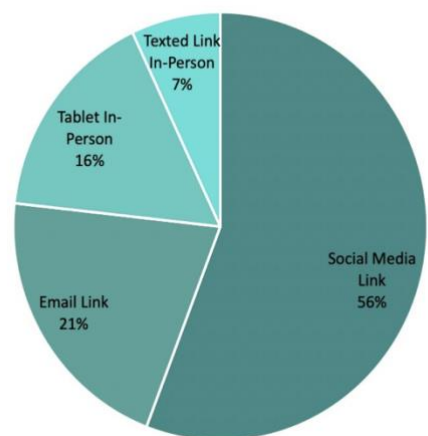


Figure 8: Complete Responses from surveying methods

Our research suggests that including an image with a Facebook post, removing the progress bar, dictating the true time it may take people to answer the survey, and getting rid of some open response questions can improve the response rate of the community.

4.3 To Evaluate the methods of gathering data on existing and new indicators

Results of Surveys

Respondents of both surveys wanted to see SINGA’s impact through impact reports and videos, though people in SINGA preferred videos. This is seen in Figure 9.

In both cases, newsletters were the least popular preferred method of communicating impact, even though they were the most popular among interviewees.

We also found that the primary reason that someone from the community may donate is if the organization has a good mission that is in line with the values of the individual.

Furthermore, as seen in Figure 10, indicators that were ranked highly in both surveys were case studies of personal experiences and how the organization distributes funds. The larger branch of SINGA, SINGA France, has case studies of entrepreneurs on their website, but SINGA Lyon does not have their own page.

Members of the SINGA community also believed the amount of French vocabulary was an important indicator.

We only received 39 complete and incomplete responses for the Lyon

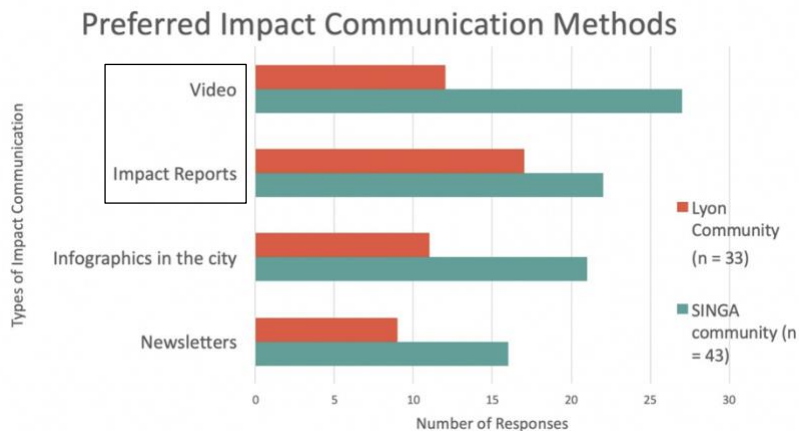


Figure 9: Preferred impact communication methods by the Lyon and SINGA community survey respondents

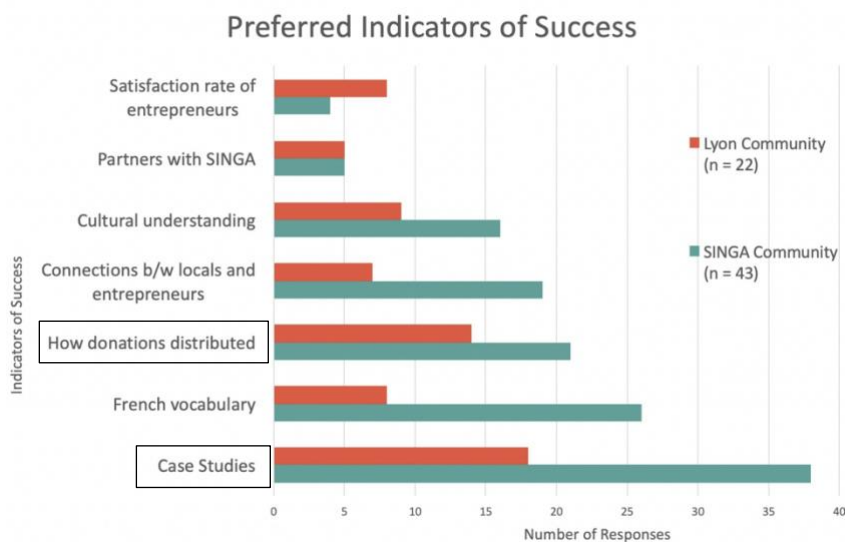


Figure 10: Preferred indicators of success by the Lyon and SINGA community survey respondents

Community survey. Of the responses we received, on average people only completed 31% of the survey. Response rates within the surveys varied between different types of questions: multiple choice, open-ended, and ranking questions had 71.5%, 31.25%, and 43.75% respectively. We took the information that we learned from the Lyon community survey and used it to develop a better SINGA community survey. More information on our findings from the Lyon Community survey can be found in Appendix L and in MEDI.

People involved with SINGA were more willing to complete surveys because they cared about SINGA and wanted to contribute. The best method to distribute the survey seemed to be through social media and with tablets at events. Social media has the potential to reach many people, however other posts decrease visibility of a survey. Completing the survey on tablets requires someone with a tablet at events, however it produces a higher percentage of responses compared to the number of people asked to take the survey.

Some feedback we received on our survey was that the question about the area of work should include a retired option, since many SINGA volunteers and participants are retired. We also met several people who spoke little French or English, so it would have been helpful to have the survey in other languages, namely Arabic.

More data obtained from surveys can be found in the Survey Results document submitted with this report.

4.4 To develop effective methods of communicating the impact of SINGA's Incubator

In the fourth objective, we researched how similar organizations demonstrate their impact and created two videos and a manual to help SIGNA demonstrate their impact.

4.4.1 Research on Other Organizations' Methods of Communicating Impact

To find how other organizations with similar mission, size, and programs promote themselves, we conducted an analysis of 10 different organizations to find the most effective mechanisms to engage donors of nonprofit organizations.

4.4.2 Organization Comparison System

We established nine parameters for the comparison analysis. The organizations were compared on the spreadsheet submitted with this report called Organization Comparison System. The parameters of the organizations included:

1. Name of the organization
2. Age
3. Location
4. Size (how many entrepreneurs, workers, mentors, volunteers, etc.)
5. Mission
6. Methods of promotion
 - a. Direct mail, Facebook, Instagram, Twitter, Newsletter, Blog, Email, Annual report, website statistics, Video
7. Name of partners/sponsors/donors

8. Number of partners/sponsors/donors
9. How much money received in donations

4.4.3 Results of the Comparison System

With the exception of Charge, organizations that had annual reports and/or statistics on their website had between 16 and 63 partnerships, donors, and sponsors as opposed to organizations that did not use these methods of communicating data, which had 13 or less partnerships. This validates the information we found in our community surveys.

One organization in particular, Refugee Forward, is less than two years old, but has raised 300,000 dollars and shows how donors' money is distributed among the organization. As seen in our background, demonstration of financial distribution ensures accountability and can increase partnerships. This also validates the information we found in our community surveys. Refugee Forward has an impressive display of impact statistics and a link to their annual report on their homepage (refugeesforward.org),

as seen in Figure 11 (Refugees Forward, 2019). Although Refugees Forward has a similar age, mission, and size as SINGA, more effectively show their impact and create annual reports that demonstrate many of the Business, Knowledge, Inclusion, and Quality Indicators we found. They also have 30 partnerships and donors including several universities and Google (Refugees Forward, 2019). We also found that they use B Impact Assessment, which is a free, confidential tool that over 50,000 companies and organizations, including Patagonia, Ben & Jerry's, and about 900 businesses and organizations in Europe, use to assess their impact (B Impact Assessment, 2019).



Figure 11: Refugees Forward's homepage showing their impact report and website statistics

Less than 50% of the organizations showed annual reports or statistics on their websites, but the organizations that did generally had a much larger number of donors and partnerships. This showed us that it is important for SINGA to include annual reports and website statistics prominently on their website in order to draw in more partners and ensure credibility. Since 70% of the organizations used videos of their programs on their website, also known as Digital Personal Experience Narratives, we found that SINGA should do the same.

4.4.4 Digital Personal Experience Narratives (DPENs)

Audience

In order to make an impact, it is important to know the audience for the videos we produce. The videos were created through our research. Our sponsors identified audiences to be reached, the language of the videos, and the entrepreneurs who should be involved.

Basic of DPENs

Digital Personal Experience Narratives are an effective way to influence an audience, either by demonstrating something clear and defined or by imparting a feeling. The basic foundation for any story can be seen in Figure 12. This basic flow can also be changed to have specific plot lines and impart different ideas depending on the type of story. It is largely up to the creator to design something unique, creative and new through their skills, research, and unique design perspectives (Jay Geneske & Doug Hattaway, 2014).

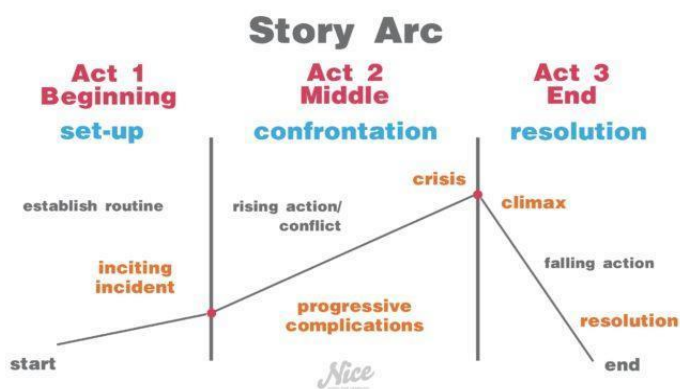


Figure 12: Story Arc by (Nice Media & Tom, 2019)

An article written by William Craig, Founder and President of WebFX on Forbes, gave these essential points on brand storytelling: giving a unique brand narrative, knowing your target audience, giving data a supporting role, showing the mission through narratives, and making it personal (William, 2018). Furthermore, “motivating people to work toward a goal requires painting an inspiring vision of the future and explaining the challenges that must be overcome along the way,” which connects the company with the values of the audience (The Rockefeller Foundation, Hattaway Communication, Timshel, 2014).

The message and distribution of DPENs

The message of the video needed to be in line with SINGA’s values and mission, show how SINGA promotes inclusion, and demonstrate the entrepreneur’s future with SINGA, not their past experiences. SINGA could share these videos on Facebook, Instagram, and Twitter. These normally have a two-minute limit for videos, so our videos were two minutes or less.

Videos We Created

We created two, two-minute videos depicting entrepreneurs and SINGA leaders speaking about the incubator program. The videos are attached to this report.

Our aim was to demonstrate SINGA’s mission and quality of work to attract people with similar values to become involved with SINGA. In both videos, we alternated between scenes of people speaking and scenes of SINGA or Vignesh’s location. Pauses were removed to make the

speakers' words more concise and easier to listen to. Each video ended with SINGA's logo. Starting the video with SINGA's logo could have caused the viewer to see it as an advertisement, which could turn them away.

The Entrepreneur's Experience Video

Survey respondents believed that case studies and videos were the most important form of communicating impact, and videos were used by 70% of the organizations we studied. We created a video which is a case study on one entrepreneur, Vignesh, who had successfully started their South Indian restaurant business. In the video, Vignesh spoke about his business, showing some indicators such as his confidence level, sustainability of his business, and his business knowledge. He also is depicted serving French people, showing Inclusion and Quality indicators. He spoke about how long he had been in France, how he was one of SINGA's first entrepreneurs, and how he would soon be moving to a new location in Lyon.

We included upbeat music in the background as well as shots of Vignesh cooking and serving the food. We filmed him as he served and cooked his food, which showed how popular his restaurant is. We also filmed him receiving a food delivery. We spent a total of six to seven hours in his restaurant. We collected many short clips to choose from when we created the video.

In the video, one of the SINGA leaders said how "SINGA's principle mission is really to create connections between newcomers and locals that are already there so that we can produce a more inclusive community and that everyone feels equal in society." This demonstrated SINGA's mission as an organization, showing Inclusion indicators. In this way, the video shows both SINGA's mission and a successful SINGA entrepreneur, while also telling a story.

This presentation is an effective way of demonstrating SINGA's impact because it shows evidence of indicators and methods of communication—case studies and videos—that people found most important through our interviews and surveys.

It's not Help, It's Accompagnement Video

The second video was compiled from the footage from our interviews. We noticed in our interviews that many people independently spoke about how SINGA is unique because they are more interested in accompanying people than they are in providing charity. Several people related this to how SINGA treats them as equals and that was the reason that they stayed at SINGA. We decided to portray these two ideas together through SINGA's mission.

We chose the quotes through our Quote interview code, and also by determining what kind of quote would be a good fit and searching for it using the coding system. Once we had a transcript of what we wanted to say in the video, we began putting it together.

We began with our main idea that SINGA does not help, they accompany. We then showed why accompagnement is better than help through a proverb. The proverb was similar to the saying about teaching a man to fish. We supported this with several other entrepreneurs speaking about

their favorite parts of SINGA, including how they facilitate collaboration to solve problems, include everyone, and are flexible and open to new ideas. We showed no less than two scenes of a specific entrepreneur in the video so that the audience could feel like they were following the story of these entrepreneurs. The video shows four entrepreneurs in total: Elhadji, Mirion, Camille, and Gabrielle.

We chose a slower and more inspiring music for this video since the mood was more relaxed and the main focus was on what the interviewees were saying.

The video depicts Quality Indicators and Knowledge Indicators such as confidence level of entrepreneurs, satisfaction rate of entrepreneurs, and the uniqueness of the organization. This presentation is an effective way of demonstrating SINGA's impact because it shows a number of key indicators, SINGA's mission, and one of SINGA's best qualities in under two minutes.

5.0 Recommendations

Our recommendations to SINGA include information on how to evaluate and gather information on key indicators, methods of communicating impact, and a guide called MEDI to further assess and show their impact in the future.

5.1.1 Recommendations based on Interviewees Suggestions

Based on the interviewees' responses, we have the following recommendations for SINGA:

- We recommend that SINGA tries delivering intensive weekend-long workshops on marketing research and the know-how to market a business.
- Since interviewees also mentioned that different projects should be accompanied differently and at different paces, we suggest that SINGA create groups within the incubation that are more specific to each type of business that they welcome. For example, entrepreneurs that want to start restaurants are in one group, and entrepreneurs that want to start nonprofits are in another. This will allow SINGA to accompany entrepreneurs more closely based on their needs.
- We also suggest that SINGA make it clearer to their participants and the community what a “buddy” is. Making the buddy program clearer could be done through a simple email to the SINGA community.
- We also know that SINGA has a physical space for entrepreneurs to collaborate together in, but since entrepreneurs suggested that they would like a physical space, we recommend that SINGA makes it clearer to the entrepreneurs that there is a space available for them to work in and collaborate. Making the space availability clearer could be done through a simple email to the SINGA community, a point made during an upcoming workshop, or an announcement at the beginning of the promotions.

5.1.2 Recommendations On Obtaining Data on the Indicators

Interviews

The interviews were a great way of obtaining information on new indicators of inclusion into French society, SINGA's quality of work, as well as business indicators. We recommend that SINGA use the interview questions found in Appendix A and MEDI (discussed in section 5.2) to find information on the Inclusion, Business, Knowledge, and Quality Indicators. We recommend that SINGA complete interviews after every promotion, and once a year for past entrepreneurs. This allows SINGA to find new indicators and understand their quality of work after each incubation program, and helps SINGA understand the sustainability of past entrepreneurs and the lasting impact SINGA has made on them.

Entrepreneur Pre/During/Post Survey

We recommend that SINGA use the updated version of the entrepreneur survey located in MEDI including the new indicators. We recommend they send the survey to entrepreneurs once pre-incubation, once during incubation, and twice post incubation -- one immediately after the promotion and the other 1-3 years after the promotion ends. This will help SINGA understand their

impact on the entrepreneurs by seeing the difference of the entrepreneurs' state of inclusion pre-joining SINGA, and post-joining SINGA. The survey that goes to the entrepreneurs years after the incubation will allow SINGA to understand more about the sustainability of entrepreneurs after going through the program. Giving the survey during incubation will help SINGA improve upon anything that the entrepreneurs may have suggested while they are still in the program, maximizing the potential impact that could be made. As a result, the entrepreneur survey will be able to find data on the Knowledge, Inclusion, and Quality Indicators in Appendix N. One challenge of using this data collection method is that there is a possibility of entrepreneurs experiencing survey fatigue, since they are taking a survey before the incubation, during the incubation, after the incubation, and after one to three years of being a graduate of the program.

SINGA Community Survey

We recommend that SINGA use the updated SINGA Community Survey to send to the SINGA community to understand information on what indicators are most important to these audiences, and to collect data on Inclusion indicators in Appendix N. We recommend that SINGA puts the survey in multiple languages other than just English and French, such as Arabic, and ask SINGA members fluent in the languages to translate it or check the translation. This will make the survey more accessible, since many people attend SINGA events to learn French, and may not be comfortable taking a survey in English or French. We recommend that SINGA sends this survey out on their Facebook, WhatsApp, and Slack once a year to understand the view of SINGA participants on a yearly basis, and have tablets at SINGA events for people to take the survey.

5.1.3 Recommendations on Communicating Impact

From our research, we found that annual reports and displaying website statistics promotes credibility of an organization to donors, sponsors, and partners, and increases the number of them per organization. SINGA Lyon should model their annual report and website statistics similarly to Refugee Forward. We also recommend that SINGA Lyon takes the B Impact Assessment exam, like Refugee Forward has done. Since seeing case studies was important to our survey respondents, we also recommend that SINGA Lyon puts the images of their entrepreneurs and businesses on their own website, rather than only having them on SINGA France's national website where they are currently located.

Furthermore, through the comparison system, we found that SINGA Lyon should also include a video on their website, like the 70 percent of the other organizations that we researched, starting with the video we created for them. They should also use the footage we collected from interviews to create more videos in the future. The use of videos is also verified by the fact that the majority of respondents to surveys agreed that they would like to see case studies and videos. As a result, through the comparison system and the survey results, we recommend that SINGA should include the videos on case studies we created on their website.

Although the survey results showed that newsletters were not the most popular way people would prefer to see the impact of an organization, we recommend that SINGA continues their

monthly newsletter because interviewees mentioned that they are helpful for receiving updates on SINGA.

5.2 Manual of Evaluation and Demonstration of Impact

The Manual of Evaluation and Demonstration of Impact (MEDI) is a collection of guides that we have created for SINGA that includes a Guide for Data Collection and Analysis, a Guide for Data Representation, and Questions for Further Investigation. We recommend that SINGA use this guide and the tools in it to understand their impact in terms of the indicators that can be found using these instruments, find new indicators in the future, and expand their impact using the methods of communicating impact that we recommend, which are videos, annual reports, and newsletters.

5.2.1 MEDI - Data Collection and Analysis Guide

The Guide to Data Collection and Analysis in MEDI is what we recommend SINGA to refer to when wanting to learn about how to conduct interviews, what questions to use for collecting data on certain indicators, and how to code and analyze interviews in order to effectively use qualitative information as data for the organization. This section of MEDI also includes information on how we recommend SINGA conduct surveys, what questions or what surveys to use for collecting data on certain indicators, recommendations on what platforms to give surveys on, distribution methods that worked or did not work for us, and how to analyze surveys.

Why MEDI's guide to data collection is important

Currently, SINGA does not have many methods of collecting and communicating data. MEDI's Guide to Data Collection offers SINGA the basics of collecting data through surveys and interviews. This portion of the guide minimizes their trial and error phase for data collection, since we evaluated these data collection methods already, and can recommend what they should and should not do. MEDI's Guide to Data Collection offers a starting point for SINGA to collect data. Because indicators of success may change between various audiences, this portion of MEDI offers recommendations on how to find new indicators that are important to specific audiences. It also serves as a tool that SINGA can use indefinitely. Because SINGA may want to create different surveys and interview questions in the future, it is more helpful for SINGA to have a guide than giving them several surveys to use that may not be relevant in the future.

5.2.3 MEDI - Data Representation Guide

The Data Representation Guide in MEDI includes information on how to use cameras, work with lighting, framing, and basic videography information. We recommend that SINGA use this section of the guide to learn about how to make appealing and meaningful videos. Since we have taken a large amount of footage of entrepreneurs and SINGA Leaders, using the Video Template found in Appendix F and the Guide to Videotaping Interviews found in MEDI, we recommend that SINGA Lyon continue to create videos modeled after the ones we created, and post it to Facebook as well as their website. They can use the Video Template to help them

structure their future videos. The Data Representation Guide also includes more images of the annual report and website statistics of Refugee Forward’s website, which we recommend SINGA model their annual reports and website statistics after.

Why MEDI’s guide to data representation is important

The creation of this guide helped us decipher what methods of communicating impact were the most effective for SINGA according to our survey responses and our research. This allows SINGA to maximize their visibility to donors and the community by following the information in this guide, rather than focusing on communicating their impact through less effective methods.

5.3 Questions for Further Investigation

Due to the time constraints of the project, we were not able to research all topics that we wished to. Some questions for we recommend for SINGA to further investigate include:

- Is B Impact Assessment a helpful tool for SINGA’s purposes?
- Will entrepreneurs experience survey fatigue from taking pre, during, post, and post 1-3 years survey?
- Does posting a video on Facebook with the survey link help increase survey responses?
- What do the most effective newsletters look like?
- On average, how many people sign up for newsletters?

6.0 Conclusion

SINGA's Incubator is a program that helps promote inclusion through social entrepreneurship. Currently, SINGA lacks the resources to assess their impact within their incubator and to the community. Our aim was to develop innovative ways for SINGA's Incubator to represent their unique approach to the inclusion of *nouveaux arrivants* and their overall impact on the community as well as evaluate the quality of SINGA's work.

Some of the limitations that we faced during the course of this project were language barriers since three out of four members of the team did not speak French, distribution methods of surveys that were hoped to reach larger populations of people, transcription and translation of interviews taking a longer time than expected, and scheduling interviews was often difficult since people typically have to work the same hours that we did, and do not have the time to come in for interviews.

Regardless of the challenges and limitations we faced during the project, our collaboration with members of the SINGA community allowed us to collect a great quantity of data for the organization. The videos, MEDI, and suggestions made by entrepreneurs and volunteers will enable SINGA to attract more donors, acquire more data on impact indicators, and improve their incubator program. With these findings and recommendations, SINGA will be able to evaluate and demonstrate the impressive quality and the profound impact of their mission and programs as they continue to touch peoples' lives in Lyon and beyond.

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Appendices

Appendix A: Interviews

Pre-Interview Information Used for all Interviews Prior to Giving Interview

We are working with SINGA in Lyon, which is an organization that helps promote the inclusiveness of all members of the community. Often, this involves working with refugees, or newcomers, who have traveled to Lyon in search of a better life. SINGA's incubator program specifically helps teach newcomers in the community entrepreneurial skills so that they could start their own business and gain economic status in the community. Our job is to find ways for SINGA to show their impact to members of the community and potential donors, so that they can continue their mission. Thank you for agreeing to meet with us, because this will help us with our research. Please note that you do not have to answer all questions, and you may stop the interview at any time. We have a form asking for consent of any of the following: videotaping the interview (Appendix C), audiotaping the interview, paraphrasing your words, quoting your words, and using your name. You may opt out of any of these (Appendix C)

SINGA Leaders

1. What is SINGA's mission statement?
2. When did you first get involved with SINGA?
 - a. Why did you get involved?
3. What defines success for your organization?
 - a. What demonstrates to you that you have successfully impacted a participant?
4. In your opinion, how is your organization unique/different from similar organizations?
5. There are people who don't necessarily agree with including refugees into society, and don't think it's their responsibility. What would you say to them?
6. Who is your target audience? Who are you trying to influence?
7. What organizations, if any, do you think are similar to SINGA?
8. What methods have you used to collect data in the past?
 - a. What was most successful?
 - b. Where was the most successful location in terms of getting a representation of the community?

Event Attendees

1. When did you first get involved with SINGA? Where did you first hear about them?
2. What do you do, or have you done, for SINGA?
3. Have you benefited from volunteering at SINGA? If so, how?
4. What do you understand SINGA's mission to be?
 - a. What defines success for SINGA for you?
5. Do you think that that SINGA is succeeding with their mission? Why or why not? What are some specific examples?

6. Is there any specific data that would convince you that SINGA has succeeded?
7. In your opinion, do you think SINGA is different from other organizations? If so, why?
8. Do you donate money to other organizations? Why or why not?
9. Do you volunteer with other organizations? Why or why not?
10. What is your preferred method of receiving information about SINGA Lyon? (e.g. a newsletter, emails, a poster)
 - a. How often would you like to hear information about SINGA? (e.g. weekly emails, monthly newsletter, etc.?)

Entrepreneurs in the Incubator

1. What is your business idea?
2. Had you ever run a business before joining SINGA?
3. How did you get involved with SINGA?
4. Why did you decide to become an entrepreneur?
5. Do you work with a Buddy?
6. How has SINGA contributed to your journey?
7. What indicates to you that SINGA has succeeded (or not) with their mission?
8. What is some data that would show you SINGA has succeeded?
9. In your opinion, is SINGA unique and different from similar organizations and why?
10. What does your future relationship with SINGA look like? Do you plan on being involved at all? For example (volunteering, recommending people to SINGA, or becoming a patron)

Appendix B: Surveys

Pre-Survey Information that will be on all Surveys Prior to Giving Survey

We are working with SINGA in Lyon, which is an organization that helps promote the inclusiveness of all members of the community. Often, this involves working with refugees, or newcomers, who have traveled to Lyon in search of a better life. SINGA's incubator program specifically helps teach newcomers in the community entrepreneurial skills so that they could start their own business and gain economic status in the community. Our job is to find ways for SINGA to show their impact to members of the community and potential donors, so that they can continue their mission. All surveys are anonymous, and will be used as research for us to create efficient impact assessments for SINGA. Thank you for participating in the survey, you may stop the survey at any time.

Lyon Community Survey

English Lyons Community Survey

Preliminary Questions

We are working with SINGA in Lyon, which is an organization that helps promote the inclusiveness of all members of the community through social incubator that helps teach entrepreneurial skills to locals and newcomers. This survey will be used as research for us to create an efficient impact assessments for SINGA.

All surveys are anonymous.

Thank you for participating in the survey, you may stop the survey at any time.

1. What is your gender?

- a. Female
- b. Male
- c. Non-binary
- d. Prefer not to answer
- e. Other _____

2. What is your age?

- a. Less than 18
- b. 18-24
- c. 25-34

- d. 35-49
 - e. 50-66
 - f. Greater than 66
- 3. What is your postal code?** _____
- 4. How long have you lived in Lyon?**
- a. Less than a year
 - b. 1-5 years
 - c. 5-10 years
 - d. >10 years
 - e. I am not a resident of Lyon (please specify home country): _____
- 5. What field is your occupation in?**
- a. Banking
 - b. Business Management/ Administration
 - c. Construction/Architecture
 - d. Education
 - e. Engineering/Science/Mathematics/Technology
 - f. Health Care
 - g. Humanities (Writing, Journalism, Music, Art)
 - h. Law/Government/Public Safety
 - i. Manufacturing
 - j. Non-profit
 - k. Retail
 - l. Social Science (Psychology, Sociology, Social Work)
 - m. Student
 - n. Transportation
 - o. Unemployed
 - p. Other _____

Nonprofit and SINGA Questions [title]

- 6. Are you involved in an NGO?**
- a. Yes
 - b. No

7. **(If answered a) Did you donate your time, money, or goods to the non-profit organization? [check all boxes that apply]**

- a. Time
- b. Money
- c. Goods
- d. Other____

8. **(only show this question if they gave a positive answer to 6)**

How did you learn about the organization(s)? [check all boxes that apply]

- a. Advertisement
- b. Email
- c. Family
- d. Friends
- e. Other Organization
- f. Social media
- g. Website
- h. Other _____

9. **(only show this question if they gave a positive answer to 6 above)**

What kind of organization(s) did you donate or volunteer to? [check all boxes that apply]

- a. Animal-related
- b. Disease/Medical-related Research (e.g. cancer, ALS)
- c. Education-related
- d. Environmental-related
- e. Homeless shelter
- f. International Humanitarian Aid
- g. Political
- h. Refugee Support
- i. Religious
- j. Other types _____

10. What motivated or would motivate you to donate to a nonprofit? [check all boxes that apply]

- a. I think they have a good mission
- b. I wanted to make a difference in my community
- c. I know someone who is involved
- d. I want to be involved but don't have the time
- e. They directly impact the people around me
- f. I have friends who donate to it
- g. They show impact statistics
- h. Other _____

11. Please expand on your answer from the previous question _____:

12. How would you want to see nonprofits communicate their impact? [check all boxes that apply]

- a. Impact reports
- b. Infographics around the city
- c. Newsletters
- d. On a website
- e. Through an informational video
- f. Other: _____

13. How often do you interact with newcomers (e.g. migrants, foreign students, foreign employees)?

- a. Infrequently
- b. Several times per week
- c. Several times per month
- d. Daily
- e. I don't

14. How often are you a customer of local ethnic businesses?

- a. All the time
- b. Sometimes
- c. Never
- d. I'm not sure

15. (only if they answer a or b) What kind of ethnic business (e.g. restaurant)?

16. (Shown below)

Please rank how important you believe newcomers are to the economy and social community of Lyon:

1 - Not important at all

5 - May be beneficial, but not necessary

10 - Necessary part of the city/community

	1	2	3	4	5	6	7	8	9	10
Economy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

17. Please explain your rating of your previous answer_____

18. Do you know any refugee support organizations?

- a. Yes
- b. No

19. Which of these would indicate to you that a refugee support organization is successful? (check boxes)

- a. Case studies and personal stories of people helped
- b. How their donations are distributed
- c. Increased understanding of host country's culture
- d. List of donors/amount donated annually on their website
- e. Number of attendees at events
- f. Number of jobs created by refugee entrepreneurs through the organization
- g. Number of partnerships between refugees and locals
- h. Number of people who have increased awareness of refugees because of the organization
- i. Number of refugees that use their program
- j. Number of refugees through the organization that can speak fluent French
- k. Percentage of refugees that have jobs
- l. Satisfaction rate of refugees in the programs
- m. Time it takes a refugee to integrate into society

- n. Businesses that partner with the organization
- o. Other: _____

20. Have you ever heard of SINGA?

- a. First time hearing about it
- b. I have heard about it before, but didn't know who they were
- c. I have heard about it before, and I know what they do
- d. I know people who are involved in SINGA, but I have never been involved myself
- e. I am involved, but not much
- f. I am often involved with SINGA

21. (only show this question if they gave positive answer to the question above)

How did you hear about SINGA?

- a. Through a friend
- b. Through an entrepreneur
- c. Through flyers posted around the city
- d. Through an event
- e. I found it online
- f. Other: _____

22. (only show this question if they gave positive answer to the question above)

How would you rate the effectiveness/impact of SINGA's work?

- a. Excellent
- b. It has a few problems
- c. It needs work
- d. Terrible
- e. I don't know enough about it to answer

Please expand on your answer above: _____

23. Where did you access this survey?

- a. Au-paire in Lyon / France
- b. Le Bon Plan
- c. TUBA Facebook group
- d. Wanted Community

- e. Other Facebook group or page: _____

French Lyon Community Survey

Preliminary Questions

Nous travaillons avec SINGA Lyon, une organisation qui encourage l'inclusion de tout les membres de la communauté à travers un incubateur social qui enseigne des compétences entrepreneuriales aux personnes locales et nouvellement arrivées. Ce sondage servira de recherche pour nous afin de créer une méthode efficace d'évaluation d'impact pour SINGA. Tout sondage est anonym.

Merci pour votre participation à ce sondage. Vous pouvez arrêtez le sondage à tout moment.

1. Quel est votre genre?

- a. Femelle
- b. Mâle
- c. Non-binaire
- d. Je préfère ne pas répondre
- e. Autre _____

2. Quel âge avez-vous?

- a. Moins de 18
- b. 18-24
- c. 25-34
- d. 35-49
- e. 50-66
- f. Plus de 66

3. Quel est votre code postal? _____

4. Depuis combien de temps vivez-vous à Lyon?

- a. Moins d'un an
- b. 1-5 ans
- c. 5-10 ans
- d. >10 ans
- e. Je ne réside pas à Lyon (veuillez préciser le pays d'origine): _____

5. Dans quel domaine travaillez-vous?

- a. Bancaire
- b. Commerce de détail
- c. Construction / architecture
- d. Éducation
- e. Étudiant
- f. Gestion des affaires / administration
- g. Ingénierie / Science / Mathématiques / Technologie
- h. Loi / Gouvernement / Sécurité publique
- i. Manufacture
- j. Sans emploi
- k. Sciences humaines (écriture, journalisme, musique, art)
- l. Sciences sociales (psychologie, sociologie, travail social)
- m. Soins de santé
- n. Structure à but non lucratif
- o. Transport
- p. Autre _____

Questions pour structure à but non lucratif et SINGA[title]

6. Êtes-vous impliqué dans une ONG?

- a. Oui
- b. Non

7. (If answered a) Avez-vous donné votre temps, votre argent ou des bien à une/des organisation(s) à but non lucratif? [cochez toutes les cases qui s'appliquent]

- a. Temps
- b. Argent
- c. Des bien
- d. Autre

8. (only show this question if they gave a positive answer to 6)

Comment avez-vous entendu parler de(s) l'organisation(s)? [cochez toutes les cases qui s'appliquent]

- a. Publicité

- b. Email
- c. Famille
- d. Ami
- e. Autre Organisation
- f. Médias sociaux
- g. Site web
- h. Autre _____

9. (only show this question if they gave a positive answer to 6 above)

À quel type d'organisation(s) avez-vous donné ou fait du bénévolat? [cochez toutes les cases qui s'appliquent]

- a. Aide humanitaire internationale
- b. Animaux
- c. Éducation
- d. Environnement
- e. Foyer pour sans-abris
- f. Maladie / recherche liée à la médecine (par exemple, cancer, SLA)
- g. Politique
- h. Religieux
- i. Soutien aux réfugiés
- j. Autres types _____

10. Qu'est-ce qui vous a motivé ou qui vous motiverait à faire un don à une organisation à but non lucratif? [cochez toutes les cases qui s'appliquent]

- a. Je pense qu'ils ont une bonne mission
- b. Je voulais faire une différence dans ma communauté
- c. Je connais quelqu'un qui est impliqué
- d. Je veux être impliqué mais je n'ai pas le temps
- e. Ils ont un impact direct sur les gens proches de moi
- f. J'ai des amis qui font des dons
- g. Ils montrent des statistiques d'impact
- h. Autre _____

11. S'il vous plaît élaborer sur votre réponse précédente _____:

12. Comment voudriez-vous que les organisations à but non lucratif communiquent leur impact? [cochez toutes les cases qui s'appliquent]

- a. Rapports d'impact
- b. Infographie autour de la ville
- c. Newsletters
- d. Sur un site Internet
- e. À travers une vidéo d'information
- f. Autre: _____

13. À quelle fréquence interagissez-vous avec les nouveaux arrivants (migrants, étudiants étrangers, employés étrangers, par exemple)?

- a. Rarement
- b. Plusieurs fois par semaine
- c. Plusieurs fois par mois
- d. Du quotidien
- e. Jamais

14. À quelle fréquence êtes-vous client des entreprises ethniques locales?

- a. Souvent
- b. Parfois
- c. Jamais
- d. Je ne suis pas sûr

15. (only if they answer a or b) Quel type d'entreprise ethnique (par exemple, un restaurant)? _____

16. (Shown below)

Please rank how important you believe newcomers are to the economy and social community of Lyon:
 1 - Not important at all
 5 - May be beneficial, but not necessary
 10 - Necessary part of the city/community

	1	2	3	4	5	6	7	8	9	10
Economy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Veillez indiquer l'importance que vous accordez des nouveaux arrivants sur l'économie et la communauté sociale de Lyon.

1 - Pas important du tout

5 - Peut être bénéfique, mais pas nécessaire

10 - partie nécessaire de la ville / communauté

Économie

Communauté sociale

17. S'il vous plaît élaborer sur votre réponse précédente _____

18. Connaissez-vous des organisations de soutien aux réfugiés?

- a. Oui
- b. Non

19. Lequel de ces éléments vous indiquerait qu'une organisation de soutien aux réfugiés réussit? (check boxes)

- a. Histoires personnelles de personnes aidées
- b. Comment leurs dons sont distribués
- c. Meilleure compréhension de la culture du pays hôte
- d. Liste des donateurs / montant donné annuellement sur leur site web
- e. Nombre de participants aux événements
- f. Nombre d'emplois créés par des entrepreneurs réfugiés au sein de l'organisation
- g. Nombre de partenariats entre réfugiés et locaux
- h. Nombre de personnes sensibilisées aux réfugiés à cause de l'organisation
- i. Nombre de réfugiés qui utilisent leur programmes
- j. Nombre de réfugiés qui parlent couramment le français grâce à l'organisation
- k. Pourcentage de réfugiés ayant un emploi
- l. Taux de satisfaction des réfugiés dans les programmes
- m. Le temps qu'il faut à un réfugié pour s'intégrer dans la société
- n. Entreprises en partenariat avec l'organisation
- o. Autre: _____

20. Avez-vous déjà entendu parler de SINGA?

- a. C'est la première fois que j'en entends parler

- b. J'en ai entendu parler auparavant, mais je ne savais pas qui ils étaient.
- c. J'en ai entendu parler auparavant et je sais ce qu'ils font
- d. Je connais des personnes impliquées dans SINGA, mais je ne me suis jamais impliqué
- e. Je suis impliqué, mais pas beaucoup
- f. Je suis souvent impliqué avec SINGA

21. (only show this question if they gave positive answer to the question above)

Comment en avez-vous entendu parler?

- a. Par un ami
- b. Par un entrepreneur
- c. À travers des flyers postés dans la ville
- d. À travers un événement
- e. Je l'ai trouvé en ligne
- f. Autre: _____

22. (only show this question if they gave positive answer to the question above)

Comment évalueriez-vous l'efficacité / l'impact du travail de SINGA?

- a. Excellent
- b. Ça a quelques problèmes
- c. Ça a besoin de travail
- d. Terrible
- e. Je ne sais pas assez à ce sujet pour répondre

S'il vous plaît élaborer sur votre réponse précédente: _____

23. **Où avez-vous trouvé ce sondage?**

- a. Au-paire in Lyon / France
- b. Le Bon Plan
- c. Group Facebook de TUBA
- d. Wanted Community
- e. Autre group ou page Facebook: _____

English Version SINGA Community Survey

We are students from Worcester Polytechnic Institute working with SINGA Lyon's Incubator to help them assess their impact on the community. This survey will be used to evaluate SINGA's impact on its participants, and the effectiveness of SINGA's work.

All surveys are anonymous, and all questions are optional.

Thank you for participating in the survey, you may stop the survey at any time.

Nonprofit and SINGA Questions [title]

1. **How long have you been involved with SINGA?**
 - a. First Time
 - b. <3 months
 - c. 3-6 months
 - d. 6-12 months
 - e. More than 1 year
 - f. I'm not involved

2. **(if not a above) How do you participate in SINGA? [check boxes]**
 - a. As an entrepreneur or prior entrepreneur in the incubator program
 - b. As a buddy
 - c. As a volunteer for the Incubator Program
 - d. As a volunteer for CALM
 - e. As a financial donor to SINGA
 - f. As an event participant
 - g. Other:

SINGA's incubator is a social incubator which helps locals and newcomers to gain the knowledge they need to start their own businesses. SINGA runs workshops, connects entrepreneurs with mentors, and helps them network with professionals in related fields.

3. **In your opinion, which of these could measure the success of SINGA's incubator? Select up to *five* options. (check boxes) [Randomized]**
 - a. Case studies and personal stories of entrepreneurs experiences
 - b. The way donations are used for the program
 - c. Amount of understanding of host country's culture amongst entrepreneurs
 - d. List of donors/amount donated annually
 - e. Number of jobs created by entrepreneurs through SINGA's Incubator

- f. Number of entrepreneurship programs/opportunities offered by SINGA
- g. Number of entrepreneurs that have participated in the Incubation Program
- h. Amount of professional French vocabulary amongst entrepreneurs
- i. Amount of government welfare money saved because of the Incubation program
- j. Satisfaction rate of entrepreneurs in SINGA's Incubator
- k. Amount of confidence amongst entrepreneurs after the Incubation program
- l. Rate of success of an entrepreneurs' businesses
- m. Businesses that partner with SINGA
- n. Connections created between entrepreneurs and host community (with locals, businesses, etc)
- o. New skills obtained through the program/understanding of how to start a business
- p. Entrepreneurs that can live off the business they created
- q. Other: _____

4. **How would you want to see SINGA communicate their impact? [check all boxes that apply] [Randomized]**

- a. Impact reports
- b. Infographics around the city
- c. Newsletters
- d. Through an informational video
- e. Other: _____

5. **How did you hear about SINGA?**

- a. By word of mouth
- b. Through an entrepreneur
- c. Through flyers posted around the city
- d. Through an event
- e. I found it online
- f. Other: _____

6. **(only show this question if they gave positive answer to the question above)**

How would you rate the effectiveness/impact of SINGA's work?

Insert scale from "Excellent" to "terrible", with "I don't know enough about it to answer"

7. Please expand on your answer above: _____

8. Do you have any ideas on how SINGA could improve their programs?

9. (Shown below)

Please rank how important you believe newcomers are to the economy and social community of Lyon:
1 - Not important at all
5 - May be beneficial, but not necessary
10 - Necessary part of the city/community

	1	2	3	4	5	6	7	8	9	10
Economy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. Please explain your rating of your previous answer _____

11. Are you involved in any other NGOs?

- a. Yes
- b. No

12. (If answered a) Have you donated your time, money, or goods to the non-profit organization? [check all boxes that apply]

- a. Time
- b. Money
- c. Goods
- d. Other_____

13. What kind of organization(s) did you donate or volunteer to? [check all boxes that apply]

- a. Animal-related
- b. Disease/Medical-related Research (e.g. cancer, ALS)
- c. Education-related
- d. Environmental-related
- e. Homeless shelter
- f. International Humanitarian Aid
- g. Political
- h. Refugee Support

- i. Religious
- j. Other types _____

Demographics Questions

14. What is your gender?

- a. Female
- b. Male
- c. Non-binary
- d. Other _____

15. What is your age?

- a. Less than 18
- b. 18-24
- c. 25-34
- d. 35-49
- e. 50-66
- f. Greater than 66

16. What is your postal code? _____

17. How long have you lived in Lyon?

- a. Less than a year
- b. 1-5 years
- c. 5-10 years
- d. >10 years
- e. I am not a resident of Lyon (please specify home country): _____

18. What field is your occupation in?

- a. Banking
- b. Business Management/ Administration
- c. Construction/Architecture
- d. Education
- e. Engineering/Science/Mathematics/Technology
- f. Health Care
- g. Humanities (Writing, Journalism, Music, Art)

- h. Law/Government/Public Safety
- i. Manufacturing
- j. Non-profit
- k. Retail
- l. Social Science (Psychology, Sociology, Social Work)
- m. Student
- n. Transportation
- o. Unemployed
- p. Other _____

French Version SINGA Community Survey

Nous travaillons avec SINGA Lyon, une organisation qui encourage l'inclusion de tous les membres de la communauté à travers un incubateur social qui transmet des compétences entrepreneuriales aux personnes locales et nouvellement arrivées. Ce sondage nous permettra de créer une méthode efficace d'évaluation d'impact pour SINGA.

Tout sondage est anonyme et toute question est optionnelle.

Merci pour votre participation à ce sondage. Vous pouvez arrêter le sondage à tout moment.

Nonprofit and SINGA Questions [title]

1. **Depuis combien de temps êtes-vous impliqué avec SINGA?**
 - a. C'est la première fois
 - b. Moins de 3 mois
 - c. 3-6 mois
 - d. 6-12 mois
 - e. Plus d'un an
 - f. Je ne suis pas impliqué

2. **(if not a above) Comment participez-vous aux activités de SINGA? [check boxes]**
 - a. En tant qu'entrepreneur ou entrepreneur précédent dans le programme d'incubation
 - b. En tant que Buddy
 - c. En tant que bénévole pour le programme incubateur
 - d. En tant que bénévole pour CALM
 - e. En tant que donateur financier à SINGA
 - f. En tant que participant aux événements
 - g. Autre:

L'incubateur de SINGA est un incubateur social qui accompagne les résidents et les nouveaux arrivants à acquérir les connaissances dont ils ont besoin pour créer leur propre entreprise. SINGA organise des ateliers, met en relation des entrepreneurs avec des mentors et les aide à rencontrer des professionnels dans des domaines similaires.

3. Selon vous, lesquels de ces indicateurs pourrait mesurer le succès de l'incubateur de SINGA? Sélectionnez jusqu'à * cinq * options. (check boxes) [Randomized]

- a. Une études de cas et histoires personnelles des entrepreneurs
- b. La répartition des dons entre les différents programmes
- c. Etendue de la compréhension de la culture de la société d'accueil par le sujet
- d. Avoir la liste des donateurs et des montants annuels
- e. Nombre d'emplois créés par les entrepreneurs accompagnés via l'incubateur de SINGA
- f. Nombre de programmes entrepreneuriaux/d'opportunités proposés par SINGA
- g. Nombre d'entrepreneurs ayant participé à l'incubateur de SINGA
- h. Etendue de vocabulaire français professionnel appris par les entrepreneurs
- i. Montant des économies faites par la sécurité sociale grâce au programme d'incubation
- j. Taux de satisfaction des entrepreneurs dans l'incubateur SINGA
- k. Niveau d'assurance des entrepreneurs après le programme d'incubation
- l. Taux de réussite des entreprises d'entrepreneurs
- m. Entreprises en partenariat avec SINGA
- n. Liens créés entre les entrepreneurs et la communauté d'accueil (avec des locaux, les entreprises, etc.)
- o. Nouvelles compétences acquises dans le cadre du programme / compréhension de la création d'une entreprise
- p. Le nombre d'entrepreneurs qui peuvent vivre de l'entreprise qu'ils ont créée
- q. Autre: _____

4. Comment voudriez-vous que SINGA communique son impact? [cochez toutes les cases qui s'appliquent] [Randomized]

- a. Rapports d'impact
- b. Infographie autour de la ville
- c. Newsletters
- d. À travers une vidéo d'information
- e. Autre: _____

5. **Comment en avez-vous entendu parler?**

- a. Via bouche à oreille
- b. Par un entrepreneur
- c. Via des flyers postés dans la ville
- d. Au cours d'un événement
- e. Je l'ai trouvé en ligne
- f. Autre: _____

6. **(only show this question if they gave positive answer to the question above)**

Comment évalueriez-vous l'efficacité / l'impact du travail de SINGA?

Insert scale from "Excellent" to "terrible", with "Je ne m'y connais pas assez pour répondre"

7. **Veillez s'il vous plaît étayer votre réponse à la question précédente: _____**

8. **À votre avis, comment SINGA pourraient améliorer leurs programmes?**

9. **(Shown below)**

Please rank how important you believe newcomers are to the economy and social community of Lyon:
1 - Not important at all
5 - May be beneficial, but not necessary
10 - Necessary part of the city/community

	1	2	3	4	5	6	7	8	9	10
Economy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social Community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Veillez indiquer l'importance de l'impact que vous accordez aux nouveaux arrivants sur l'économie et la communauté sociale de Lyon.

1 - Peu important

5 - Peut être bénéfique, mais pas nécessaire

10 - partie nécessaire de la ville / communauté

Économie

Communauté sociale

10. **Veillez s'il vous plaît étayer votre réponse à la question précédente _____**

11. Êtes-vous impliqué dans une organisation(s) à but non lucratif?

- a. Oui
- b. Non

12. (If answered a) Avez-vous donné votre temps, votre argent ou des biens à une/des organisation(s) à but non lucratif? [cochez toutes les cases qui s'appliquent]

- a. Temps
- b. Argent
- c. Des biens
- d. Autres

13. (only show this question if they gave a positive answer to 6 above) À quel type d'organisation(s) avez-vous donné ou avec quel type d'organisation(s) avez-vous fait du bénévolat? [cochez toutes les cases qui s'appliquent]

- a. Aide humanitaire internationale
- b. Animaux
- c. Éducation
- d. Environnement
- e. Foyer pour sans-abris
- f. Maladie / recherche liée à la médecine (par exemple, cancer, SLA)
- g. Politique
- h. Religieux
- i. Soutien aux réfugiés
- j. Autres types _____

Demographics Questions

14. Quel est votre genre?

- a. Féminin
- b. Masculin
- c. Non-binaire
- d. Je préfère ne pas répondre
- e. Autre _____
 - i.

15. Quel âge avez-vous?

- a. Moins de 18
- b. 18-24
- c. 25-34
- d. 35-49
- e. 50-66
- f. Plus de 66

16. Quel est votre code postal? _____

17. Depuis combien de temps vivez-vous à Lyon?

- a. Moins d'un an
- b. 1-5 ans
- c. 5-10 ans
- d. >10 ans
- e. Je ne réside pas à Lyon (veuillez préciser le pays d'origine): _____

18. Dans quel domaine travaillez-vous?

- a. Finances
- b. Commerce de détail
- c. Construction / architecture
- d. Éducation
- e. Étudiant
- f. Gestion des affaires / administration
- g. Ingénierie / Science / Mathématiques / Technologie
- h. Loi / Gouvernement / Sécurité publique
- i. Manufacture
- j. Sans emploi
- k. Sciences humaines (écriture, journalisme, musique, art)
- l. Sciences sociales (psychologie, sociologie, travail social)
- m. Professionnel de Santé
- n. Structure à but non lucratif
- o. Transport
- p. Autre _____

Appendix C: Consent Forms

Video Consent Form

Media Release and Waiver

(SINGA incubator promotion)

I, _____ do hereby give

permission to be recorded, photographed, and/or videotaped by the SINGA incubator IQP group and/or their representatives in connection with the documentary production “SINGA incubator promotion” in association with WPI.

I understand and agree that the text, photographs, and/or videotapes thereof containing my name, likeness, and voice, including transcripts thereof, may be used in the production of documentary materials, and for other purposes that SINGA incubator IQP group deem(s) appropriate, in relation to the production of “SINGA incubator promotion”, and that such materials may be distributed to the public and displayed publicly on or more times and in different formats, including but not limited to, websites, cablecasting, broadcasting and other forms of transmission to the public. I also understand that this permission to use text, photographs, videotapes, and name in such material is limited to “SINGA incubator promotion”, its production in time, and that I will not receive any compensation for granting this permission.

I understand that SINGA incubator IQP group have no obligation to use my name, likeness, or voice in the materials they produce in relation to “SINGA incubator promotion”, but if SINGA incubator IQP group so decide(s) to use them, I acknowledge that SINGA incubator IQP group may edit such materials. I hereby waive the right to approve any such use, either in advance or following distribution or display.

I understand that SINGA incubator IQP group will not be responsible for any injury caused during production. I accept full financial responsibility for any cost related to treatment and give my confirmation by signing this document.

I hereby unconditionally release SINGA incubator IQP group and their representatives from any and all claims and demands arising out of the activities authorized under the terms of this agreement.

By signing below, I represent that I am of legal age, have full legal capacity, and agree that I will not revoke or deny this agreement at any time.

I have read the foregoing and fully understand its contents

Accepted by:

Signature: _____ Date: _____

Name of Event: _____

Location: _____

Telephone: _____

Interview Consent Form

Interview Consent Form

I, _____ do hereby give permission to be interviewed by the SINGA Lyon project team, and I understand that I may stop the interview at any time, or not answer any questions I do not feel comfortable answering.

*Please indicate the following that the SINGA Lyon **can** do:*

I give permission for the project team to audiotape the interview

I give permission for the project team to quote my words in their report/presentation

I give permission for the project team to paraphrase my words in their report/presentation

I give permission for the project team to use my name in their report/presentation

If I would like to change my permission status, revoke my interview, or if I have any questions, I may contact gr-e19finkela@wpi.edu.

Accepted by:

Signature: _____ Date: _____

Telephone: _____

Email: _____

Appendix D: Key indicators

The full list of key indicators SINGA has brainstormed:

Number of people sensitized
Number of people in permanence
Rate of conversion to permanence -> pré-incubation
Number of people in pré-incubation
Satisfaction rate of people in pré-incubation
Rate of pré-incubation conversion - >
Number of people in incubation
Satisfaction rate of people in incubation
Number of people in accélération
Satisfaction rate of people in accélération
Number Buddy pairs
% < 25 years in total
% < 30 year in total
% > 45 years
% of women
Number of partners
Number of social media publications

Number of references to programs and participants in the media
Number of jobs created
Number of legal structures created
Participant turnover
Number of social connections created
Number of partners
Number of reorientations
Rate of conversion (People in at least 2 phases of the course)

- *Bold indicates indicators that need data gathering methods

Appendix E Powerpoint Presentation

Création de méthodes permettant à SINGA de déterminer et de démontrer leur impact

Par: Ellie Clarrissimeaux, Sunny Shaidani, Emily Staknis, Jeremiah Valero



Nous Sommes des Nouveaux Arrivants



Emily Staknis

Robotics Engineering

French & English



Sawnaz Shaidani

Tissue Engineering

Farsi & English



Ellen Clarrissimeaux

Mechanical Engineering

English & Mandarin



Jeremiah Valero

Aerospace Engineering

Spanish & English



QUI EST SINGA?

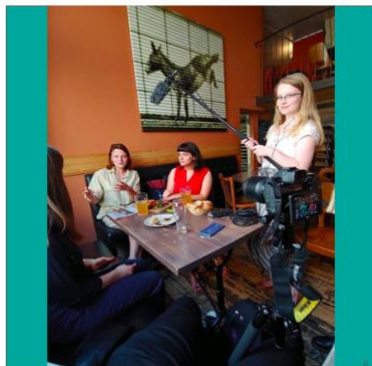


Mission

Notre objectif est d'aider l'incubateur de SINGA à mesurer et présenter de manière innovante l'impact de SINGA.

Objectif 1

TO DETERMINE SINGA'S CURRENT IMPACT AND THE BEST WAY TO REPRESENT IT



Qualités de SINGA d'après les personnes interviewées

- Welcoming
- Promotes networking
- Confidence-boosting
- Provides structure to projects
- High rate of future involvement



Recommandations d'après les personnes interviewées



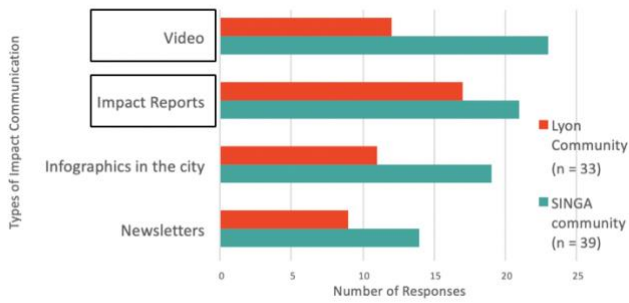
- More thorough business workshops
- Different accompagnement for different projects
- Informing Entrepreneurs about shared spaces

Objectif 2

TO TEST METHODS OF GATHERING DATA ON SINGA'S IMPACT

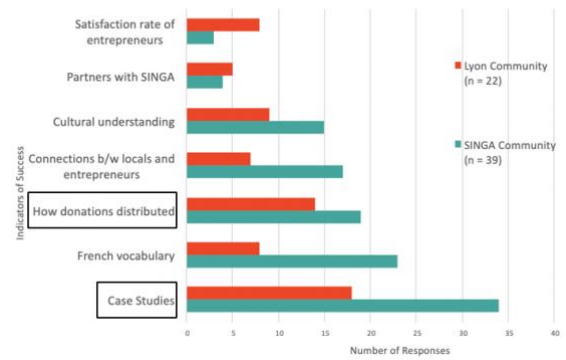


Comment Communiquer l'Impact de SINGA



10

Indicateurs d'Impact du Succès de SINGA



11

Objectif 3

TO EVALUATE METHODS OF GATHERING DATA ON EXISTING AND NEW INDICATORS



Indicateurs d'Impact Liés à la Qualité

- Testimonials
- People that SINGA introduces to entrepreneurs
- Ratio of money spent vs money earned of the organization
- Satisfaction rate of entrepreneurs in the program



Indicateurs d'Impact Liés à l'Inclusion

- Friendships made through SINGA
- Entrepreneurs who help other entrepreneurs
- Entrepreneurs that know a local outside of SINGA



Indicateurs d'Impact Liés aux Connaissances

- Economic independence
- Confidence level
- Knowledge of French code and culture
- Knowledge of French language
- Knowledge of business



Recommandations pour obtenir des données sur les indicateurs

- Entrepreneur Pre/During/Post/Post 1-3 Year Survey
 - Knowledge Indicators
 - Inclusion Indicators
 - Quality Indicators
- Interview Questions for Entrepreneurs + Volunteers
 - Quality Indicators
 - Business Indicators
 - Inclusion Indicators
- SINGA Community Survey
 - Inclusion Indicators/ Sensitivity

Objectif 4

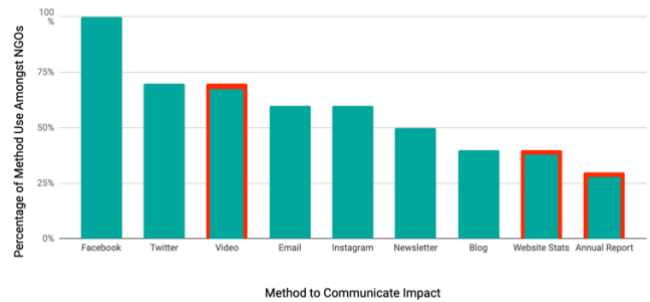
TO DEVELOP
EFFECTIVE METHODS
OF
COMMUNICATING
THE IMPACT OF
SINGA'S INCUBATOR



Organisations Etudiées



Méthodes de Communication d'Impact des Organisations



Recommandations pour Démontrer l'Impact

Annual reports & Website Statistics

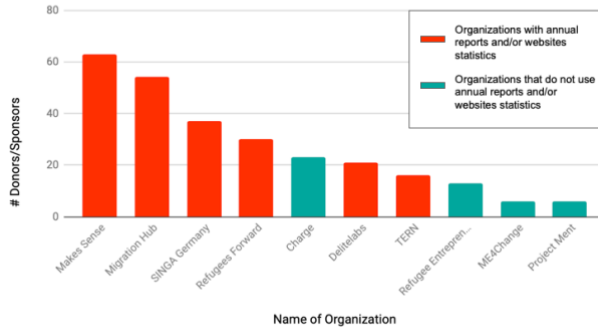
Videos

Newsletters



Les Rapports d'Impact Attirent plus de Donateurs

Number of Sponsorships/Donors/Partnerships per Organization



25



Manuel d'Évaluation et de Démonstration d'Impact (MEDI)

- Interview Recommendations
- Questions to Use for Interviews
- How to Code Interviews
- Survey Recommendations
- Questions to Use for Surveys
- Recommended Surveys
- Analyzing Surveys
- Videography Recommendations
- Videography Template

Merci!

Our Advisors

Peter Hansen Fabienne Miller Alex Sphar

Volunteers

Michel Cedric Fabienne
Celine Esaïe Fatima

Merci!

Louay Camille & Gabrielle Marwa

Merci!

Bonney



Mirion



Maria



Merci!

Vignesh



Elhadji



Nous nous Sentons Inclus à SINGA!



Questions?

Appendix F: Videography Content

SINGA VIDEOGRAPHY TEMPLATE

Time	Overview	Shots	Notes
0:00	Have a short backstory of the person we are speaking about. During this short story we display the name and other LOGOS that are necessary.	2 General shots of the interviewee. (35 and 50) Include some B-roll	Any footage that is relevant to the crisis that brought them to France would be great.
0:30-0:45	After their short story, we go into the business they have built through SINGA.	B-roll of the business and the items they sell. Including the service they provide. Also, how those items are made	These shots need to be vibrant and have some dimension to them
0:45-1:20	They speak about SINGA and how SINGA has benefitted them to make their business possible. A story/process they took to get to their position.	B-roll of SINGA incubator programs and the classes they have	More B-roll of the business they are in
1:20-1:45	Have them say how they can donate to Singa to support a person like him to build a business that benefits the society and gives funding to their families.	B-roll of SINGA and the Environment it has as well as the help they give to the businesses	Wide shots of SINGA and their space
TITLE CARDS	SINGA/FINKELA logo Names of the businesses Name of the business manager/ person on camera that started it Contact information		

Appendix G: IRB Approval

WORCESTER POLYTECHNIC INSTITUTE

100 INSTITUTE ROAD, WORCESTER MA 01609 USA

Institutional Review Board

FWA #00015024 - HHS #00007374

Notification of IRB Approval

Date: 06-May-2019

PI: Hansen, Peter H

Protocol Number: IRB-19-0581

Protocol Title: Demonstrating the Impact of Singa's Incubator in Lyon, France

Approved Study Personnel: Hansen, Peter H~Clarrissimeaux, Ellen~Valero Araujo, Jeremiah~Shaidani, Sawnaz~Staknis, Emily~Miller, Fabienne~Sphar, Jefferson A~

Effective Date: 06-May-2019

Exemption Category: 3

Sponsor*:

The WPI Institutional Review Board (IRB) has reviewed the materials submitted with regard to the above-mentioned protocol. We have determined that this research is exempt from further IRB review under 45 CFR § 46.104 (d). For a detailed description of the categories of exempt research, please refer to the [IRB website](#).

The study is approved indefinitely unless terminated sooner (in writing) by yourself or the WPI IRB. Amendments or changes to the research that might alter this specific approval must be submitted to the WPI IRB for review and may require a full IRB application in order for the research to continue. You are also required to report any adverse events with regard to your study subjects or their data.

Changes to the research which might affect its exempt status must be submitted to the WPI IRB for review and approval before such changes are put into practice. A full IRB application may be required in order for the research to continue.

Please contact the IRB at irb@wpi.edu if you have any questions.

*if blank, the IRB has not reviewed any funding proposal for this protocol

Appendix H: Refugee Protection vs. Subsidiary Protection in France

The EU often makes decisions regarding the management of refugees in the entire Union, as seen in Appendix H, but each country also has its own way of handling the influx. In France, there are two types of protection that the state can offer to asylum seekers: Refugee Protection and Subsidiary Protection (The Law Library of Congress, 2016). More information about the specifics of the protection plans can be found in Appendix I. People under either protection are permitted to work in France, bring their families to France, and are eligible for the same benefits as French citizens including universal health care and social welfare benefits.

Those granted Refugee Protection have been persecuted in their home country due to race, religion, nationality, political opinion, gender, or sexual orientation and have permission to legally reside in France for 10 years, with indefinite renewal after this 10-years period (The Law Library of Congress, 2016). They can apply for French citizenship immediately after being granted asylum (The Law Library of Congress, 2016).

Subsidiary Protection is granted to people who do not fulfill the requirements of refugee status but would also be in danger if they remained in their home country, including risk of execution, torture, inhumane treatment, and violence due to war. They have a temporary permit to reside in France for one year and can renew their permit for 2-year intervals thereafter. Those with Subsidiary Protection must obtain naturalization as per the usual rules of the country and are not exempt from the 5-year residency rule (The Law Library of Congress, 2016).

Appendix I: Interview Codes and Definitions

Entrepreneur Codes:

Company_Name: the name of the company they have worked on

Graduate = Graduate of the incubation program

Student = someone still in the incubation program

Entrepreneur_Prior = anything about the entrepreneur's life previous to SINGA

Entrepreneur_French_Language = anything pertaining to the entrepreneur learning or not knowing French

Entrepreneur_Knowledge = knowledge learned post-joining SINGA

Entrepreneur_Enthusiasm = Showing enthusiasm about projects, the program, the future, etc.

Entrepreneur_Prior_Confidence = Prior self-esteem/confidence level before joining SINGA

Entrepreneur_Post_Confidence = Self-esteem/confidence level post joining SINGA

- SINGA_Future_Donor

Business Codes:

Business_Prior = any prior experience with business

- Business_Prior_Participant: entrepreneur's experience with business prior to SINGA
- Business_Prior_Volunteer: Volunteer's experience a business prior to joining SINGA
- Business_Prior_Leader: Leader's experience a business prior to joining SINGA

Business_Idea = anything pertaining to someone's business idea

Business_Judge = Anything about the judging process to be involved in SINGA's inc. program

Business_Finance = anything topic on the financial aspect of any business

Business_Complete = they have successfully started their business and have customers

Business_Incomplete = their business is still a work in progress

SINGA's Reach Codes

SINGA_reach = how SINGA reached the interviewee, tag it with a code below

- SINGA_reach_friend = through friend
- SINGA_reach_website = through their website
- SINGA_reach_flyer = through the flyers they posted
- SINGA_reach_organization = through another organization
- SINGA_reach_facebook = through facebook

Involvement: Anything pertaining to when the interviewee became involved or why

SINGA_Reputation: What people say when they recommended SINGA/how it is talked about by others

SINGA Future Involvement/Vision Codes

SINGA_Future = pertaining the interviewee mentioning how they will be involved with SINGA in the future

- SINGA_Future_Volunteer = interviewee would like to be future volunteer
- SINGA_Future_Patron = interviewee would like to be future patron

- = interviewee would like to be future donor
- SINGA_Future_Recommend_to_friend = interviewee would like to recommend SINGA to a friend
- Future_Plans = anything pertaining to interviewee's future plans

Effectiveness/Quality of Work:

Definition_Of_Success = pertaining to the interviewee's definition of success for SINGA means

SINGA_Effectiveness = pertaining to the quality of SINGA's work SINGA_Effectiveness_Improvement

= pertaining to the improvement of SINGA's quality of work

General Codes:

Impact_Assessment = Anything pertaining to what they know about how SINGA has assessed impact or has an impact (e.g how the person assesses/views SINGA's impact to be)

SINGA_Mission = anything pertaining to the mission of SINGA

Data = interviewee mentions data gathering, data, or data collection tools (e.g surveys)

Other = something that the interviewee said that seems important but does not have a specific code for it, An example of this is an experience of the interviewee

Buddy = any mention of a buddy/mentor

CALM = any mention on the calm administration

Unique = any mention of SINGA's uniqueness/differentiation

Potential_Indicator = anything that you see that may seem like an indicator that stands out right away

Event = anything pertaining to SINGA event

Feasibility/Usability = Anything pertaining to if the program makes sense

Networking = Anything pertaining to networking

Volunteer_Other_NGO = Interviewee volunteers at another organization

Similar_Organization = interviewee mentions an organization similar to SINGA

Donor = Interviewee is or isn't a financial donor

Inclusion = Anything pertaining to the inclusion of anyone, including anything that may HELP the person feel more included in France

Population = Anything pertaining to a population

Quote = A quote said by the interviewee that the coder believes could be useful for SINGA's promotional use (basically, good quotes)

Media_General = mentions media

Target_Audience = who SINGA is trying to target

Volunteer Codes:

Volunteer_Knowledge = knowledge/perspective learned post-joining SINGA

Volunteer_Prior = anything about the volunteer's life previous to SINGA

Volunteers_Enthusiasm = Showing enthusiasm about students' projects, the program, the future, etc.
Feeling sense of happiness/pride by being involved.

Volunteer_Contribution = what the volunteer contributes to SINGA, being there for students' projects,
Giving their time to the organization

SINGA Leaders Codes:

Leader_Knowledge = knowledge/perspective learned post-joining SINGA

Leader_Prior = anything about the volunteer's life previous to SINGA

Leaders_Enthusiasm = The leaders showing enthusiasm and, the program, the future, etc. Feeling sense of
happiness/pride by being involved.

Leaders_Contribution = what the leaders contribute to SINGA, being there for students' projects

Preferred Methods of Hearing about SINGA

Hear_About_SINGA = use this code anytime someone mentions how they would PREFER to hear about
SINGA, and tag it with a code below

Flyer = rather hear about SINGA through a flyer

Video = rather hear about SINGA through a video

Facebook = rather hear about SINGA through facebook

Social_Media = rather hear about SINGA through a general social media (not specific)

Email = rather get email updates about SINGA

Mail = rather get mailed updates

Newsletter = rather hear about SINGA through a Newsletter

Pamphlet = rather hear about SINGA through a pamphlet

Annual_Reports_Website = rather hear about SINGA through annual reports posted on website
(logistics/statistics)

Personal_Contact = prefer to be contacted personally by the SINGA leaders

TAGS = ** EVERY CODE SHOULD HAVE AT LEAST ONE ASSOCIATED TAG

- Positive
- Challenge
- Neutral
- Suggestion

Appendix J: Pamphlets information

Pamphlets: Types of Designs

High Score Pamphlets: high quality paper, large, clear font, short phrases, an informative title, images of women in the appropriate age group, and a “tear off section women could use to join” the service (Paul, et al., 2003).

“Content only” pamphlet was also created with the same text as the high score pamphlet, but was on red photocopy paper, small font, and a poor diagram of the reproductive system (Paul, et al., 2003).

“Design only” pamphlet was more concerned with the design but contained more technical jargon and complex sentences (Paul, et al., 2003).

“Low score” pamphlets, which had very small black font on red paper using technical jargon and complex sentences and did not have a logical flow. It had an uninformative title, which was “Do it now”, and it did not have any images (Paul, et al., 2003).

This study found that 47% of people who received the pamphlet heard of the services, while only 17% who did not receive the pamphlet heard of the service. It found that 31% of those who received a pamphlet knew how to join the service, while only 2.5 % who did not receive a pamphlet knew how to join (Paul, et al., 2003). Out of the different pamphlet groups, the pamphlets that were the most effective were the “content only” and the “design only” pamphlets, but not significantly more than the other methods (Paul, et al., 2003). This study did conclude, however, “the broader context in which a pamphlet is delivered may be of greater importance than the characteristics of the pamphlet itself” (Paul, et al., 2003). In other words, there is a general increase of knowledge about the service of those who were mailed the pamphlet, regardless of the design, showing that pamphlets in general can be effective in communicating information about a company or organization.

Appendix K: Definitions of the 5 Components of Successful NGOs

Component	Definition	Why it Helps	Does SINGA have it?
Financial Sustainability ²	Ability to maintain financial longevity ³ .	Allows the nonprofit to predict programs and services they can organize ²	No
Cross-Subsidization ²	Selling services to industries that may benefit from them ²	Provides sources of income to nonprofit and way to network with donors ²	Yes
Entrepreneurial Spirit ²	Following unconventional methods to create a product/program ²	Differentiates a nonprofit from others that are working to solve similar social issues ²	Yes
Decentralization ²	Decreasing the number of leaders and giving more responsibilities to volunteers ³	Allows resources to go toward programs ² , gives the organization people with different expertise, and gives volunteers a sense of ownership ⁴ .	Yes
Rigorous Measurements ²	Data like annual statistics/impact reports ²	Persuades donors to support the organization ²	No

³ Financial sustainability, entrepreneurial thinking top nonprofit donor checklist, 2015

⁴ Sontag-Padilla, et al., 2012

Appendix L: Lyon Community Survey Completion Rate Analysis

Question	Question Type	Completed Responses	Total Responses	Completion Percent	(Multiple choice)	(Short answer)	(Ranking)	Multiple Choice	71.5
What is your gender?	Multiple choice	15	16	93.75	93.75			Short Answer:	31.25
What is your age?	Multiple choice	15	16	93.75	93.75			Ranking:	43.75
What is your postal code?	Short answer	14	16	87.5		87.5			
How long have you lived in Lyon?	Multiple choice	14	16	87.5	87.5				
What field is your occupation in?	Multiple choice	15	16	93.75	93.75				
Are you involved in an NGO (e.g. time, money, goods)?	Multiple choice	16	16	100	100				
Did you donate your time, money, or goods to the non-profit organization?	Multiple choice	3	4	75	75				
How did you learn about the organization(s)?	Multiple choice	3	4	75	75				
What kind of organization(s) did you donate or volunteer to?	Multiple choice	3	4	75	75				
What motivated or would motivate you to donate to a nonprofit?	Multiple choice	10	16	62.5	62.5				
Please expand on your answer from the previous question:	Short answer	5	16	31.25		31.25			
How would you want to see nonprofits communicate their impact?	Multiple choice	10	16	62.5	62.5				
How often do you interact with newcomers (e.g. migrants, foreign students, foreign employees)?	Multiple choice	10	16	62.5	62.5				
How often are you a customer of ethnic businesses (business created by an ethnic minority)?	Multiple choice	10	16	62.5	62.5				
Please rank how important you believe newcomers are to the economy and social community of Lyon:	Ranking (1/2)	8	16	50			50		
Please rank how important you believe newcomers are to the economy and social community of Lyon:	Ranking (1/2)	6	16	37.5			37.5		
Please expand on your previous answer:	Short answer	3	16	18.75		18.75			
Do you know any refugee support organizations?	Multiple choice	8	16	50	50				
What do you think would indicate to you that a refugee support organization is successful?	Short answer	3	16	18.75		18.75			
Which of these would indicate to you that a refugee support organization is successful?	Multiple choice	5	16	31.25	31.25				
Have you ever heard of SINGA?	Multiple choice	5	16	31.25	31.25				
How did you hear about SINGA?	Multiple choice	1	1	100	100				
How would you rate the effectiveness/impact of SINGA's work?	Multiple choice	1	1	100	100				
Please expand on your previous answer:	Short answer	0	1	0		0			
Where did you access this survey?	Multiple choice	5	16	31.25	31.25				

Appendix M: Table showing indicators that were extrapolated from interview analysis and how many people mentioned each indicator

Indicator mentioned	# of people who mentioned
Showing entrepreneur knowledge of French language	10
Only 12% of refugees are in contact with a local in host society. How many SINGA entrepreneurs are involved with a local outside of SINGA	1
Number of friendships made through SINGA, number of entrepreneurs who help other entrepreneurs	1
How many people receive housing through SINGA	1
Percentage of people in each promotion that start their business after x months	1
How many people have side jobs along with having their business	1
Level of independence from SINGA that the person feels	2
Percentage of projects abandoned worldwide by entrepreneurs in the first year vs. percentage of projects abandoned by SINGA entrepreneurs in the first year	1
Testimonials of people saying they feel accompanied rather than helped	1
Number of promotions	2
Time it takes for newcomer to find SINGA after arriving in Lyon	1
How many jobs have been created through the entrepreneur businesses	1
The number of companies that succeed and sustained themselves over time	3
The amount of time needed to start their business	1
Showing entrepreneur's economic independence	1

Showing schooling of children	1
Showing family integration	1
Showing entrepreneur knowledge of French code and how to interact with others	1
Showing entrepreneur confidence	3
Showing entrepreneur knowledge of knowing how to pitch their project	1
Showing entrepreneur knowledge of knowing how to run a study	1
Showing entrepreneur knowledge of marketing	1
Showing entrepreneur knowledge of entrepreneurial commercialization	1
Showing entrepreneur knowledge of technical competences	1
The number of people that SINGA introduces to entrepreneurs, number of connections made (networking)	7
Knowing the steps they've taken to start their business	1
If the entrepreneurs live off of their business that they've created through the incubator	1
The number of adherents to the association	1
Demonstrating why SINGA accompanies entrepreneurs	1
Time taken to integrate a refugee into French society	2
Ratio of money spent vs money earned of the organization	1
Satisfaction rate of entrepreneurs in the program	1
Sustainability of entrepreneurial businesses 3-5 years after graduating the incubator program	2

Appendix N: Table showing extrapolated indicators that we can measure using our data collection methods and their category

Category	Indicator mentioned
Inclusion	Only 12% of refugees are in contact with a local in host society. How many SINGA entrepreneurs are involved with a local outside of SINGA
	Time taken to integrate a refugee into French society
	Number of friendships made through SINGA, number of entrepreneurs who help other entrepreneurs
	Showing family integration
Knowledge	How many people have side jobs along with having their business
	Showing entrepreneur knowledge of French code and how to interact with others
	Showing entrepreneur confidence
	Showing entrepreneur knowledge of knowing how to pitch their project
	Showing entrepreneur knowledge of knowing how to run a study
	Showing entrepreneur knowledge of marketing
	Showing entrepreneur knowledge of entrepreneurial commercialization
	Showing entrepreneur knowledge of technical competences
	Level of independence from SINGA that the person feels
	Showing entrepreneur's economic independence
	Showing entrepreneur knowledge of French language

Business	The amount of time needed to start their business
	Percentage of people in each promotion that start their business after x months
	How many jobs have been created through the entrepreneur's businesses
	Sustainability of entrepreneurial businesses 3-5 years after graduating the incubator program
	Percentage of projects abandoned worldwide by entrepreneurs in the first year vs. percentage of projects abandoned by SINGA entrepreneurs in the first year
	The number of companies that succeed and sustained themselves over time
	If the entrepreneurs live off of their business that they've created through the incubator
Quality	The number of people that SINGA introduces to entrepreneurs, number of connections made (networking)
	The number of adherents to the association
	Time it takes for newcomer to find SINGA after arriving in Lyon
	Ratio of money spent vs money earned of the organization
	Satisfaction rate of entrepreneurs in the program
	Testimonials of people saying they feel accompanied rather than helped