



**UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES
STRENGTHENING PROTECTION CAPACITY PROJECT**

Co-Funded by the European Commission and the Governments of Denmark, Germany, the Netherlands and the UK

United Nations High Commission for Refugees

and

International Labour Organization

**ILO-UNHCR Partnership through Technical Cooperation
MULTI-BILATERAL PROGRAMME OF TECHNICAL
COOPERATION**

FINAL REPORT

**Self-reliance and sustainable livelihoods for refugees in Dadaab and
Kakuma camps**

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The views expressed in this report are those of its author and can in no way be taken to reflect the official opinion of UNHCR, the European Commission, Denmark, Germany, the Netherlands, or the United Kingdom

Resume

The Government of Kenya's (GoK) refugee encampment policy obliges refugees to register and reside in 2 refugee camps which are located in the Garissa (Dadaab) and Turkana (Kakuma) districts, two remote, semi arid and sparsely populated areas close to the Somali and Sudanese borders respectively. The Dadaab camp has a population of 138,129 (August 2005 UNHCR figures) refugees most of whom are Somali. There are 86,276 (June 2005 UNHCR figures) refugees in Kakuma, the majority of who are from Sudan.

UNHCR and IPs and OPs have over the years promoted and conducted various training and livelihoods skills programmes. The refugee camp economies provide very limited opportunities for economic activity within the camp environment and also the restricted or absence of interaction with the potential markets outside the camps seem to suggest that the camp cash economy is very restricted, with the result that most refugees are dependent on international assistance. The absence of stimulating economic activities leads to observable boredom and frustration tendencies within the camp population which fuel reprehensible tensions, criminality and violence.

The project seeks to address these problems through a package of measures directed at the promotion of livelihoods, capacity building, skills training and peace building. Underlying the approach is the view that immediate action is needed to prepare the refugee population in the camps for their eventual return. This requires widening livelihood options in both agriculture and non-agriculture through training, technical support and other inputs. There is also a need to promote expanded peace and reconciliation education programmes and seek opportunities for standardized training that would lead to recognizable certificates for attendees, and improve prospects for development in exchange for tensions, frustrations, idleness and eventually violence.

A number of interventions are proposed and attached, translating into various projects that can be funded independently in Dadaab and in Kakuma. The projects range from livelihood promotion through training and income generation measures for the refugees in the camps and the local host community; to projects aimed at strengthening partner capacity in skills training delivery in the camps.

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List of Acronyms

| | |
|------------|---|
| AIDS | - Acquired Immune Deficiency Syndrome |
| ASIST | - Advisory Support, Information Services & Training (ILO Project) |
| AVU | - African Virtual University |
| BMZ | - German Federal Ministry for Economic Cooperation and Development |
| BON | - UNHCR Branch Office Nairobi |
| CARE | - Co-operative for Assistance and Relief Everywhere |
| CBR | - Community-Based Rehabilitation |
| CBT | - Community-Based Training |
| CPA | - Comprehensive Plan of Action |
| CTD | - Convention Refugee Travel Document |
| CTLC | - Computer Training and Learning Centre |
| EC | - European Commission |
| FAO | - Food and Agricultural Organization |
| GoK | - Government of Kenya |
| GTZ | - Gesellschaft für Technische Zusammenarbeit |
| HI | - Handicap International |
| HIV | - Humane Immunodeficiency Virus |
| ICRC | - International Committee of the Red Cross and Red Crescent Societies |
| IDP | - Internally Displaced Person |
| IFP/CRISIS | - In Focus Programme on Crisis Response and Reconstruction (ILO) |
| IGA | - Income Generation Activities |
| IOM | - International Organization for Migration |
| ILO | - International Labour Organisation |
| IP | - Implementing partner |
| IRC | - International Rescue Committee |
| IT | - Information technology |
| IW | - Incentive Worker |
| JNA | - Joint Needs Assessment |
| KRSC | - Kenyan Red Cross Society |
| KSh | - Kenyan Shilling |
| LED | - Local Economic Development |
| LWF | - Lutheran World Federation |
| MFW | - Micro Finance Worker |
| NCCK | - National Council of Churches Kenya |
| NEP | - North Eastern Province Technical Training Institute Garissa |
| NGO | - Non Governmental Organization |
| OP | - Operational Partner |
| PERPS | - Promotion of Economic Recovery Project in Somalia (ILO Project) |
| PWD | - Persons with Disabilities |
| RA | - Research Assistant |
| RCK | - Refugee Consortium of Kenya |
| RESCUE | - Rational Energy Supply Conservation, Utilization and Education |
| RSD | - Refugee Status Determination |

| | |
|--------|--|
| SGBV | - Sexual and Gender Based Violence |
| SIYB | - Start/Improve Your Business |
| SOD | - UNHCR Sub-Office Dadaab |
| SOK | - UNHCR Sub-Office Kakuma |
| SPC | - Strengthening Protection Capacity Project |
| SWOT | - Strengths, Weaknesses, Opportunities, Threats |
| TDIM | - Territorial Diagnosis and Institutional Mapping |
| TFG | - Transitional Federal Government (Somalia) |
| TFI | - Transitional Federal Institutions (Somalia) |
| UAM | - Unaccompanied Minor |
| UN | - United Nations |
| UNDP | - United Nations Development Programme |
| UNESCO | - United Nations Education, Scientific and Cultural Organisation |
| UNFPA | - United Nations Population Fund |
| UNHCR | - United Nations High Commissioner for Refugees |
| UNICEF | - United Nations Children Funds |
| UNIFEM | - United Nations Development Fund for Women |
| VCT | - Voluntary Counselling and Testing |
| WB | - World Bank |
| WFP | - World Food Programme |
| WHO | - World Health Organisation |



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ILO – UNHCR TECHNICAL COOPERATION

SECTION I: BACKGROUND

1. UNHCR – ILO Cooperation

UNHCR and ILO have worked together for many years to combine UNHCR's relief expertise with ILO's development expertise, thereby creating synergy in linking relief to development.

Against this background, a proposal for a joint project on technical expertise was agreed upon by the two agencies in July 2003. The project entitled "ILO-UNHCR Partnership through Technical Cooperation" funded by the Government of Italy, focuses on the deployment of ILO livelihood experts to support both reintegration of returnees and IDPs in country of origin, as well as refugee self-reliance in the asylum context. It is expected that the rapid deployment of ILO technical staff to crisis affected regions allows the prompt development of programmes seeking to provide the affected population with employment opportunities through the implementation of programmes including skills training, micro and small enterprise development, local economic development, social/micro finance, establishment of cooperatives, and employment-intensive reconstruction projects.

In this context, ILO has fielded two consultants to Kenya, one each to the Kakuma and the Dadaab refugee camps.

The work of the two consultants is to lead to

- A clear understanding of the skills profile of the refugee population in Dadaab and Kakuma.
- Identification of current self-reliance strategies within the two camps and the constraints to enhancing self-reliance
- Recommendations on how to improve existing strategies and identification of additional initiatives that would enhance refugee self-reliance.

The ILO/UNHCR Partnership Programme in Kenya is placed in the context of two UNHCR-initiatives in the country, namely the Strengthening Protection Capacity Project (SPC) and – for Somali refugees - the Comprehensive Plan of Action (CPA).

1. The SPC has the objective to strengthen protection capacities in four African countries (Benin, Burkina Faso, Kenya and Tanzania) through multilateral cooperation and to develop a framework approach for UNHCR capacity building world-wide. It undertakes (a) comprehensive assessments of gaps in protection capacity in targeted countries, (b) national stakeholder consultations to recommend interventions to fill identified gaps, (c) development of a strategic plan of comprehensive project interventions, and (d) provides financial support to implement projects identified.

The CPA¹ provides a framework for identifying gaps in protection capacity and delivery. In regards to Skills development and income generation, the CPA, in Chapter 11.1 refers to relevant international standards in regard to training and employment of refugees.

Box 1: Summary of relevant international standards and principles

Regarding wage-earning employment, refugees lawfully living in the country of asylum should be accorded, as a minimum, the most favourable treatment accorded to other alien residents. Asylum countries, however, are encouraged to give “sympathetic consideration” to granting refugees equal treatment with nationals in order to enhance their prospects for self-reliance.

Concerning self-employment, refugees should be accorded treatment as favourable as possible. In any event, such treatment should not be less favourable than that accorded to aliens generally in the same circumstances as regards the right to engage on their account in agriculture, industry, handicrafts and commerce and to establish commercial and industrial companies.

Regarding the practice of liberal professions, refugees are to be accorded treatment as favourable as possible, but in any event not less favourable than that accorded to aliens generally in the same circumstances. In this context, countries of asylum should also establish procedures for recognizing any diplomas that refugees may hold.

Refugees should be allowed to own movable or immovable property and to dispose of the same. They should also be allowed to remit monies outside the country of asylum, subject to applicable foreign exchange control regulations².

These principles as well as applicable International Labour Standards of the ILO³ guided also the intervention of the two consultants under the ILO/UNHCR Partnership. In their work, the two consultants have considered in particular the following three goals as discussed in Chapter 11 of the CPA:

1. Educational and Vocational Programmes Are in Place that Benefit Women and Men Equitably
2. Access to Wage Earning Employment
3. Self-Employment Opportunities can be pursued

¹ CPA for Somali refugees: Framework for identifying gaps in protection capacity and delivery (rev 17/3/05) (Kenya).

² **Educational and Vocational Programmes:** the 1951 Refugee Convention, Article 22; UDHR, Article 26; ICESCR Article 6(2). **Access to Wage Earning and Self Employment and Practice of Liberal Professions:** the 1951 Refugee Convention, Article 17, Article 18 and Article 19; the Banjul Charter, Article 15; ICESCR, Article 6.

Guidelines: UNHCR Handbook on Integration Rights (Draft), UNHCR, Geneva, February 2004. **Social Security and Protection against Discriminatory Treatment in Remuneration and other Benefits:** the 1951 Refugee Convention, Article 24; UDHR, Article 22; ICESCR, Article 7 and Article 9. **The Right to Own and Dispose of Property:** the 1951 Refugee Convention, Article 13; the Banjul Charter, Article 14; UDHR, Article 17.

³ These are enshrined in the ILO Declaration on Fundamental Principles and Rights at Work (1998) and comprise the following: (a) Freedom of association and the right to collective bargaining; (b) The elimination of forced and compulsory labour; (c) The abolition of child labour, and; (d) the elimination of discrimination in the workplace.

The two consultants participated in the discussions of the draft CPA for Somalia, held in Nairobi (17/18 May 2005).

2. Terms of Reference of the consultancy to Kakuma and Dadaab

The consultants' ToRs comprise the following⁴:

Under the supervision of the UNHCR Representative in Kenya, and with technical support of ILO's Crisis Response and Reconstruction Department and UNHCR's Reintegration and Local Settlement Service, the two consultants (one assigned to Kakuma, one assigned to Dadaab) will work in two phases as follows:

Phase I (April – June 2005)

Provide a written analysis of:

- The current strategy of UNHCR for the promotion of economic empowerment and self-reliance of refugees, and the constraints.
- Existing opportunities for enhancing self-reliance and their impact on those able to benefit from them.
- Economic coping strategies of refugees.
- The current skills level among refugees.
- Identify skills that should be developed to enhance the reliance of refugees as well as those necessary to facilitate reintegration of returnees in the country of origin.

Phase II (June – August 2005)

Provide a written analysis of:

- The availability of local training providers, local micro-finance institutes and local business advice services with whom partnerships can be developed to provide sustainable support to those engaged in income generating activities.
- The degree to which refugees are able to access the labour market, including the informal sector, particularly in Nairobi.
- The impact on host communities around Dadaab and Kakuma of vocational training and income-generation activities implemented in the camps.
- Possibilities for enhancing co-operation between refugees and hosting communities in the field of income-generation.

Expected results from the technical cooperation

⁴ During their assignment, the two consultants regularly prepared short "Situation Reports" and more extended "Intermediary Reports". These reports outline in some detail the activities undertaken and the people met. The reports are available on request from the ILO (kiniger@ilo.org) or UNHCR (garbe@unhcr.org). The two consultants gratefully acknowledge the contributions of staff from UNHCR Geneva, Nairobi, Dadaab and Kakuma, of ILO staff from Geneva and Nairobi, of NGO partners, and – last, but not least – of the refugee communities in the camps.

-
- Concrete recommendations are expected on how to enhance refugee self-reliance including through vocational training, micro-credit schemes, and community based activities. These recommendations should include the identification of organizations with experience in poverty alleviation and local livelihoods that could be part of a reliable network to ensure the long-term sustainability of a comprehensive self-reliance programme.
 - A clear understanding of the skills profile of the refugee population in Dadaab and Kakuma.
 - Identification of current self-reliance strategies within the two camps and the constraints to enhancing self-reliance.
 - Recommendations on how to improve existing strategies and identification of additional initiatives that would enhance refugee self-reliance.

In response to these ToR, this report summarises the key findings and core recommendations of the two consultants. While there is an overall context covering the situation of all refugees in Kenya (Section I) issues and recommendations specific to either Kakuma or Dadaab are discussed in specific chapters (Section II and III respectively). Section IV presents findings and recommendations in regard to both camps. Project proposals, in modular form, are included in the Annex. The following definitions provide a clear understanding of concepts with high relevance for the entire report.

3. Definitions and concepts

IGA

Income-generating activities (IGAs) are the predominant type of micro entrepreneurial activities, especially in rural areas, referring to pre-entrepreneurial subsistence-type self-employment.

Income generating activities constitute an important source of household income supplementing family incomes. Usually they involve part-time, seasonal activities, based on traditional technologies, local materials and local markets, with often little, if any, potential for growth and mostly actively engage women. Examples of income generating activities include: Tailoring, seasonal trading and hawking, pig and poultry raising, and traditional craft activities.

Micro enterprises are slightly larger than income generating activities, as they work with a few family workers, apprentices and sometimes one or several (up to ten) permanent workers. They are a mix of traditional and more-modern-but-obsolete technology.

They often lack access to capital, have modest technical and limited management skills. They are more linked with markets and they serve local and nearby markets; thus, they are more often found in larger villages, rural towns and regional centres.

Livelihoods

A recent definition states that "a livelihood comprises the capabilities, assets (stores, resources, claims and access) and activities required for a means of living: a livelihood is sustainable which can cope with and recover from stress and shocks, maintain or enhance its capabilities and assets, and provide sustainable livelihood opportunities for the next generation; and which contributes net benefits to other livelihoods at the local and global levels and in the long and short term."⁵

As attributes of livelihoods are the following: the possession of human capabilities (such as education, skills, health and psychological orientation); access to tangible and intangible assets; and the existence of economic activities.

Microfinance

Microfinance is the provision of financial services, in a sustainable way, to micro-entrepreneurs or people with low incomes who do not have access to commercial financial services.

Vocational Training and skills development

Vocational training refers to the transfer of (technical) skills and know how in a formalised way, following accredited curricula and leading to certificates or diplomas acknowledged by appropriate authorities (usually National Training Boards, Ministry of Education or Ministry of Labour). Vocational training may be institution-based or enterprise-based and is usually accessible to youth with formal education (primary or secondary school certificate). Skills development refers to the transfer of (technical) skills and know how in a non-formal way usually, but following rather basic syllabi. Skills development qualifies predominantly at the semi-skilled level. Upon completion, trainees receive an internal certificate of participation which is rarely acknowledged by the appropriate vocational training authorities. Skills development may be course-based or enterprise-based and is usually accessible without any formal education certificate.

Monitoring and Evaluation

Monitoring is a process by which information on the progress and the direction of ongoing actions is generated mainly for management purposes.

Evaluation is a process by which the quality, implementation, target relevance and impacts of activities, programmes and policies are investigated, interpreted and examined.

⁵ R. Chambers & G. Conway, 1992, Sustainable rural livelihoods: practical concepts for the 21st century. IDS Discussion Paper No. 296. Brighton, IDS, p. 7 -8.

Assessment is a synthesis of facts, which arise from the evaluation process, and judgement. Under this definition, assessment is a policy making tool for the planning of new programmes.

Implementing Partners and Operational Partners

Implementing partner:

Governmental, inter-governmental or non-governmental entities with which UNHCR enters into a sub-agreement to implement a project for UNHCR beneficiaries and which in principle bring additional resources of their own to meet needs which would otherwise have to be met by UNHCR.

Operational partner:

Agencies whose work is complementary to that of UNHCR and which may be assisting the same beneficiaries or working towards the same.

SECTION II: KAKUMA

1. Situation Analysis

Sudan stretches from the Sahara Desert in the north to the tropical zones in the proximity of the equator in the south. Its estimated population of some 30 million persons (with almost half under 15 years of age) is composed of a large number of ethnic groups following different religions and socio-economic ways of life, although ongoing rural-to-urban migration was reportedly rising in the late 1990s, rapidly expanding and congesting Sudan's urban areas, over two-thirds of the population in South Sudan still lived in the large and fertile rural lands, engaged in livestock rearing and subsistence farming. They depended largely on low-productivity rain-fed cultivation techniques, and thus suffered considerably from a combination of a series of natural disasters and a prolonged civil war.

Although the situation in most of the country is relatively stable since the beginning of 2002 there are still pockets of unrest including Darfur. Conflict has been the single most important cause for the recurrent humanitarian crises in South Sudan, displacing people internally, and leading to outflows into surrounding states, including the Democratic Republic of Congo, Uganda, Ethiopia and Kenya.

Kakuma refugee camp, in Turkana District, Kenya, the focus of this section, is close to Kakuma village. The village town has a rather fluid population of some 30,000 people. Local Turkana people tend to move to this town in times of scarce rains or in search of services. Transport takes place by road and but often personnel reach the area only by air. The economy of the Kakuma area is isolated, small and stagnant, and would have collapsed years ago had it not been for the daily commercial, relief and services implemented by UNHCR and partners in humanitarian aid to refugees in the camp.

Table 1: General Background on Refugee Composition in Kakuma

| Name of Beneficiary All Nationalities in Kakuma camp | | | | | | |
|---|--------|---|--------|-------|-----------------|-------|
| Population: | | | | | | |
| Age Group | Male | % | Female | % | Total | % |
| 0-5 | 6,366 | 7.37 | 5,690 | 6.59 | 12,056 | 13.95 |
| 6-17 | 18,365 | 21.26 | 12,785 | 14.80 | 31,150 | 36.05 |
| 18-25 | 14,547 | 16.83 | 6,155 | 7.12 | 20,702 | 23.96 |
| 26-55 | 10,194 | 12.63 | 9,948 | 11.51 | 20,862 | 24.14 |
| 56 and > | 682 | 0.78 | 824 | 0.95 | 1,506 | 1.74 |
| Total: | 50,154 | 58.87 | 35,402 | 40.97 | 86,276 * | 99.84 |
| Major locations: | | Kakuma * Age breakdown for 125 persons (0.14%) missing. | | | | |
| <i>UNHCR SO Kakuma Figures 2005</i> | | | | | | |

According to UNHCR SO Kakuma reports, the Sudanese caseload constitutes almost 75% (64,644) of the total refugee population in Kakuma of 86,276 and the majority of the Sudanese refugees are pastoralist Dinkas from Bahr-el-Ghazal and Upper Nile; and Nuers from Upper Nile regions of southern Sudan. Ethnically, the Dinka, Nuer and “Bari” speakers originate from Equatoria province of Southern Sudan.

Table 1a: Sudanese Caseload Kakuma

| Name of Beneficiary Sudanese | | | | | | |
|-------------------------------------|---------------|---|---------------|--------------|-----------------|--------------|
| Population : | | | | | | |
| Age Group | Male | % | Female | % | Total | % |
| 0-5 | 4,528 | 6.99 | 4,010 | 6.19 | 8,538 | 13.18 |
| 6-17 | 14,499 | 22.39 | 9,452 | 14.60 | 23,951 | 36.99 |
| 18-25 | 12,428 | 19.19 | 4,335 | 6.69 | 16,763 | 25.89 |
| 26-55 | 7,015 | 10.83 | 7,260 | 11.21 | 14,275 | 22.05 |
| 56 and > | 495 | 0.76 | 622 | 0.96 | 1,117 | 1.72 |
| Total : | 38,965 | 60.16 | 25,679 | 39.65 | 64,644 * | 99.83 |
| Major locations : | | Kakuma * Age breakdown for 93 persons (0.14%) missing | | | | |
| <i>UNHCR SO Kakuma Figures 2005</i> | | | | | | |

Somali refugees constitute the second largest group, at 17,762 or 21%. They predominately belong to the main Somali clans, of the Darood, Rahaweyn, Hawiye and Issak, but there is also a large population of minority groups including the Somali Bantu, Asharaf, Bajuni, Barawa and Benadir. Most of the Somalis fled into Kenya following the collapse of the Siad Barre government and the subsequent outbreak of civil war in Somalia in 1991, and were relocated to Kakuma following the closure of the coastal camps in 1997.

Table 1b: Somali Caseload Kakuma

| Name of Beneficiary Somali | | | | | | |
|-------------------------------------|--------------|--|--------------|--------------|----------------|--------------|
| Population : | | | | | | |
| Age Group | Male | % | Female | % | Total | % |
| 0-5 | 1,615 | 9.07 | 1,493 | 8.39 | 3,108 | 17.47 |
| 6-17 | 3,368 | 18.93 | 2,936 | 16.50 | 6,304 | 35.43 |
| 18-25 | 1,702 | 9.56 | 1,587 | 8.92 | 3,289 | 18.48 |
| 26-55 | 2,496 | 14.03 | 2,214 | 12.44 | 4,710 | 26.47 |
| 56 and > | 167 | 0.93 | 184 | 1.03 | 351 | 1.97 |
| Total : | 9,348 | 52.52 | 8,414 | 47.28 | 17,762* | 99.82 |
| Major locations : | | Kakuma * Age breakdown of 26 persons (0.14%) missing | | | | |
| <i>UNHCR SO Kakuma Figures 2005</i> | | | | | | |

The Ethiopian refugees account for the third largest group, 3%. They are of Amhara, Tigryan and Oromo origin as well as smaller ethnic groups from the southern regions of Ethiopia. Other nationalities residing in Kakuma include Rwandese, Burundian, Congolese, Angolans, Eritreans, Central African, Congolese (Brazzaville), Sierra Leonean and constitute less than 1% of the total refugee population.

Table 1c: Other nationalities in Kakuma

| Name of Beneficiary Population : A Mix of Other Nationalities (Ethiopians; Ugandans; Rwandans; Burundians) | | | | | | |
|---|------|--|--------|-------|-------|-------|
| Age Group | Male | % | Female | % | Total | |
| 0-5 | 223 | 5.75 | 187 | 4.82 | 410 | 10.57 |
| 6-17 | 498 | 12.84 | 397 | 10.24 | 895 | 23.09 |
| 18-25 | 417 | 10.75 | 233 | 6.01 | 650 | 16.76 |
| 26-55 | 1403 | 36.19 | 474 | 12.22 | 1877 | 48.42 |
| 56 and > | 20 | 0.51 | 18 | 0.46 | 38 | 0.98 |
| Total : | 2561 | 66.04 | 1309 | 33.75 | 3870* | 99.82 |
| Major locations : | | Kakuma * Age breakdown for 6 persons (0.15%) missing | | | | |
| <i>UNHCR SO Kakuma Figures 2005</i> | | | | | | |

2. Existing interventions in Kakuma

The Government of Kenya has the primary responsibility of provision of asylum and protection to refugees and the delivery of multi-sectoral assistance programme is channelled and implemented through a range of implementing and operational partners comprising, the UN agencies, Implementing Partners (IPs) from Non-Governmental Organizations (NGOs) and Operating Partners (OPs). The core international protection mandate as well as major international, regional and local procurements is directly implemented by UNHCR Offices at Sub-Office Kakuma and Dadaab and Branch Office Nairobi, with direct support of UNHCR Headquarters in Geneva. Through community mobilization and empowerment programmes refugees also participate in the planning and implementation of these activities through the functional refugee community representative systems in the camps. In addition, specialized refugee sector committees work together with implementing UNHCR through the Community Services teams and partners to ensure a culture of ownership on the part of refugees is sustained and refugee participation in decision making guaranteed.

The Sub-Offices main duties include:

- Provide international protection to refugees by ensuring basic human rights, their ability to seek asylum and the principle of *non-refoulement* is observed.
- Liaises with Government, District Officials, Local community leaders, Refugee leadership, law enforcing bodies and other stakeholders to ensure protection and physical security of refugees.

-
- Co-ordinates and monitors delivery of the assistance programme through Implementing Partners (IPs) and Operating Partners (OPs) with collaboration of primarily the Health and Education district departments.
 - The refugee assistance in Kenya is implemented progressively under the UNHCR programme strategy of Self-reliance strategy that is currently in the process of advocating Government of Kenya (GoK) support and cooperation in Refugee Hosting Areas;
 - Undertake Refugee Status Determination, registration, family reunification, protection, repatriation, and follow-up on resettlement cases;
 - Ensure that select refugee shelters and communal facilities are rehabilitated or constructed as deemed required;
 - Co-ordinate the area security and Inter-agency meetings and ensure the delivery of reliable security services;
 - Support training needs of staff among partners, GOK officials and organize capacity building workshops when necessary.
 - Directly implements activities under sub-project(s)
 - Liaises with the District Officer as the Government Counterpart in all refugee matters while monitoring utilization of UNHCR funded activities.

The UNHCR **implementing partners** contribute to the self-reliance of refugees with activities largely in line with the strategic areas of service provision to refugees, and predominantly in the fields of:

- Education: schools, provision of school supplies, training the teachers, enabling girl children to enrol
- Health care: primary health care activities, mothers' health, immunisation, training health personnel, prevention, VCT
- Livestock: immunisation, training
- Nutrition: food distribution, food-for-work
- Sanitation
- Vocational and other skills training: skills for employment
- Water: digging of bore-holes, supply and maintenance of pumps

The Sub-Office works with **operational partners**, who are undertaking programmes in line with and in support of the UNCHR self-reliance strategy

WFP provides basic food aid, besides therapeutic and supplementary food assistance to malnourished children via IRC run clinics and centres. The sister UN agency has also support for the Food for Assets (FFA) and School Feeding Programmes. The Food for Assets Program, aims to create assets for the community including provision of water for domestic and livestock use (watering pans for animals, shallow wells for personal consumption, water catchments) and promote the establishment of green belts. In Kakuma it has been a source of short-term employment opportunities and alleviates food insecurities of the vulnerable members of the Turkana community

The Ministry of Home Affairs (GOK) as the focal government counterpart for UNHCR has been consulted in policy regarding the refugee programme in Kenya pending enactment by Parliament of the Refugee Bill, and therefore, the commissioning and eventual deployment to Kakuma and Dadaab, of the officers from the Department of Refugee Affairs.

Lutheran World Federation (LWF) in partnership with **World Food Programme (WFP)** manages food distribution activities and maintain/repair the food distribution centres. LWF distributes the general food basket supplied by WFP and the complementary food supplied by UNHCR. LWF's responsibility also extends to store and distribute non-food items, manage the water distribution system and maintenance, community services, peace education, gender equity, capacity building, pre-school, primary and secondary education; and transportation and logistics support for the other multi-sectoral activities. LWF also rehabilitates and maintains shelters for vulnerable families and selected public institutions especially schools.

International Organisation for Migration (IOM) provides logistical and operational support to resettlement cases. IOM also facilitate medical clearance before resettlement.

International Rescue Committee (IRC) provides a comprehensive and integrated preventive and curative health care system through community based health care services to refugees and provides both curative and preventive health services in line with the principle of integration of services. IRC also provides community based health care and preventive and curative health services to local community in District. This includes nutrition, community outreach, sanitation, reproductive health, mental health, dental care services, and TB detection and case management. Other activities include HIV/AIDS awareness and supplementary feeding for people living with HIV, Sexually Transmitted Infections (STI) treatment and prevention, reproductive health education, promotion of condom use and its distribution.

Windle Trust Offers English language classes, Gender training, Women's support programs, support for the production of the Kakuma camp magazine and support to ongoing Teacher Training programs.

Handicap International covers mine-awareness training.

The German Technical Cooperation (GTZ) is responsible for the procurement and distribution of firewood. In support of GoK environment policy GTZ works in close co-operation with the Government of Kenya's Department of Forestry and other agencies involved in the refugee assistance programme. GTZ has a reforestation programme for the areas left vacant by the resettlement of large numbers of Somali Bantus in particular, to the USA and other receiving countries. Other interventions include, environmental education, household energy conservation training on firewood saving stoves, construction of mud stoves, and promotion and distribution of solar cookers.

Film Aid International shows educational and social films in all of the schools in camp and the surrounding community.

Don Bosco Kakuma is responsible for vocational skills training and income generation sectoral activities. DON BOSCO has a country presence in South Sudan and is drafting its operations in Kakuma in vocational and skills training activities to gear it for repatriation of Sudanese refugees. This is aimed at better equipping refugees in anticipation of voluntary repatriation with the relevant skills that the refugees shall put to good use to become self-reliant, self-sufficient and integrate into the communities in the areas of return in a sustainable way.

3. Challenges to coping mechanisms

Social life in the Turkana district is rife with cattle raising and rustling as a border community. Turkana borders Uganda, Sudan and Ethiopia. Economic growth has been slower than other districts and inequality has increased. The growing conflict and displacement in the north and east of the district, especially since the mid-1990s, is one of the factors directly and indirectly responsible for the continuance of poverty and deprivation. This is compounded by the continuance of the problem of cattle rustling which is inflicting damage to the population living in the northeast, near the Karamoja area. Currently some 82,000 refugees reside in the refugee camp, depending upon food handouts, mainly from the World Food Programme.

The present situation and major challenges facing Turkana District and are briefly listed below.

- The continued Government of Kenya (GoK) “encampment policy” has had an adverse impact on overall economic growth and potential activities for poverty reduction. It has led to the continuance of estimated high poverty levels and a recent rise in the poverty levels in the two districts.
- The local conflict situation in these two border districts has not significantly improved over the last 10 to 12 months and not much improvement is expected by the end of 2005. Problems of insecurity, cattle and livestock rustling, inter-ethnic rivalries, poor access and restrictive policies continue to rein in economic development in the two districts, especially as some estimated 90 per cent of the local hosts, until recently, led a nomadic life.
- The recent signing of a peace agreement for Sudan in November 2004 and the continued efforts to expand the initial agreement to include the other rebel groups represents a positive development and improving conditions in the neighbouring countries promotes the process of peace building. The peace efforts of the government and of religious and traditional leaders have been successful and there is a significant discussion among the refugee population that repatriation could soon become an option.

- UNHCR has initiated preparations of Sudanese refugees for the process of return from Kakuma camps. New arrivals continue to be registered at the reception centre in Kakuma. This suggests an unstable and unsuitable environment of return in South Sudan. Reports from refugees suggest a scenario of lack of facilities and services in South Sudan.
- Refugees in the camps continue to participate in a limited range of economic activities where conditions and market access make this possible. There is a limited cash input into the refugee camp economy. The agricultural activities are limited by the arid climate and the limited land available for grazing and other activities. Moreover the refugees are also not allowed to keep livestock as that would clash with the immediate interests of the local host community which has a predominantly a livestock rearing tradition.
- Armed cattle rustling in Turkana district and its neighbouring counties remains a problem, though peaceful consultation programmes continue to be sought.

Box 2: Problem identification affecting IGAs in Kakuma as refugees

During the mission, a Leadership workshop was conducted and in the problem identification exercise, the following problems were enumerated by the youth leaders that attended the 4 days training.

. Land shortage for cultivation
 . Restrictions on animal husbandry
 . Lack of rain water or water harvesting
 . Abundance of non-food items (second hand clothes competing with businesses or shop)
 . Small market gardening crops destruction by stray Turkana animals
 . Congestion which leads to reduced land availability for other purposes
 . Lack of market gardening inputs (hybrid seeds)
 . Periodic insecurity
 . Periodic flooding leading to closure of business
 . Lack of informal education opportunities
 . Long distance to secondary educational facilities within the camp
 . Periodic clan/tribal conflicts
 . Poor transport
 . Language communication barrier (Arabic versus English)
 . In-human treatment (forced encampment with limited “outside business”)
 . Lack of cash opportunities
 . Negative cultural beliefs or policies that do not favour girls’ education
 . Lack of market for produce
 . Lack of modern agricultural technologies
 . Lack of capital

4. Coping mechanisms

The micro and small businesses found in the districts are mainly focussed on the production –in a very traditional way- for the local markets. The majority of livelihood activities of the population in the district are in the field of localised farming and animal husbandry. Although exact figures are not available regarding the percentage involved in these activities it is very likely that more than 90% of the population in the age between 15 and 50 is engaged in either agricultural or animal husbandry activity (or both). Most of the production is at subsistence level, only very little is sold on the local markets (which at itself is an indicator that the large majority of the population produces food crops for own consumption).

Taking into consideration that the refugees have been in Kakuma camp for an average of 14 years, the success of livelihoods training conducted in the camps can be marginally assessed from the level of food aid provided to each family or individual in the period covered, and the successful coping mechanisms of the refugee populations⁶.

The mission noted that the refugees do not have land allocated for crop production and where refugees have managed to grow crops; this has been on the few open spaces between shelters or on the verges of the main roads and even in the compounds of the cultural and other facilities in the camp. Crops grown range from green vegetables to tomatoes. Most of the produce ends up on the local camp market and mostly in the Zone in which the garden is located. This localised market gardening production is, as well as the production of food crops is done at a very small scale and is estimated at less than 5% of potential involvement. In Kakuma Camp, GTZ has projected picking up a programme to promote market gardening in the camp for most households, with the support of the SO Kakuma Community Services.

Kakuma village centre, like other small economic centres, has its repair shops for basic agricultural instruments and bicycles, producer of straw articles (baskets for house hold storage purposes), traditional huts roofmakers and a mill. In Kakuma refugee camp, the same activities are found and engaged in by refugees. Trade between the camp traders and the Kenyan counterparts in Kakuma village centre have improved over the years according to UNHCR SO Kakuma. It was noted that Somali and Ethiopian traders in the camp have set-up their own logistical supplies chain. This helps them to ensure fair prices in the camps. In one instance, the price of soap powder and cooking oil, was found to be cheaper in the camp than in the village, frequented by those transiting to South Sudan and of course the UN and NGO teams in Kakuma.

⁶ In a focus group meeting with Sudanese community leaders it was identified that refugees get their income from the following in order of importance:

- sale of casual labour
- boda-boda bicycle riding
- alcohol brewing and sale
- tuck shops
- butcheries

Water

The availability of safe drinking water is limited and sanitation conditions are poor throughout the district areas surrounding the camp. During the rainy season, the majority of the Turkana rely on seasonal rivers flow, ponds and shallow hand dug wells on the riverbed (some of which are polluted). During the dry season, most of these sources of water dry up and people and livestock have to travel long distances in search of water. The arrival of internally refugees 13 years ago is folklored to have added further strain on scarce water resources and a fragile environment.

UNHCR and partners have responded to the local communities in urgent need for clean water sources and for the provision of sanitation alternatives and hygiene education in and around Kakuma town. LWF remains active in this in borehole drilling.

Health

The general health situation in the district is poor, but in the areas surrounding the camp, it is better than the situation on some remote areas. A number of endemic and epidemic diseases are prevalent in the area (e.g., malaria, acute respiratory infections, diarrhoea, measles, malnutrition, tuberculosis). The provision of health services in the camp (which benefits the local community) is funded by UNHCR or by other donors (e.g. BPRM funds to IRC) and executed in co-operation with the District Ministry of Health by IRC.

Road network

Few cross drainage structures (culverts and small bridges) are operational on the main access road from Nairobi. In the last couple of years there has been little meaningful maintenance, and even the best roads are full of deep gaping potholes and no drainage facilities. Consequently, in the rainy periods many are either inaccessible or accessible only by 4-WD vehicles.

The inaccessibility has an impact on the local as well as refugee population engaged in some agricultural activity (as farmers are unable to transport produce to and from the local markets) and this slows and impedes the operation of relief organisations.

Education

The education sector in the camp was among the first sectors to act as a pull for the traditionally nomadic Turkana community. Constant displacement of communities disrupted the District education provision of access to schooling. A large number of schools are found close to the larger villages which are many miles apart and there is a shortage of teachers, textbooks and school supplies. In the last two years UNHCR, in collaboration with a number of NGOs and UN agencies, has actively engaged in the rehabilitation of schools, training of teachers and provision of school material. In spite of various promotion campaigns, girls are underrepresented at all levels of formal education, including in the camp.

Finance and IGA

Traditional moneylenders are found especially in the Somali community (in the form of family- and clan-based lending). Commercial lending is now limited to the formal sector and is virtually non-existent in Kakuma. The formal banking system is well represented in Lokichoggio, however (two banks). Credit services are mainly extended to Kenyan traders. A residual fraction of less than 10 percent is extended to refugees. This is because this target group has no ready collateral and therefore no access to these financial services. Moreover the common restraint is that the refugees will eventually return to South Sudan without paying their loans.

In the past two years, DON BOSCO operated a credit scheme that intended to extend credit facilities for income generating activities to about 500 beneficiaries. Problems in the operation of this credit system to a current figure of some 384 beneficiaries, 40 percent of who were meant to be women have led to a general reduction in enthusiasm at extending credit within the camp. Due to insufficient preparation and monitoring, the scheme proved less effective than other DON BOSCO interventions in the Kakuma camp. Problems in the operation of this credit system (a kind of loan revolving fund) relate predominantly to issues of sustainability.

The trading community

Apart from some locally grown agricultural commodities, nearly all marketable items come from Nairobi by road. Goods that are not provided by the government to military personnel, or by relief agencies to refugees and some other disadvantaged groups, are imported by both local commercial traders in Kakuma village town and the refugees trading community. Due to lack of access and especially the erratic rains, there is limited local production of agricultural produce.

The indigenous population does not traditionally engage in trading activities. While the profit margins are moderate, the prices are on average close to 10 percent higher than the prices paid in Kenya's capital. The high prices are due to costly transport and to the large number of middlemen that stand between the foreign or Nairobi-based importers or factories and the consumers in Kakuma refugee camp. The same applies for Dadaab.

Relief agencies

An overview of the activities of Kakuma's relief and development agencies and how the economic flows caused directly while significant in size, have only limited impact on the local economy. Relief agencies rarely procure their commodities on the local market.⁷ Salaries paid to the agencies' staff are relatively high, and are only redistributed to a small number of the refugee or local community employed in incentive work with

⁷ Significantly UNHCR and partners have increasingly taken a strategy to support local IGA groups when purchasing or sourcing products or services offered by registered refugee groups.

UNHCR and partners. Arguably, the most important economic redistributive effect on economy of local community is:

- The recycling of the relief food and non-food items on the local camp markets, increasing the food circulation and exchange of food for cash;
- The increased demand for firewood, providing some sort of a living for the local community poor.

Local production

Animal husbandry is the mainstay of the local economy, with the local Turkana community supplying all the needs of the camp for various meats (beef and mutton). In addition, refugees provide a range of marginal services and there is some production of handicrafts (bags), sandals, wooden and iron furniture, bricks, alcoholic beverages, soap and simple tools. Apart from the DON BOSCO medium-sized and well equipped workshops, all production takes place in home-based and family-micro enterprises.

Other activities include fishing, and gathering of firewood. No reliable data exist on fishing, logging and gathering.⁸ The little vacant plots close to the camp are partly cultivated for cash crops. While the soil is fertile clay and could potentially produce sufficient food for the entire population and a surplus for trade, however:

- The local population are traditionally nomadic and do not engage cultivation;
- The land is under the control of the local community chief, and the traditional shifting cultivation patterns cannot be adhered to;
- Prevailing agricultural techniques are poor, with few efforts to use higher-yielding adapted seed varieties;
- Uneven rainfall and frequent floods frequently hamper any attempts at agricultural production;
- There has not been any significant water-harvesting project that has successfully harnessed the rain-water for local production;
- The wood-cutting has caused massive soil erosion;
- Bad infrastructure and lack of marketing possibilities limit the incentive to produce a tradable surplus.

Local employment

No reliable camp activity employment statistics exist. A significant number of the local community are involved in agriculture or at least a part time activity supplying or transporting for the refugee population. As an economic necessity, nearly everybody undertakes different productive activities in different seasons, weeks, or times of the day. Most are predominantly engaged in food collection and gathering of firewood and animal

⁸ Fishing is from Lake Turkana, and fish caught is either used for local consumption, or dried for the markets of Lodwar or Kakuma. At first view, it seems that the potential for fishing is underutilized. Conversely, firewood harvesting seems to be carried out without much planning. The need for firewood and the market for timber have left the areas around the camp practically barren.

⁸ GTZ has a reforestation programme operational in and around the camp.

husbandry.⁹ Fish, plentiful in Lake Turkana is caught on small scale and using primitive methods (hardly any netting), by only a small number of people during part of the year.

Income generating activities found in the camp

In the camp non-agricultural activities are limited in size and variety. The indigenous population is not traditionally entrepreneurial and the networks needed for trading are absent. The average level of education is low and skills are insufficiently sophisticated and limited to traditional animal tending. Once income-generating activities are identified (tailoring, carpentry, leatherwear etc) many people rush to fill the identified gaps, but few innovative ideas enter and sustainably remain in the market. In order of income-hierarchy, people engage in:

- Import and wholesale (monopolised by Somalis and Ethiopians)
- Employment with relief agencies
- Small scale non-agricultural production (wooden furniture and bricks)
- Retail (monopolised by northern Somalis)
- Services (restaurants, motorised transport) mainly Sudanese but popularly Ethiopian
- Home based production (alcohol, food processing, clothes) Mainly Sudanese
- Marginal services (tea-making, petty trade)
- Survival activities (wood fetching, charcoal making, grass cutting) Mainly Turkana

Most employment of Turkanas is in the lesser-earning occupations at the service of refugees, such as firewood or food ration collection on distribution days.

Need to link skills needs in South Sudan reconstruction to skills training in the camp.

The following strategic considerations should be taken into account in planning for future action on behalf of refugees in Kakuma-camp

- Projected and anticipated reconstruction, rehabilitation, infrastructure development inside Sudan and Somalia acting as pull factors and encouraging directly productive assets involving the use of labour-based but equipment supported technologies. This will enable through local economic development local community and private business to generate opportunities.
- In the camps in Kenya, vocational education and training for self employment with a micro-finance component to set up viable new income generating opportunities will be offered.
- Also in Kenya, training and technical support for building the capacity of local government and refugee and local community institutions are recommended.

⁹ Only the Turkanas are allowed livestock. They use their livestock it not only as producer of meat and milk, but also to gain prestige, as economic reserve, for dowry and in ceremonies.

All income generation activities in and around the camps need to confront the following constraints:

- (1) a very low level productivity of the production due to:
 - a lack of access to -appropriate- technology (water harvesting; appropriate seeds etc)
 - a lack of a transport and thus a marketing system for the goods
 - a lack of functional organizational structure of the promotion of production for market
 - a lack of information, knowledge and technical support from the local government or district levels
 - a lack of district-specific initiatives to support IGA activities (including Refugees)
 - a negative perspective of refugee presence in the district (restricting potential and production by refugees)
- (2) a low level of formal education for both the local population and of the refugees, which not only complicates the work in the field (in terms of time and costs involved). It is for example very difficult to recruit local project staff with the desired basic level of education or experience from the Turkana community. A situation faced by most partners in the field and thus the make-up of most staff is that the posts that do not demand high levels of education or experience are filled by Turkanas (e.g. cleaners and security).
- (3) No formal mechanism of finance, leaving the camps outside the formal economy of Kenya. In Kakuma there are no banks or financial institutions. The nearest financial centre is Lokichoggio (95Km from Kakuma). Here there is a Bank and Post Office.
- (4) a geographical isolation, due to difficult conditions of access to the camps, which is aggravated by the lack adequate rains in the areas in which both camps are located. This not only complicates production and marketing of non-agricultural (e.g. handicrafts/carpentry), but the eventual marketing of agricultural products. It also inhibits an adequate and constant influx of reliable information to and communication for the refugee and for the local communities. All in all, due to the bad conditions of the roads, a lack of communication channels and a limited local infrastructure (there are for instance hardly any storage facilities), those in income generation are highly dependent on the few commercial contacts (in Lokichoggio or Kakuma for instance) that do link the region with 'the outside world'.

Skills to be developed to enhance the self-reliance of refugees and to facilitate reintegration of returnees in areas of return.

Skills with potential for income-generation in the camps

While economic opportunities in the camps and their environment are limited due to the limitations listed above it is important to not that as confirmed in the Dadaab Market Survey¹⁰:

- The majority of enterprises are ‘one person only’ mainly in services (e.g. small retail shop, catering/café).
- Most of the businesses started small than they are now, which shows there is a certain potential to make a profitable business in the camps.
- The overwhelming problem of camp-based micro-enterprises is the lack of permission to freely travel in the conduct of business leading to problems in having access to stock and/or raw materials.
- Other major problems are the lack of cash paying clients, and high request of access to products by credit.

Skills that promise to open up income generating opportunities include the following:

- Processing of live stock products: These include skin (leather), milk (cheese, yoghurt) and meat (dry meat).
- Ice-cream making and freezettes or frozen soda in plastics: both low-cost sweets are in demand but usually not available. Their introduction would also require additional cooling facilities which itself is a potential income-generating activity.
- Manicure/beauty services.
- Laundry service: while most refugees wash their laundry themselves, the introduction of laundry for pay is, when done in a small number, a promising business idea.
- Different forms of handicraft (including woodwork, already taught and practiced in the camps). Any skills development/income promoting activity in the handicraft sub-sector would require marketing support as the camps themselves have literally no demand/no purchasing power for these items. It would therefore become necessary to identify sales outlets in larger urban areas through an implementing partner.

Skills needs in Sudan

With the reconstruction and rehabilitation starting in South Sudan there is already an increased demand for skilled persons in managerial, technical, financial, administrative and support services. Most of the training institutes closed during the war. The skilled Sudanese also left for neighbouring countries or elsewhere and settled, albeit temporarily.

Looking at the current reconstruction in Sudan, it is envisaged that the following opportunities will be in great demand:

¹⁰ See Dadaab Findings section

| | |
|--|---|
| <ul style="list-style-type: none"> ▪ Construction company, Brick production, Building materials retailing ▪ Metal works, ▪ Wood Production ▪ Electricity installation and supply ▪ Auto mechanics, Car services ▪ Oil production | <ul style="list-style-type: none"> ▪ Food stuffs retailing ▪ Sewing/Tailoring ▪ Money transfer ▪ Computer services ▪ Training Institutes ▪ Telecommunications ▪ Private schools ▪ Bakery/Juices/Ice cream |
|--|---|

From this broad list of skills necessary in a country in post conflict, the best 20 skills to get a job/to create an income in Sudan were listed as¹¹:

| | |
|---|---|
| <ol style="list-style-type: none"> 1. Electricity 2. Masonry 3. Electricity 4. Surveying 5. Carpentry 6. Auto mechanics 7. I.T. / Computer 8. Welding 9. Nurse 10. Mid-Wife | <ol style="list-style-type: none"> 1. Masonry 2. Plumbing 3. Bakery 4. Shoemaking 5. Handicraft 6. Electronics 7. Driving 8. Rural Health Worker 9. Pharmaceutical Assistant 10. Veterinary Assistant |
|---|---|

5 Summary

Given the above mentioned problems and in the light of the earlier mentioned concern of creating an immediate impact to both the local communities, while keeping in mind the project's overall search for the creation of self reliance mechanisms, the following immediate concrete actions are proposed:

- 1) Support to and improvement of the agricultural production, with a focus towards stimulation of associative forms of income generation between the refugee and local communities
- 2) Support through the local government, the water harvesting/ product marketing and storage system for the agricultural or animal husbandry production

¹¹ In discussions with refugees focus groups (Refugee leaders, youths, youths leaders, women, Parents-Teacher-Association)

3) Elaborate tailor-made system of training courses, based on the local requirements and conditions, in close collaboration with the responsible UNHCR sections (Protection and Community Services) and partners. Basic training courses like ILO's SIYB (Start and Improve Your Business) could provide useful support here and could be implemented rather soon, if a pool of technical trainers in UNHCR can be formed. All training activities will be carried out in close cooperation with UNHCR staff in the above sections.

Immediate activities should furthermore include: -taking stock of the existing skills training from the various partner activities in the camps; - with a focus to support the graduates from the camps training to gain access to further training in Kenya.

Support to agricultural production (targeting primarily local community and eventually those refugees that will opt for local integration?), focuses in the first place on guaranteeing the supply of the basic consumer products (maize, rice) to the markets. It should focus on capacity building through skills training and upgrading, the existing production as well as gradually introducing new crops and cropping cultures which are more suitable to the climatic conditions in the area. At the same time the production and marketing of those products destined for the regional markets, could then be better organized and structured.

One of the strategic options of the UNHCR SPC project is to work, whenever relevant, with already existing structures taking attention, when development of agriculture and crop production is concerned, to the services offered by the Ministry of Agriculture, or other technical services offered by UNHCR IPs or OPs, and other NGOs active in the region. This will be done in the light of improving, or reactivating where necessary, the quality and frequency of the technical assistance provided by these institutions in such a way that it will meet the standards required in the field.

One of the major problems found in most rural areas as in Kakuma situation, is the sometimes even complete lack of- a system of commercialisation of the agricultural production. Improving and promoting agricultural livelihood production will involve institution-building aimed at improving local capacities so as to ensure technical sustainability of the initiated activities (e.g. water harvesting, borehole maintenance, storage facilities, road maintenance (community-based) etc.) This would also encourage co-ownership of the activities so that the government or local community do not see them as projects initiated for the refugees (unsustainable after repatriation), but as a response to needs drawn and defined from within the local community.

In the immediate projects, the training courses offered are aimed at supporting the process of 'institution building' that is gradually evolving already in most areas of potential return in Sudan and Somalia. Training activities in this period are mostly geared towards offering support to skills upgrading for teachers, community leaders and youths in civil society roles, stimulating those group of refugees that are from farming cultures (it is estimated that the majority of the returns will be to farming areas). More specific training courses suggested introduce the refugees to such basic civil society sectors such as 'administration', 'storage management', 'basic financial management', 'basic life

skills' etc. Support from ILO, concerning the training in microfinance programmes, 'Start and Improve Your Business' would be provided through the embedded ILO staff and qualified trainers. These trainers could be used in a later stage to carry out training activities in the camps. ILO's SIYB has also special training courses for small wood workers and carpenters, courses aimed at essentially transforming those with skills into employment or income generation.

The basic orientation of the training for IGA/SB will be towards the identification and implementation of profitable, efficient and organized livelihoods activities that are feasible in a local economic situation. It promotes setting up of those activities or projects which associate best with the economic potential of the area, utilizing locally available (human and material) resources, stimulating multiplier effects towards the local economy.

The IGA/Livelihoods activities and strategies will not only create new jobs and bring additional income to the refugees; but also contribute to the emancipation of the districts and its population as they will become more oriented towards the rest of the local community capacity. In this light it is suggested that the project should establish and maintain close relations with other ongoing programmes in the area and promote/ search for synergy effects and complementarities through direct UNHCR Community Services Section monitoring.

The projects attached, although based on camp approach will pay special attention to vulnerable groups in society, and then specially women and the youth and aim to offer alternatives for income generation to the younger population in the camp and the local community through improving their technical capacities and offering them more choices and alternatives at the local level and by optimizing and developing the capacity to view the potential for creating income generation activities within the local constraints.

From the mission it was found that there is a need for the promotion of an entrepreneurial culture, where refugees (especially of Sudanese origin and predominantly Dinka) and locals are trained to become aware of what it means to set-up a proper business, issues of credit and cash, learn about the responsibilities, risks and possibilities of income generation at the small scale community level.



**UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES
STRENGTHENING PROTECTION CAPACITY PROJECT**

Co-Funded by the European Commission and the Governments of Denmark, Germany, the Netherlands and the UK

SECTION III: DADAAB

1. Background:

Most of Somalia is suffering from the destructive impact of sustained clan conflicts of over 15 years, through which millions of people have been internally displaced and internationally relocated, and in the process deprived of any means of subsistence. Former militiamen, migrants in search of security, and political and ethnic refugees are estimated at over one and half million people. Peace, security and the possibility of making a living are the prerequisites for their successful transition back to a productive life. The loss of productive assets and infrastructure, the drop in basic incomes, the disruption of provision of basic social services, the disruption of commercial flows and the outflow of skilled people are all major obstacles in reactivating these regional economies.

At the time of writing, September 2005, there is talk of establishing a UN/WB led Somali Joint Needs Assessment (JNA) designed to identify needs and propose initiatives to address these key obstacles to economic recovery through effective capacity building, employment promotion, enterprise development, and infrastructure improvement to directly impact on poverty reduction. The process also aims to enhance economic recovery at a decentralized level with the support and collaboration of the Transitional Federal Government (TFG) and Transitional Federal Institutions (TFIs) and the international community. This would consolidate a federal structure for Somalia by supporting the Government in developing its decentralization policy, through support to the re-emergence of national level governance, and the empowerment of regional/local governments where they exist, and fostering their emergence where they do not as yet exist.

2. Situation Analysis

As of August 2005, UNHCR is providing protection and assistance to a total of 138,129 refugees in Dadaab Refugee Camp in Garissa District in North Eastern Province, most of them, (134,896) from Somalia.

Table 2: Refugee Population Dadaab (August 2005)¹²

| COUNTRY OF ORIGIN | NUMBER AND PERCENTAGE |
|-------------------|-----------------------|
| SOMALIA | 134,896 (97.6%) |
| ETHIOPIA | 2,471 (1.8%) |

¹² From UNHCR BO Nairobi: Briefing Note for Donors on Kenya Refugee Programme. August 2005

| | |
|--------------|----------------|
| SUDAN | 601 (0.4%) |
| UGANDA | 61 (<0.1%) |
| ERITREA | 48 (<0.1%) |
| CONGO | 26 (<0.1%) |
| RWANDA | 24 (<0.1%) |
| BURUNDI | 1 (<0.1%) |
| TANZANIA | 1 (<0.1%) |
| TOTAL | 138,129 |

The town of Dadaab is located in the Garissa district in the North-Eastern Province, some 500 km from Nairobi and 80 km from the Kenyan/Somali border. There are three refugee camps in Dadaab: Ifo, Dagahaley and Hagadera. All three camps cover a total area of 50 square kilometres and are within 18-kilometer radius of Dadaab town.

Table 3: Camp specific data

| INFORMATION ¹³ | IFO | DAGAHALEY | HAGADERA | TOTAL |
|----------------------------------|-------------------|--------------------|-------------------|----------------|
| Date of Establishment | September 1991 | March 1992 | June 1992 | |
| Camp Population | 50,453 | 32,825 | 53,034 | 136,312 |
| # of Families | 12,349 | 7,434 | 11,892 | 31,675 |
| Area | 28km ² | 9.1km ² | 16km ² | |

The region surrounding Dadaab is a semi-arid desert, consisting of sparse vegetation and no surface water. Before the establishment of the camps in 1991 and 1992, the area was used exclusively as rangeland by livestock owners.

Islam is the dominant religion while Christianity is practiced by non-Somali refugees. Although the Somali refugee population comprises mainly of nomadic pastoralists, it also includes farmers from areas along the Southern Juba River valley, former civil servants, and traders. In all, 75% of the Somalis come from the Juba River valley and the Gedo region, while 10% originate from Kismayo, Mogadishu and Bardera. The Darod clan and its numerous sub-clans including the Marehan, Majarten, Ogaden, Dolbahante and Warsengeli are prominent in all three camps.

UNHCR is responsible for the protection and provision of assistance to refugees in close cooperation with its implementing partners. CARE Kenya, UNHCR's main implementing partner in Dadaab, is responsible for camp management, food distribution, water and sanitation, education and community services. The other partners are GTZ Health dealing

¹³ Data from UNHCR SO Dadaab: Dadaab Profile 31 July 2005. According to these data, there is an overall increase in the Dadaab refugee population from July to August 2005 by around 1.800 persons.

with medical care; HI¹⁴ with medical referrals to the Garissa Provincial Hospital; GTZ RESCUE¹⁵ with firewood and environmental management; and NCKK with reproductive health, HIV/AIDS and Peace Education. WFP provides food to the refugees.

The Government of Kenya (GoK) is responsible for the overall management of the programme of assistance to refugees and for the security of refugees and humanitarian workers while the Kenya Red Cross Society (KRCS) carries out tracing activities within the camps.

In general terms, data in regard to the socio-economic situation of refugees, programmes in support of training and income-generation and the structure of markets are scarce, inconsistent, contradictory and incomplete, and knowledge- and data-management has not been a priority so far. Many of the data, in particular those concerning previous and current training and the status of IGA should therefore be read with some caution¹⁶.

3. Economic coping strategies of refugees

As stated earlier, refugees in Kenya do not have the right to work in the Kenyan labour market. Therefore, also in Dadaab, their economic activities are largely limited to the camp-environment and the internal camp-markets.

Refugees' economic survival depends largely on the following four options:

- ⇒ Food rations and other goods (e.g. clothes) distributed by UNHCR and partners,
- ⇒ Incentive Work,
- ⇒ Income from small business activities and micro-enterprises,
- ⇒ Remittances from the Somali Diaspora.

Food rations and other goods (e.g. clothes) distributed by UNHCR and partners,

Refugees are said to rely to 60% on their food rations to meet their basic needs. This is for direct consumption, although refugees also sell a portion of the food for cash to cover non-food needs or to invest in micro-entrepreneurial activities.

Incentive Work

Incentive work is the only form of formalised work for refugees in the camp environment. Kenyan law does not permit refugees to enter an employment contract;

¹⁴ Handicap International

¹⁵ Rational Energy Supply, Conservation Utilisation and Education

¹⁶ This problem of incomplete or imprecise data refers also to the funds currently made available for vocational training and IGA. In its project sub-missions for 2005, UNHCR had foreseen a total of US\$ 222,000 for income and employment promotion activities (US\$ 10,000 for Crop Production, US\$ 12,000 for Livestock/Animal Husbandry, US\$ 200,000 for income generation) out of a total budget of US\$ 10,488,724. This small amount may be seen as an indicator for the relatively low significance these issues have so far in the programming for the three Dadaab camps. On top of this, though, the UNHCR funds spent by CARE have to be added. However, in spite of repeated questions, neither SOD Dadaab nor CARE were in the position to give precise data in this regard.

incentive work is the solution identified by agencies to enter into a kind of employment relation to refugees which offers them a regular fee for work and services performed. “Incentive workers” can be found as

- Teachers, in particular in primary schools where by now all teachers are refugees
- Translators
- Assistant Community workers
- Office staff
- Cleaners
- Cookers
- gardeners

and many other service positions

TABLE 4: Data on Incentive Workers (IW) as of 30 June 2005

| AGENCY ¹⁷ | TOTAL OF IW | TOTAL MALE | TOTAL FEMALE | SOMALI (M/F) | ETHIOP. (M/F) | SUDAN. (M/F) | OTHERS ¹⁸ (M/F) |
|----------------------|--------------|------------|--------------|--------------|---------------|--------------|----------------------------|
| CARE | 819 | 635 | 184 | 578/172 | 23/2 | 18/2 | 16/8 |
| GTZ | 472 | 318 | 154 | 297/152 | 15/2 | 5/0 | 1/0 |
| NCKK | 92 | 62 | 30 | 54/ 27 | 2/2 | 3/1 | 3/0 |
| UNHCR | 69 | 50 | 19 | 17/ 11 | 16/4 | 8/2 | 9/2 |
| WFP | 68 | 30 | 38 | 30/ 38 | 0/0 | 0/0 | 0/0 |
| GRAND TOTAL | 1.520 | 1095 | 425 | 976/400 | 56/10 | 34/5 | 29/10 |

The “incentive worker” scheme does not provide the protective means inherent to formal labour contracts, but offers more stability and protection than work in the informal economy. It is certainly not free from conflictive situations. For example, the Head Teacher of a Secondary School in one of the camps, being a refugee, receives an “incentive” of 8.000 KSh/month while Kenyan Teachers working under him with a regular work contract receive a monthly salary of 36.000 KSh¹⁹. Other examples include Assistant Community Development Workers (CARE), who earn approximately 5.000 KSh per month, Head Cook (6.500 KSh), Store Manager (4.000 KSh), Room Cleaner (3.500 KSh) and Gardener (1.000 KSh), all working for UNHCR.

UNHCR does not have any written guidelines on the status of incentive workers while CARE and GTZ have developed their own rules and regulations. From the ILO point of view, the incentive worker situation poses a few questions. While it is clear that none of the agencies has any choice to hire refugees formally, the very low level of “incentives” paid in comparison to salary standards for national staff creates some concern. Agencies, always under funding constrain, use this situation and have an abundance of motivated and in part qualified workers at their easy disposal. It may be worthwhile from the point of view of ILO Core International Labour Standards to review this particular situation. In

¹⁷ IOM currently does not use Incentive Workers.

¹⁸ Others include: Eritrea, Rwanda, Tanzania, Uganda.

¹⁹ The refugee Head Teacher (as all other incentive workers) has access to food rations twice per month and a few other privileges that are not available for Kenyan employees in the camp environment. He, like other refugees, has also free access to basic health services.

the same context, the ILO may feel motivated to raise this issue and the strict prohibition of refugees working in Kenya with the national Ministry of Labour as the ILO's constituent on the GoK-side. It is also recommended to review among the agencies standards for payment of refugee workers, as "incentives" paid sometimes seem to be unduly low (gardener) or not well proportioned – the rather responsible and supervisory role of a store keeper seems to be undervalued compared to the Head Cook and a room cleaner. Also, real incentives should be introduced for outstanding performance.

Income from small business activities and micro-enterprises

Refugees practice a wide range of micro-business activities and private entrepreneurship. These include collection and sale of firewood, food preparation, tailoring, welding, carpentry, small-scale sale of general goods (petty trade), transport of goods within the camp etc. There is a strong entrepreneurial spirit in the camps that helps the survival of families and groups.

Economic activities seen and visited in the three camps include²⁰

Trading:

| | |
|-------------------------------|--|
| ⇒ Petty shops ⇒ pharmacies | ⇒ Sale of SIM-cards/telephone charging cards ⇒ Sale of Khat |
|-------------------------------|--|

Services

| | |
|---|--|
| ⇒ Money Exchange ⇒ Phone services (national and international) ⇒ Phone charging services ⇒ Transport of goods (mule carts) ⇒ Transport of persons (Boda-Boda bicycles) ⇒ Butcher | ⇒ Hairdressing ⇒ Radio repair ⇒ Car repair ⇒ Bicycle repair ⇒ Computer schools ⇒ Language schools ⇒ Security Guard ⇒ Small bars/restaurants |
|---|--|

Agriculture and Livestock:

| | |
|-----------------------------------|---|
| ⇒ Goat rearing ⇒ Sheep rearing | ⇒ Donkey rearing ⇒ To a minor extent: cattle rearing and/or camels |
|-----------------------------------|---|

Production:

| | |
|---|--|
| ⇒ Carpentry/furniture production ⇒ Welding, including the production of wheelbarrows ⇒ Blacksmithing and production | ⇒ Mosquito nets ⇒ Textiles (traditional and Western) ⇒ Bread |
|---|--|

²⁰ Annex D III with the results of an assessment of the three markets in the Dadaab camps provides an insight in these different activities.

| | |
|--|--------------|
| of axes and knives ⇒ Sanitary clothes | ⇒ ice-blocks |
|--|--------------|

Sales and services are by far more important than production, which is practiced at limited scale only²¹.

Estimates state that refugees in the three camps have around 30.000 goat/sheep, 9.000 cows, 3.500 donkeys (mainly for transport of goods) and 500 camels. Livestock are the main wealth in particular of those Somali refugees who had a nomadic lifestyle before leaving their country.

Data of the assessment of the markets in the three camps offer a good insight into the level and scope of economic activities and of entrepreneurship and the predominance of sales and trading (nearly 60% of all assessed economic activities). The results of this survey are attached as Annex D III.

Remittances from the Somali Diaspora

Through an informal banking system (xawilaad) many refugees receive cash-transfers (per wire) from relatives in Somalia, South Africa, Canada, the USA, Kenya and other countries. While it is impossible to gauge the exact amount of remittances, it is clear that a significant number of the refugee populations in the three camps receive financial support from family members living abroad. Of micro-enterprises assessed in the three markets, only 11.5% named remittances as a major source of capital. This is a number below the expected level. However, remittances may be part of savings, which 48.4% of assessed businesses specify as their major source of capital.

4. Skills training and income generating activities

The current skills level among refugees

From discussions, it becomes apparent that, in particular among the older camp population, there are a number of qualified professionals and skilled crafts-people. For example, in Dagahaley, meetings were held with carpenters, plumbers, drivers and cooks. It is difficult to gauge to what extent their past experiences are still valid and can be brought to good use after 15 years of camp life. This notwithstanding, some of these qualified Somalis may eventually be working as trainers in future training programmes at camp level.

Among the younger camp population, some have acquired ICT-skills and try to market them.

No particular analysis of the current skills level was undertaken, as this is part of the on-going UNHCR/GoK verification exercise in the Dadaab-camps. Data for the skills profile

²¹ Only 5.3% of the micro-enterprises assessed in the three Dadaab camp markets were into production.

of the refugee population in Dagahaley, expected early, were not available before 6 September though, and then as raw data only. This made it unfortunately impossible to consider and analyse them as originally foreseen. It is recommended that once the data of all three camps have been received and aggregated according to educational and skills profiles²², a thorough analysis is undertaken for the following purposes:

- (a) to understand which skills are available in the camps
- (b) to identify existing experience and know-how that can be brought to beneficial use in current and future educational, skills development and entrepreneurship promotion programmes
- (c) to respond eventually to requests for skilled individuals that may come from UN-agencies, NGOs and the private sector in Somalia.

All these data should be well considered in the planning of skills development and IGA activities. These data furthermore will be an important tool in matching refugee skills with upcoming economic opportunities and labour market demands in Somalia.

Existing opportunities for enhancing self-reliance and their impact on those able to benefit from them.

The particular situation of the three Dadaab camps puts strong limitations on creating opportunities for self-reliance or taking advantage of existing ones. Refugees are not allowed to undertake business activities outside the camps and therefore rely completely on business transactions and work opportunities in the camps. At the same time, purchasing power in the camps is limited and micro-entrepreneurs face additional transaction costs as they usually cannot leave the camps themselves for refurbishing their stock or buying raw materials; they have to depend on someone else – usually a Kenyan middleman – who in return has to be paid for these services thus adding to the cost of the product or service.

Micro-Finance services are provided by CARE. CARE has a qualified Micro-Finance Coordinator in each camp. He is assisted by a (semi-qualified) Micro-Finance Assistant who supervises a team of up to five Micro Finance Workers (MFW) who do the core of the field work in the camps. MFW are Secondary School Graduates who have been introduced to basic concepts of micro finance, but have so far had no formal training of any sort. So far, a total of 5.515 refugees in 1.127 loan groups have benefited from support from these services in the three camps. Of those, 200 are currently active loan groups. A total of roughly 300,000 US\$ has been disbursed since the start of micro-credit/micro-finance services in 1998/1999.

Current core rules and regulations of CARE's micro-finance services comprise the following:

- Group loan: 5 to 15 people²³

²² The verification exercise at Ifo was finished by the end of July, the Hagadera-exercise will be finalised in November 2005.

²³ With the exception of the "Sewing Machine Programme" where a group of three is given one sewing machine and will pay back the respective amount.

- Loan amount: KSh 5.000 to KSh 70.000
 - Loan period: maximum one year
 - Membership fee: KSh 100
 - Deposit: 20% of loan amount
 - Management fee: 10% of loan amount
 - All prospective loan recipients have to participate in pre-loan business training.
- Also, market assessment and post-loan business counselling is offered.

Up to 2004, loans were given very much under social considerations in five different loan programmes. The basic indicators for these loan programmes are as following:

Table 5: Micro-Finance Statistics Dadaab

| Loan Programme | Target Group | Total No of beneficiaries | Total No of loan groups | No of active loan groups | Repayment rate for July 2005 (% ²⁴) | Cumulative loans disbursed KSh | Cumulative loans disbursed US\$ ²⁵ |
|-------------------------------|-----------------------|---------------------------|-------------------------|--------------------------|---|--------------------------------|---|
| Community Revolving Loan Fund | Male & female | 1.905 | 381 | 9 | 35,60 | 6.221.000 | 82.947 |
| Ted Turner Fund | Vulnerable women | 1.895 | 379 | 14 | 68,63 | 9.636.000 | 128.480 |
| Vulnerable male programme | Vulnerable males | 275 | 55 | 3 | 27,51 | 940.000 | 12.533 |
| Youth credit programme | Youth (male & female) | 315 | 63 | 1 | 100,00 | 455.000 | 6.067 |
| Sewing machine programme | Male and female | 180 | 60 | 7 | 82,27 | 315.000 | 4.200 |
| TOTAL | | 4.570 | 938 | 34 | 54,98²⁶ | 17.567.000 | 234.227 |

As of 2004, a single loan programme exists which is managed according to business standards. This leads to more stringent criteria in the assessment of loan applications and to a higher repayment rate. The indicators for this new micro-finance programme are the following for July 2005:

| Loan Programme | Target Group | Total No of beneficiaries | Total No of loan groups | No of active loan groups | Repayment rate for July 2005 (%) ^b | Cumulative loans disbursed KSh | Cumulative loans disbursed US\$ |
|----------------------|--|---------------------------|-------------------------|--------------------------|---|--------------------------------|---------------------------------|
| Micro-Finance Scheme | Any promising start-up or business extension | 945 | 189 | 166 | 91,08 | 5.415.000 | 72.200 |

²⁴ Percentage of amount received in July 2005 in regard to amount due in July 2005 under each loan programme.

²⁵ Exchange Rate used: 75 KSh = 1 US\$.

²⁶ Percentage of amount received in July 2005 in regard to total of amount due in July 2005

The repayment rate of 91% seems to indicate that the more stringent business-oriented criteria in the loan-management bears fruit in regard to the average repayment rate of 55% recorded for the five “old”, more “social welfare-motivated” loan programmes.

The low formal qualification of the MFW for a highly specialized service is recognized as a problem. The young secondary school graduates who fill these positions as incentive workers lack experience and standing in the business community of the camps who is supposed to be guided and advised by them. This lack of standing derives from the fact that they do not have business or work experience. The most urgent capacity building needs for those working in micro-finance services refer to loan-monitoring, marketing, bookkeeping and customer care.

In this context, training in business management skills takes place regularly. For example, in August 2005, 335 refugees (205 females) attended such training. The topics covered include record keeping, pricing, group dynamics, marketing and loan management. No information is available about the quality of these trainings.

The extent to which refugees impact on the livelihoods of local populations

The presence of the camps first and foremost has improved employment opportunities in the North Eastern Province in general and Garissa District and Dadaab Township in particular. Security Guards and support staff (including drivers) have been hired in priority from the local populations. Security staff also lives in Dadaab-village thus spending their salary to a large extent there. For example, the majority of the 88 guards working at the UNHCR compound are renting accommodation at Dadaab. GTZ alone employs approximately 250 Kenyan staff (cleaners, watchmen, office administration and health workers), many of them from the North Eastern Province)

These new and – over the years – rather stable employment opportunities have increased the purchasing power of the local population at large. The local post-office provides a public Internet-access. Furthermore, the presence of a mobile phone shop in a small community like Dadaab may serve as a non-formal indicator for the presence of a population group with an enhanced purchasing power. This holds true for a large part of shops at Dadaab market. For example, the major Kiosk at the market who is also the only place to sell National newspapers is said to live entirely from the UNHCR/NGO community.

For the nomadic local population, the weekly livestock markets in the camps or within their immediate vicinity provide important revenue. While refugees are formally not entitled to keep livestock, many have at least a few goats. Estimates state that refugees in the three camps have around 30.000 goat/sheep, 9.000 cows, 3.500 donkeys and 500 camels. Herding these animals (outside the camps) is frequently undertaken by locals as well, thus providing another source of income.

UNHCR has assured over the years further improvements in the Dadaab community. These include for example: Provision of three boreholes for the local community;

provision of garbage collection in Dadaab; enhancing the security in the District by providing police with adequate vehicles, maintaining these vehicles and paying incentives to the Police. Local population has also access to health services free of charge. The Dadaab Secondary School, built in 1999, depends largely from contributions of the international community (UNHCR/CARE); the Kenyan Government contributes only the salary of 9 Teachers plus auxiliary staff. Furthermore, a number of locals benefit from training programmes in the camps or are sponsored to attend the Garissa Technical College and the Mombasa Teachers College. GTZ is managing a training cum income generating project for the Dadaab population. A total of 14 youth (seven females and males each) are trained in the production and marketing of clay ovens which are given to refugee families as part of an environmental protection project²⁷. A listing of support to the local community is attached as Annex D V.

Skills to be developed to enhance the self-reliance of refugees and to facilitate reintegration of returnees in areas of return.

Skills with potential for income-generation in the camps

While economic opportunities in the camps and their environment are limited due to the GoK-encampment policy, existing micro-enterprises show that some possibilities exist to make an income in the camps in spite of limited purchasing power. The market assessment undertaken in the three camps shows the great dynamism of these markets under difficult conditions and facing limited purchasing power²⁸:

- The majority of enterprises are ‘one person only’ (a total of 67.2%) either run exclusively by the owner or, to a smaller extent, by a person paid to run the micro-enterprise. Few enterprises have more than six people working. These are mainly in services (e.g. private school, hotel/café).
- Nearly half of businesses are operational for at least three years. This is a proof of the motivation and endurance of entrepreneurs. It also seems to indicate that there is a certain potential to make a profitable business in the camps.
- The known daily income of micro-enterprises in the camps is exposed to wide variations – not surprisingly taking into account their different characteristics. A considerable number of enterprises (one fifth) make an income of 400 KSh per day, which is considered quite a decent income, taking into account in particular that many incentive workers inside the camps earn between 3,000 and 4,000 KSh per month only. However, also a fifth of enterprises have an income of less than 50 KSh per day, therefore being far below the 1US\$/day threshold.
- Micro-Entrepreneurs in the camps get their capital from quite a number of different sources. Among them, savings are (as a percentage of the different sources utilized) surprisingly high. Around half of the enterprises have (at least in part) relied on savings in order to start their business.
- The overwhelming problem of camp-based micro-enterprises is the lack of permission to freely travel in the conduct of business, as reflected in the statement

²⁷ Refugees are obliged to plant trees as a compensation for receiving the energy-efficient oven.

²⁸ The full report of the market assessment is attached as Annex D III.

“lack of legal documents to travel” (27.7%) of all problem statements. Other major problems are the lack of clients (13.7%), the lack of access to credit (11.3%) and problems in having access to stock and/or raw materials (10.2%).

- Self-help is the problem solution of choice, an encouraging characteristic in an environment that is often implicitly and unintentionally promoting a certain culture of dependence.

Skills that promise to open up income generating opportunities not or not fully grasped so far include the following:

- Cooking-catering: The kitchen of the UNHCR-compound in Dadaab offers a viable space for work-place based training of refugees and local youth alike. Training should cover both local/African Cuisine as well as Western dishes. This will allow youth to depart with a wide range of skills offering them opportunities in the camps as well as upon repatriation to the county of origin²⁹.
- Other food processing.
- Processing of live stock products: These include skin (leather), milk (cheese, yoghurt) and meat (dry meat).
- Ice-cream making and freezettes or frozen soda in plastics: both low-cost sweets are in demand but usually not available. Their introduction would also require additional cooling facilities which itself is a potential income-generating activity
- Manicure/beauty services: Somali women in the camps do not find traditional manicure services that are in high demand in particular for festivities such as weddings and for holidays. Quite a number goes to Nairobi (illegally and spending considerable amounts of money) to obtain these services³⁰.
- Laundry service: while most refugees wash their laundry themselves, the introduction of laundry for pay is, when done in a small number, a promising business idea.
- Different forms of handicraft (including woodwork, already taught and practiced in the Dadaab camps). Any skills development/income promoting activity in the handicraft sub-sector would require marketing support as the camps themselves have literally no demand/no purchasing power for these items. It would therefore become necessary to identify sales outlets in urban areas and touristic regions.
- Newspaper making: Any community of a size of 150.000 should be able to sustain a newspaper. These skills (journalistic as well as management) should be valuable also after repatriation.
- Radio-making: The same as for newspaper-making can be said in regard to the making of a radio programme and the management of a radio station³¹.

Skills needs in Somalia

²⁹ A respective proposal has been prepared and is attached (proposal D 8 in Annex D IV).

³⁰ A respective proposal has been prepared and is attached and has already been approved under SPC-funding (proposal D 12 in Annex D IV).

³¹ Proposals for community radio and community newspaper are attached, both with a skills development and an IGA component (proposals D 6 and 7 in Annex D IV).

According to UNDP Somalia, there is acute shortage of skilled human resources in Somalia. One of the major constraints faced by the private sector is growing scarcity of skilled persons in managerial, technical, financial and support services. A large number of professionals fled Somalia during the years of civil war and the continued conflicts. Others became economic migrants leaving a vacuum of skilled work force, and there are few incentives to return. For those left behind, there was only limited facility to improve their vocational skills³².

Any skills development programme for Somali refugees, prioritising repatriation, has to respond to this skills demand. Studies undertaken in 2004 on skill needs and strong growth business in Somalia come up with the following:³³

| | |
|---|---|
| <ul style="list-style-type: none"> ▪ Construction company, Brick production, Building materials retailing ▪ Metal works, Wood Production ▪ Electricity installation, Electricity supply ▪ Auto mechanics, Car services ▪ Beauty, Hairdressing ▪ Bakery/Juices/Ice cream, Restaurant | <ul style="list-style-type: none"> ▪ Food stuffs retailing ▪ Sewing/Tailoring, ▪ Money transfer ▪ Computer services, ▪ Telecommunications ▪ Private schools |
|---|---|

The same report names the following as currently the best skills to get a job/to create an income in Somalia:

| | |
|--|---|
| <ul style="list-style-type: none"> ▪ Electricity, ▪ Carpentry, ▪ Auto mechanics, ▪ I.T. / Computer, ▪ Cooking, ▪ Beauty / Hairdressing, ▪ Tailoring / Sewing, ▪ Welding, | <ul style="list-style-type: none"> ▪ Masonry, ▪ Plumbing, ▪ Bakery, ▪ Shoemaking, ▪ Handicraft, ▪ Electronics, ▪ Driving |
|--|---|

Future training and skills development activities in Dadaab camps will be in line with the findings of these studies undertaken roughly a year ago in Somalia.

In discussions with refugee focus groups (leaders, youth, women, Parents-Teacher-Association) the following matrix has been developing:

³² See www.so.undp.org/ "Skills Development"

³³ See European Commission, Kenya Delegation, Somalia Operations: Support to Employment Promotion in Somalia – Feasibility Study Report June 2004.

Table 6: Priorities for Skills Training in Dadaab

| SECTOR | Construction | Administration | Services |
|--------|---|--|---|
| | <ul style="list-style-type: none"> • Masonry • Plumbing • Electricity • Surveying | <ul style="list-style-type: none"> • Mid-Level Public Administration • Mid-Level Management • Office Management | <ul style="list-style-type: none"> • Paramedic • Nurse • Mid-Wife • Community Health Worker • Pharmaceutical Assistant • Veterinary Assistant • HIV Counsellor |

As entry requirement, all trades specified above would call for a minimum of primary school (8 years) graduation but would be open to those secondary-school leavers as well who do not make the transition to tertiary education/University. They are meant to be two to three year programmes with grade level examination after each year³⁴. This offers the following advantages:

- ⇒ Labour market demand for appropriately qualified and certified graduates can safely be anticipated for the future Somalia but also for the North East Province.
- ⇒ Availability of the Kenyan curriculum and its utilization, therefore no expenditure for development of curricula/syllabi.
- ⇒ At least in principle availability of Kenyan teachers/trainers
- ⇒ A certificate acknowledged by the Kenyan Board of Examinations after each year; this would allow even those who cannot/do not wish to undertake a full three year training cycle to leave with a recognized certificate. Others could interrupt the three year cycle and re-enter it after a hiatus.

A significant number of the trades suggested here should be attractive to females and also relatively easy accessible considering culture and tradition. These comprise the three service as well as the three administrative trades; also electrical and surveying may be deemed as appropriate. Proposals attached to this report respond to this demand in three ways:

- (a) Placing Secondary School graduates increasingly in external institutions of higher learning that offer the skills summarized under construction and administration³⁵.
- (b) Using/upgrading existing health services in Dadaab to offer training in the medical and paramedical professions mentioned under “services”³⁶.
- (c) Offering short skills development courses, qualifying school drop-outs at the semi-skilled level in the construction skills mentioned above³⁷.

³⁴ The construction skills could be given also in short (non-certified) courses.

³⁵ Proposal D 1 in Annex D IV.

³⁶ Proposal D 3 in Annex D IV.

³⁷ Proposal D 9 in Annex D IV.

Persons with disabilities (PWD) should be actively recruited to take part in skills development and vocational training programmes. In particular administrative and service skills as outlined above offer income-relevant areas and allow for training and work opportunities with limited needs for adaptations. Limitations PWD face in access to (advanced) vocational training programmes are frequently related less to their disability per se but to their limited educational achievements. Promoting access of PWD to primary and secondary schools in the camps and facilitating their progress in school therefore is a critical step towards their later success in skills development and training. One attached proposal³⁸ is focusing at facilitating access of PWD to skills development and IGA.

Appropriate and demand-driven skills development programmes will have to be developed for drop-outs from Primary School as well as for that still considerable large number of young people who never went to school. Such training will have to be largely practical, of short duration and leading to a competency that can immediately be put to use.

Appropriate skill development programmes for this target group should encompass the following skill areas:

- Cooking
- housekeeping
- Beauty/hairdressing
- Bakery
- Food processing
- Shoemaking/shoe-repairing
- Basic construction skills

Annex G II provides a wide range of further skill areas which may offer an income potential for refugees, both in the camp environment as well as upon repatriation.

The impact on host communities around Dadaab of vocational training and income-generation activities implemented in the camps

(i) CARE

CARE as the major provider of skills development and of income generating activities, integrates members of the local community in all its respective programmes. Although CARE does not provide information on the employment-relevance of support provided it is said that Kenyan graduates of the different training activities find employment or embark successfully on setting up their own micro business. CARE is also paying for two members of the local community to attend Garissa Technical Institute where they are trained in Garment Making (male) and Secretarial (Female) and runs a programme for the local community.

³⁸ Proposal D 18 in Annex D IV.

(II) GTZ Health Services

GTZ is managing health services in the camps, including the four hospitals. While GTZ does not offer formalised training leading to a recognised certificate, on-the-job-training is part of the health sector. Over the years, around 150 locals have been employed in camp-based health services; many of them have been benefiting from this form of practical acquisition of know-how in various health related semi-skilled occupations.

Local training providers, local micro-finance institutes and local business advice services with whom partnerships can be developed to provide sustainable support to those engaged in income generating activities

These services, limited in number and capacity, are provided by the current UNHCR operational partners, namely CARE and GTZ, as well by the North Eastern Province Technical Training Institute (NEP) through CARE. No other relevant service providers exist in the District.

Services by CARE

Vocational training programmes in the camps are so far largely organised and provided by CARE. Currently, there are 264 trainees of whom 125 (47.3) are female.

Trainees are currently been trained in the following fields:

Table 7: 2005 LOAD OF TRAINEEES IN CARE SKILLS DEVELOPMENT/VOCATIONAL TRAINING PROGRAMMES (30 June 2005)³⁹

| SKILL AREA | TOTAL OF TRAINEES | MALE | FEMALE | SOMALI (M/F) | KENYAN (M/F) | OTHER ⁴⁰ (M/F) |
|-------------------------|-------------------|------------|------------|--------------|--------------|---------------------------|
| Motor Vehicle Mechanics | 14 | 14 | - | 4/- | 7/- | 3/- |
| Leatherworks | 8 | - | | | | |
| Tailoring | 158 | 70 | 88 | | | |
| Typing | 86 | 49 | 37 | | | |
| Carpentry & Joinery | 12 | 12 | - | | | |
| Mobility Aids | 6 | 6 | | | | |
| GRAND TOTAL | 264 | 139 | 125 | (4/-) | (7/-) | (3/-) |

³⁹ No data were available in regard to the nationality of trainees in welding, tailoring, typing, mobility aids and carpentry. However, CARE states that more than 97% of trainees in these fields (this would be 8 out of 250) are Somalis.

⁴⁰ Two Eritreans, one Rwandan.

There exist other skills development programmes (brick making; woodcarving; tie and dye) which are unstructured and are very much “learning by doing”. CARE does not have statistics on the number of participants in these activities.

Training in the Motor Vehicle Mechanic Unit and in the Mechanical Service Unit follow Kenyan Curricula and offer, in three one year courses, Certificates Grade Level III to I⁴¹. Minimum entry requirement is a primary school degree (8 years). Trainees are examined by external staff from the Kenyan Board of Examination. Successful graduates of all three levels are entitled to further education at the technical college level.

None of the other training fields so far is in line with a formal Kenyan curriculum and therefore, does not qualify for any formal recognition of skills acquired.

While some training are of quality (Vehicle Maintenance Unit, Mechanical Service Unit) others (e.g. carpentry) suffer due to lack of qualified trainers or (tailoring) lack of sufficient training equipment and raw materials. There is a high demand for the programmes, which cannot be met due to a lack of training equipment and raw materials resulting from limited funding. Outside of the camp, there are also up to 68 refugee trainees (14 of whom female) at the North Eastern Province Technical Training Institute in Garissa (see below).

CARE was asked to provide data on the number of training graduates from 1995 to today. No clear overall data seem to exist, though. A full set of data was available only for the years 2004 and 2005.

Of the several hundred trainees that have left CARE provided skills development and vocational training programmes since 1995⁴², 378 can be traced.

Table 8: POST-TRAINING SITUATION OF SELECTED CARE TRAINEES (1995 to today)

| Nationality | General | | | POST-TRAINING SITUATION | | | | | |
|-------------|---------|----|-------|-------------------------|---------------|---------------|-------------------|-----------|----------|
| | | | | WORKING IN CARE | IDLE IN CAMPS | LIVING IN NEP | LIVING IN NAIROBI | RESETTLED | DROP-OUT |
| | M | F | Total | (M/F) | (M/F) | (M/F) | (M/F) | (M/F) | (M/F) |
| Somali | 263 | 89 | 352 | 157/52 | 4/4 | 9/5 | 6/1 | 35/12 | 52/15 |
| Sudan. | 18 | 3 | 21 | 1/- | | 1/- | | 16/3 | |
| Ethiop. | 3 | - | 3 | 1/- | | | | 2/- | |
| Ugand. | 2 | - | 2 | 1/- | | | | | 1/- |
| TOTAL | 286 | 92 | 378 | 160/52 | 4/4 | 10/5 | 6/1 | 53/15 | 53/15 |

It goes without saying that those who have been taken over by CARE after training are those who can be followed up on easily. The Table and its deficiencies and shortcomings

⁴¹ Grade I level as of 2005/2006.

⁴² No data exist in regard to the total number and CARE Community Services does not feel safe to make an estimate.

also shows the need for CARE to have a more thorough monitoring of graduates from their training programmes to have a better idea of the viability of the trainings provided. It is particularly surprising, that no data are available on the trainees from the local community. CARE also provides micro-finance services (see above).

Health Services by GTZ

GTZ has the responsibility for health services in the three camps and runs three hospitals and a number of community health stations there. Over the years, GTZ has provided a significant number of refugees as well as people from the local community with on-the-job training. None of them has received any recognized and certified training though. It is therefore desirable to lead these rather experienced workers to a recognized health certificate in line with the requirements of the Kenyan Ministry of Health. Such a move would increase employment chances of local people as well as of refugees upon repatriation. The annexed project proposal⁴³ will respond to that need and will also offer initial training to secondary school leavers.

Garissa Technical Institute

The North Eastern Province Technical Training Institute (Garissa Technical Institute NEP) is a public institution of the Government of Kenya. It is the only of its kind in the North Eastern Province. The distance from Dadaab to Garissa, the provincial capital, is around two ½ hours by public transport. The Institute offers the following Diploma (3 years) and Craft Certificate (2 years) Courses

Diploma:

| | |
|---------------------------------|------------------------------|
| → Business Administration | → Supplies Management |
| → Information Technology | → Community Development |
| → Library & Information Studies | → Human Resource Development |
| → Secretarial Studies | → Clothing & Textile |

Craft Certificate:

| | |
|-----------------------|---------------------------|
| → Clothing & Textile | → Motor Vehicle Mechanics |
| → Carpentry & Joinery | → Plumbing |
| → Masonry | → Welding & Fabrication. |

Currently, a total of 68 refugees (54 male; 14 female) out of a total of 164 students are trained in this Institute and board there⁴⁴.

⁴³ See Annex D IV, proposal D 3.

⁴⁴ Data according to lists of students as provided by CARE RAP CDS. According to the Institute's Principal, there are currently only 63 refugee students.

Table 9: Refugee trainees at NEP

| TRADE | MALE | FEMALE | SOMALI (M/F) | SUD (M/F) | ETH (M/F) | UGA (M/F) | KEN (M/F) |
|-----------------------|-----------|-----------|-----------------|--------------|--------------|--------------|--------------|
| Garment Making | 5 | 10 | 5/9 | - | - | - | 1/- |
| Carpentry & Joinery | 15 | - | 15/- | - | - | - | - |
| Welding & Fabrication | 19 | - | 19/- | - | - | - | - |
| Accounting | 9 | - | 8/- | - | - | 1/- | - |
| Secretarial | 6 | 4 | 3/3 | 1/- | 2/- | - | -/1 |
| TOTAL | 54 | 14 | 50/13 | 1/- | 2/- | 1/- | 1/1 |

Refugees pay 33.750 KSH for one academic year (boarding), 5.000 KSh more than local students.

The Institute has recently received a new Principal who has introduced significant changes. He has called for an Academic Committee that has formulated an “Academic Policy”⁴⁵. This policy clarifies admission procedures, entry requirements for the different Departments, rules and regulations, and examination policies. The Principal also has introduced evening and weekend courses for the local population. This increases the income base of the Institute and leads to a wider utilization of facilities.

These facilities can be described as basic only. A brief visit of the different workshops and discussions with instructors and students show that much equipment is outdated and/or worn out and that tools as well as materials are not always available to the desirable extent. In short: The Institute faces typical problems of public training institutions in poor countries who receive only a minimal budget support from the public purse and rely largely on school fees or other income.

With around 41.5% of the student body and 48.7.% of student fees paid, refugee student pay a critical role for the economic survival of the Institute; three Departments (Garment Making, Carpentry & Joinery, Welding & Fabrication) would not be able to survive without refugee students due to limited local demand. This importance should facilitate future discussions with the Institute in regard to a possible future cooperation.

In order to increase the number of training opportunities, the idea was discussed to offer NEP training courses inside the camps. On a tentative base, accounting was foreseen as it requires only limited equipment and infrastructure. Until early September, NEP had not submitted their offer. This notwithstanding, the cost-effective idea of inviting a recognized training institution inside the camps instead of sending individual students to board there should receive further consideration.

⁴⁵ North Eastern Province Technical Training Institute: Academic Policy, 1st edition 2005.

Teacher Training

All refugee teachers trained are currently of Somali nationality.

| SKILL AREA | TOTAL OF TRAINEES | MALE | FEMALE |
|---|-------------------|------|--------|
| Teacher Training (Primary) | 70 | 68 | 2 |
| Students with special needs on scholar-ship (future special education teachers) | 15 | 12 | 3 |

The small number of female trainees (only 5.9%) is a reason for concern as a higher number of female teachers would certainly be beneficial as role models for girls, thus contributing to increasing female participation rate in primary schools. While Primary Teacher training (non-certified) takes place mainly in the camp environment, special education training is provided outside the camps.

60 refugee teachers have been admitted to teacher training institutions to commence August/September 2005 session. These comprise 24 Early Childhood teachers, 24 Primary and 12 Special Education teachers.

The training of teachers will have to be a priority also in view of work and employment opportunities after repatriation, as teachers are under high demand in Somalia. The placement of Secondary School graduates into Teacher Training Colleges should receive high priority⁴⁶.

Private training providers in the camps

There are a few private training providers in the camps. These include computer schools in all three camps, and a school that teaches, besides English and Kiswahili, some form of paramedical courses (Hagadera). The computer schools charge both 500 KSh per month for two hours weekly. The Hagadera School has five functional workstations and 100 students, the Dagahaley one offers two workstations. The private school charges 60 KSh per month for 4h, five days per week for tuition in an overcrowded environment. No information was available in regard to curriculum, training materials and the qualification of the teachers.

Private computer and IT schools are also available at Garissa.

Other resources available

UNESCO curricula/syllabi

UNESCO Somalia has developed a number of Curricula in line with Kenyan Grade 1 to 3 standards. These curricula have been published so far in six trades⁴⁷. As much as

⁴⁶ See proposal D 1 attached in Annex D IV.

⁴⁷ Contact James Wamwangi, tve.ac@unesco.unon.org

possible, these should be used in training programmes in order to contribute to a homogenization of approaches and instruments utilized.

On-line learning

For advanced secondary students and college/University students, the on-line learning material provided by HIRDA, an support NGI created by expatriate Somali academics offers a wealth of learning materials in natural sciences that have vocational relevance (physics, chemistry, mathematics as well as a virtual laboratory (<http://www.hirda.org/education.php>). It is, however, apparently not used yet due to the absence of Internet-facilities. This makes the failure of the planned “Microsoft-Project” particularly regrettable⁴⁸.

Distance and On-line learning specifically for and in Somalia is currently also developed under the UNDP Somalia/World Bank project “Expanding Access to Global Knowledge to Universities in Somalia”. This project, in cooperation with African Virtual University (AVU) proposes to provide improved connectivity and associated technical and pedagogical support to selected institutions in key areas of strategic support. It collaborates with the University of Hargeisa, Amoud University, East African University in Bosaso, and will soon include the Somali Institute of Management and Administration Development (Business Administration, IT, Accounting and Languages in Diploma and Bachelor levels), Mogadishu University (Nursing Institute , Institute for Somali Studies (ISOS) and Centre for Continued Education)⁴⁹, and Puntland State University⁵⁰.

Possibilities for enhancing co-operation between refugees and hosting communities in the field of income-generation

The prevailing legal and political environment limits the direct cooperation even of qualified refugees with the hosting communities. Current law does not permit refugees to leave the assigned camp without a particular and clearly specified permission. Formalised economic activities of refugees are therefore not possible as they are not authorised to take up an active role in the Kenyan labour market. This notwithstanding, it is said that a

⁴⁸ The concept of Computer Training and Learning Centres (CTLTC), developed by Microsoft foresees a free or low-cost opportunity for people of all ages and educational backgrounds to -learn about computers, - use the Internet, -further their education, -explore new career options, -develop technology skills. In the camps, the CTLTCs were supposed to serve the following functions:

1. Distance Education opportunities (formal secondary and post-secondary education and selected vocational courses)
2. ICT training and skills acquisition
3. Communication and networking services
4. Public Education and awareness
5. Operational support to CARE, GTZ and NCKK activities (including staff training, research, inter-agency communication, programme development).

The project proposal “Enhanced Internet Access” planned for cooperation with the Dadaab Post Office tries to make good for the non-realisation of the CTLTCs to the extent possible (see proposal D 15 in Annex D IV).

⁴⁹ See <http://www.mogadishuuniversity.com/> for the distance learning options offered by that University.

⁵⁰ For more information on this project, contact Mr. Tom L. Munyasya, Project Manager Distance Learning, UNDP Somalia (tom.munyasya@undp.org).

significant number of Somali refugee youth leave the camps to work (illegally) in Garissa⁵¹. Girls are said to work as household aids, while boys work in tea-shops, restaurants and hotels. Their situation is precarious and prone to exploitation and abuse.

In this context, enhancing the output of refugees' economic activities and their contribution to / participation in the Kenyan economy becomes difficult. Notwithstanding the existing legal barriers, UNHCR in general and SOD in particular should not give up, though, on trying to create "win-win" situations that may convince the responsible Garissa District Administration and the Kenyan Government at large to open up certain niches for economic activities of refugees. This could be the case when clear social and economic opportunities could be created for the local Kenyan population out of refugees' economic activities.

The following examples may help to illustrate this point:

- The training of refugees as veterinary assistants provides the whole Region with an expertise that would permit offering advisory services and a support network which is likely to benefit the large part of the population that owns cattle. A respective proposal is attached⁵².
- Training in construction and maintenance of rural feeder roads which would facilitate commuting between camps as well as the transportation of persons and goods in the Province and beyond. It would therefore be an important contribution to economic growth in the whole Region.
- The utilization of Prosopis July Flora (Mathenege). This weed, which has taken over the area, offers high yields as fire wood as well as for construction (very hard wood). At the same time, as it is a kind of encroaching plant, harming the environment and, with deep roots, taking an undue amount of water, it is threatening the environmental balance; it has therefore been declared by the GoK as free for eradication.
- Possible cooperation with the Dadaab Polytechnic: The Government of Kenya has embarked on the construction of a polytechnic attached to Dadaab Secondary School and right across the UNHCR Dadaab compound. In principle, a cooperation in the establishment, the running and management and the funding of this institution promises to be beneficial both for the refugee as well as the local youth. However, discussions on an eventual cooperation should be undertaken only after thorough review of the respective GoK project document, including the labour market relevance of the skills to be trained in the future institution and its long-term funding structure. In spite of repeated efforts, SOD could not get hold of this document by early September 2005. Respective efforts should continue.

Training programmes provided should continue the practice of giving access to refugees and the local population alike, with 10 to 15% of training places being reserved to the local population. The attached proposals take this guideline into account.

⁵¹ Refugees from other countries are less likely to take the risks involved with leaving the camps; Somali refugees blend well in the local community as they share language, religion, culture and appearance.

⁵² See proposal D 4 in Annex D IV.

5. Summary

The key obstacles to achieving refugees' self-reliance in the Dadaab-camps include the following:

- The restrictions on refugees' freedom of movement,
- The isolated locations of the camps in a harsh arid/semi-arid environments which is non-conducive for economic activities, including agriculture,
- The non-accessibility of markets outside the camps which leads to ;
 - Restricted access to raw materials, retailers etc., and therefore to
 - Increased costs.
- The overall impoverished economic situation in the camps and their environments, which leads to
 - limited purchasing power in the camps as well as in the surrounding local community,
 - Limited opportunities for income generation
- The "artificial" labour market inside the camps where many income opportunities depend directly or indirectly on aid-agencies.

In spite of this hostile natural and economic environment, refugees show impressive resilience and strife for economic survival. Services to support them, however, are insufficient so far in quantity and quality. There is a lack of (demand-driven) skills development and vocational training programmes, of entrepreneurship promotion programmes and micro-finance services and of viable income generating activities.

SECTION IV: FINDINGS AND RECOMMENDATIONS

1. General Strategic Considerations

The mission recommends the following strategic considerations for both Kakuma and Dadaab:

1. ***The pre-repatriation phase to be viewed as a window of opportunity to prepare, equip and empower refugees for eventual return.*** New agricultural practices, new economic activities and other development inputs provided in the camp setting can create the basis for their adoption and spread in the potential areas of return. Non-traditional Livelihoods and IGA skills should be encouraged. Target grouping should also encourage such vulnerable individuals as HIV/AIDS affected individuals and families to participate.
2. ***A parallel strategy of creating employment and income earning opportunities within and near the camps to be encouraged,*** even while food hand outs continue. There should be no delay in starting development initiatives, like training and livelihood support programmes, which would assist during the emergency, and, simultaneously, significantly contribute to the success of return, reintegration and recovery activities.
3. ***Non-land based livelihoods should be promoted, given the problems of ensuring ANY access to land in and around the camps.*** It is clear that there is no access by refugees to land in the vicinity of the camp, and moreover where it is available in the camp, there are often problems of security or questions about land rights which curtail access to land. Hence non-land based livelihoods should be promoted alongside agricultural and other land based activities. This would provide principal means of livelihood to some even on their return, and subsidiary income to others. ***Skills training*** should be prioritised towards, but not necessarily be restricted to non-land based livelihoods.

2. Priority needs

The priority needs identified are the following:

Livelihood promotion, training and income generation: Greater attention has to be devoted to preparations for the eventual return and resettlement of refugees. The first steps should be taken in the camps, where training, income generation and livelihood options should continue to be offered which would improve the prospects of people returning to their villages or taking up residence in newly identified areas of return.

Joint-programming with partners: Income-generation programmes are also needed to provide immediate purchasing power to the poorest among the camp population. Careful planning will be required to ensure that those who go back to their villages can pursue their vocations and potentially by taking measures during any repatriation package to incorporate what is needed in terms of building materials, tools, animals, seeds, and basic food to enable them to rebuild their homes and establish economic activities and be able to survive until the next harvest or until the returns on their economic activities begin to flow in.

Capacity building: Capacity within the district system at all levels and the local community levels has to be strengthened if the camp population and local community needy groups are to be adequately helped. It is noted that the national information systems need to be strengthened and national policies and programmes expressed more positively to encourage symbiotic cooperation at the local level.

3. Kakuma findings and recommendations

Organisational

In order to guarantee a consistent exchange of ideas and experiences in self-reliance and protection follow-up to the activities in the field the UNHCR staff should carry out inter-country missions or transfers. To strengthen the preparations of the return and reintegration of Sudanese, the mission recommends analyzing the possibility to contract UNHCR staff from Uganda, responsible for monitoring and supporting the self-reliance/DAR component of the Uganda projects. The Staff should be based in the field (Kakuma and Dadaab) but should be in regular contact with different representations of relevant (inter)national institutions Nairobi and where feasible South Sudan. Terms of Reference and a follow up to this matter should be given through the ILO/UNHCR partnership in Geneva.

Joint planning and implementation must occur not only amongst field partners, but must primarily be encouraged with the local government especially to ensure the benefit of UNHCR-led activities trickle down to the local communities. It is in any case the mandate of government to plan and coordinate, and the international community can assist them in doing so by giving them the appropriate tools. ILO/UNHCR partnership is ready and willing to technically assist these projects in addition to providing training on community contracting for the sustainability of the local community and success of any exit strategy of the UNHCR and partners from the camp.

General recommendations

The Government of Kenya has an encampment policy and the local Turkana community believe that all livestock belong to them and have done everything over the years to raid and confiscate any livestock on sight. As a result, there is virtually no agricultural or livestock rearing activities by the refugee community. Crop production is thus not the main source of food and income for the refugee households. Many households barely

manage to achieve significant levels of self-sufficiency in food production and as a result all households are still on WFP food rations. The problem is further compounded household and family sizes are large thus requiring increased supply of essential commodities to meet the demands. Some refugees have also relocated from areas with inadequate security and services, and also from areas prone to flooding to other zones. However the land available in the popular zones can't meet the needs of all the beneficiaries. Another important factor affecting agricultural production is the unpredictable weather conditions that quite often frustrate the local farmers' efforts to attain sustainable household food security.

The inconsistent weather makes the institution of service and care provision to the local Turkana communities problematic (difficult to target in time space!). The local community has continued their nomadic way of life and that also complicates any exit strategy that would be drafted for a handover after repatriation. This means agricultural production can make neither the refugees (not legally allowed!) nor the local community (weather considerations!) self-reliant in their livelihoods needs. Local community does not use agriculture as a viable source of income in their rural setting.

The refugee community cares and responds to the needs of their vulnerable individuals when elderly refugee men and women participate in socio-economic activities and their equal rights are respected. Kakuma has a total caseload of 92,000 refugees. Most of the beneficiaries have now been settled in shelters in the camp for long periods of up to 12 years, and a number of them have been identified as being vulnerable and in need of special protection assistance. Areas of assistance to the vulnerable cases included protection area for established protection cases, hut construction/repair services and sometimes food. In addition LWF and JRS have began sensitisation of the communities on care for their own vulnerable individuals. However, though the community has shown some willingness to assist those in need during times of 'plenty' the response has been low especially during periods of scarcity (e.g. during the drier seasons). It is therefore recommended that the vulnerable without relatives who are more or less neglected especially when the food security situation is tight should be assessed and therefore benefit from some sort of livelihoods or related skills training.

Orphans and children with HIV/AIDS affected parents are facing problems of school fees, accommodation, health and clothing. Some children are also facing similar problems because of the low income of their parents, as a result there are very many school drop outs at secondary school level who need to be supported and guided in life skills and whose plight also needs to be addressed through skills training and through community awareness-raising and targeting partner involvement.

While women form about 45% of the refugee population contribute the bulk of the domestic and productive labour force, they are grossly underrepresented in leadership positions as well as in IGAs. This is attributed to the traditional norms and beliefs as well as the low priority that the community gives to girl child education.

In Kakuma refugees with disabilities have access to services adjusted according to their defined needs. The same is not evident for the local Turkana community. With regard to

an exit strategy it is recommended to coordinate partner activities to engage elderly local community with disabilities.

It is recommended that the IPs and OPs co-ordinate their activities in their operations more openly by for instance conducting joint missions and workshops on overlapping or complementary issues or topics, in order to avoid duplication and a sense of competition and to maximise benefit to the needy.

- More beneficiaries engage in self-help activities organised by their community.
- Effective involvement of refugee leaders and community workers in programme/project design.
- Improved social and economical independence for elderly refugees.
- Increased capacity for elderly refugee women to provide services to the younger female members of the community.
- Effective integration of disabled refugees into the local community and self-reliance activities.
- Improved mobility of physically handicapped refugees.
- Co-ordination meetings conducted on regular basis with government, refugees, implementing partners and operational partners and the resolutions arrived at implemented jointly by all.

Because of this reality many refugees have adopted an array of coping mechanisms most of which are detrimental to environmental conservation and their relations with the host communities such as fetching and selling firewood and charcoal have been a source of contrition between refugees and the local communities. Others rely on selling their casual labour to make ends meet. For women headed households the situation is not easy because they cannot freely leave their young children to move around for casual work.

Minority tribes and clans as special needs cases

Many girls continue to be ill-advised by parents and communities on options for acquiring skills, being advised only towards traditional skills (tailoring, weaving, catering, knitting etc.) that may have limited income and employment potential or may be excluded from skills development in general. For the girls, vocational guidance is also a means to motivate them for staying in the educational system and a learning environment, preventing early marriages and pregnancies. It is in this special context, that vocational guidance services have been mentioned in the draft CPA⁵³.

⁵³ See CPA Chapter 11, Point 11.1.3 which suggests that “Career guidance counselling should be offered by trained Career Guidance Counsellors to refugee females so as to guide them in making decisions on the type of vocational skills training they can benefit from now and in the future.”

In the camp situation, even at the best of all situations, there will always be a marginal grouping of a minority tribe, (we note here that both Sudanese and Somali cultures are highly clan or tribe based). In an extreme case, during a visit in Kakuma, the mission interviewed an idle well spoken Sudanese who ended up describing himself as belonging to a minority tribe called the Anuak, originally from Pochalla, near the Ethiopian border. The Anuak are approximately 250 in total. They have no representative in the refugee welfare system. They have no access to the Community Services Department as they are not allowed into the compound. They had actually had had no access directly with the SO since registration. The Anuaks are predominantly young male between 15 and 35. There are approximately 50 women in the Anuak community. They live on the outskirts of the Camp thus; have to travel a long distance to reach the SO. When asked of coping mechanisms, the young man laughed out and exclaimed “we cope with each other”. The Anuak community have for instance not a single member of the community working as an “incentive worker”. A situation like this would not be captured ordinarily in a routine field visit. Here, vocational counselling could offer some orientation how to cope within the camp situation and to ensure that a number of youths and women from the Minority groups like the Anuaks benefit from the training offered in the camps.

Vocational counselling can also play an important role in linking refugee graduates, both from camp-based skills development as well as from trainings outside the camps, with income and employment opportunities gradually opening up in Sudan. Such a support may in fact help to increase the likelihood of voluntary repatriation as more and more may prefer an economic opportunity in parts of the country with a minimum level of security to an idle existence in camps which are stable but largely destitute. Such support would include linking qualified post-trainees with demands for qualified staff coming from Sudan—based NGOs and UN-agencies as well as to the ILO/UNHCR programmes in Sudan⁵⁴.

Community based training and capacity building to DON BOSCO

It is recommended that IGA groups in such tools dependent-skills such as carpentry and tailoring business be provided with tools and materials that kick-start them with direct partner monitoring for at least 6 months.

Through the community-based skills training approach, various groups acquire skills in various trades such as blacksmith, tinsmith and leather works. In collaboration with the local community leaders and youth groups, a combined refugee and local community bee-keeping and honey harvesting association could be formed.

Due to the restricted camp market and cash economy refugees cannot diversify their income-generating activities even with the current skills training. There is limited access to micro-credit schemes offered by DON BOSCO.

⁵⁴ See project description in Annexes Document

Through a global skills training for repatriation program refugee families improve their purchasing powers so that they can meet their basic needs without recourse to undesirable coping mechanisms.

Community involvement

The projects aim to improve the livelihood of the community through creation of sustainable IGA or skills upgrading for employment opportunities. It is recommended to promote social mobilization, organization and peace building through community empowerment. This is very significant for Somalia, as the clans have traditionally been very wary and untrusting of each other, and including training on life-skills would provide the basics of an enabling environment for dialogue and therefore peace building in the future.

An economic basis must be created for repatriation and eventually reintegration to successfully occur. As such identifying realistic and feasible skills for training and activities for income generation on a sector-by-sector basis was used as a practical strategy. Specifically the following sectors were identified (irrigated farming, oil production related, environmental projects to combat resources exploitation, deforestation and soil erosion, as well as small business training), and it is the hope and expectation that partner UN agencies and their implementing partners make use of the resource possible among the repatriated (trained in the camps) and the resettled.

Recommendations on training delivery

a) Training of target beneficiaries including UNHCR Staff in collaboration with ILO and Ministry of Labour in using Community Based Training Methodology (CBT) or other similar competency-based approaches. The CBT provides necessary tools for development of capacities. The CBT will focus on providing appropriate technical and managerial training to refugees for self-employment taking socio-economic potential of the local environment into account and development of appropriate post training follow up actions. Through CBT, projects should target the returnees, the repatriated, youths and out-of-school children, who lost educational opportunities. Together with skills for IGA training, other programmes may include counselling, skills training and training for community responsibility and social transformation with a view to changing attitudes. JRS, IRC and LWF are currently working in tandem in empowerment and social transformation in Kakuma camp.

b) To support DON BOSCO in promoting their Technical Centres into training institutions for market oriented vocational training and re-training for the target beneficiaries in the Camps. The Centre in collaboration with the ILO and Ministry of Labour could adapt and provide necessary training based on Modular Training for Employable Skills (MES) concept and provide assistance to centre graduates in establishing their small businesses;

Organisational Recommendations

Linking Camp training to South Sudan Skills needs

It is recommended that in order to promote the introduction of labour-intensive methods of roads / irrigation canals rehabilitation in South Sudan, UNHCR in collaboration with ILO should organise workshops for its reintegration staff in the field. This training should also be organised for the participating contractors and their supervisors in order to have better appreciation and understanding of labour-intensive methods and better understanding for effective execution of works. This training should preferably be organised before the commencement of larger-scale reintegration projects inside Sudan and with collaboration of UNHCR Kenya staff. Projects funded under UNHCR should encourage labour intensive methods especially in road maintenance and infrastructure rehabilitation.

In various countries affected by war or natural calamities the World Food Programme and many other NGOs are assisting the population with humanitarian or emergency food supplies. In many cases, where the distribution of emergency food aid continues for many years the donor agencies and the governments prefer to channel the food aid to the target beneficiaries through Food-for-Work schemes. This is mainly aimed to combat among the beneficiary population the apparent “Dependency Syndrome” and to improve food security at the household level. The Food-for-Work schemes have been found to be very useful in the rehabilitation of rural infrastructure such as rural roads, schools, public health centres in the rural areas. These schemes employ large number of local population including women in the reconstruction of the rural infrastructure and pay their wages in the form of food or partly food and part cash payments. The labour intensive methods of road rehabilitation are most suitable for Food-for-Work schemes. On an average, these methods create short-term employment to the extent of about 2000 workdays per kilometre of road rehabilitation at an average range of USD 1 – USD 4 (max) a day⁵⁵.

The system should be designed in such a way that it caters to all the reporting needs of site organisation at all the levels. The systems should enable site supervisors to plan all their activities as per the production targets set out by the Project Engineer. The systems should enable planning of all resource requirements in terms of labour, materials and cash

⁵⁵ In the 1970s, the international organisations and the donor institutions focused their attention on determining the feasibility of labour-based methods in the road sector. The International Labour Organisation (ILO) and the World Bank identified those activities for which labour based methods produce better, equivalent or worst quality outputs than equipment based methods. The studies findings revealed that there was a vast scope for the use of employment intensive methods particularly for low traffic volume rural roads. It has been proved that in countries with abundance of labour, lower wage levels, shortages of equipment, for more dispersed and remote rural areas, the labour based methods are more cost effective than equipment based works. Moreover, in an enabling environment like a UNHCR refugee camp situation, which allows regular and timely payments and which applies simple and transparent contract systems, labour based methods offer a good launching pad for effective participation of local communities and entrepreneurs.

See Annex *Labour based road maintenance project*.

flow needed for effective implementation of the activities and a set of forms put in place support planning and monitoring of various operations. These systems can be tailored to meet the specific needs and can easily be replicated for effective implementation of labour-based projects camp or access road rehabilitation or camp infrastructure in most cases.

To help break the dependency mentality, the mission recommends labour-intensive rural road maintenance and rehabilitation and construction of schools and health clinics. The quality of the work when supported by suitably qualified engineers and on-the-job training. These measures help speed the formation of small IGA groups and encourage refugees engage in income generation activities that pass on skills acquisition, and where necessary appropriate-technology should be provided.

Related Inputs and Observations - Impact on Protection Issues and Policy Priorities

a) **The Protection of the Beneficiary Population:** UNHCR Sub-offices ensure that all registered refugees and asylum seekers are accorded their legal rights and protection, single female refugees provided special support and sectoral services are designed to ensure physical, psychological, social, economic needs and security for all refugees, especially the elderly. Maintenance of roads remains a fundamental activity for the provision of services as it facilitate the improvement of the welfare system in the camps, empowering the refugees to compete for markets within the camps and marginally in the host areas, hence creating harmony between the two communities.

It is recommended to develop a policy of intervention that promotes redistribution of cash in the refugee camps through encouraging labour-intensive methods of rehabilitation and maintenance of camp roads and other infrastructure.

b) **Refugee Women/Gender Equality:** UNHCR and partners are ensuring availability of clean and safe water within reasonable walking distances to beneficiary dwellings and in adequate quantities and have thus improved the beneficiaries' health through reduction of water borne diseases most common among children, and improved on the quality of life for the women who have notably more time dedicated income-generation for the well-being of the family.

c) **Children, Youths and Adolescents:** Currently UNHCR and partners, ensure that basic education and skills training provided to the beneficiaries to empower them with knowledge of health, nutrition, sanitation and community management lead to improvement in the camps. This training also prepares them to be vehicles of rehabilitation and development in their home country, upon repatriation. Attention has been given to the special needs of girls, especially those entering adolescence on the consequences of HIV infections and in June 2005, SO Kakuma commissioned a new school for girls in the camp. Sports, recreational and cultural activities provide an outlet for energies and retention of cultural identity, especially for the young and in conjunction, peace education focussing on areas of conflict and ethnic differences.

It is recommended to support the IGA projects by the youths submitted in the Projects list attached.

d) **Refugees with special needs, including older refugees:** To ensure that basic needs of the vulnerable are met and their lives improved, it is recommended that support the vulnerable, disadvantaged women, adolescents, elderly; female headed households is rendered as a separate project to identify their socio-economic needs and find solutions to their problems to the extent possible be set-up.

e) **Combating HIV/AIDS:** Further to Peer education/counselling on HIV, HIV/AIDS Voluntary Counselling and Testing (VCT) provided in all health centres in the operational areas and access to female and male condoms promoted and distributed in the camps, it is recommended that IGA projects by HIV/AIDS affected families be given discreet support, without risk to stigmatisation.

f) **Coping mechanisms:** The assumption that the majority of the returnees would want to return to their previous occupation and lifestyle is misconceived because it disregards the considerable degree of social and economic transformation the refugees undergo during exile. During this considerably long period of isolation from their original communities, not only has the vast majority become inactive and sedentary, but they managed to pluck their livelihoods in a variety of ways including restricted crop production on practically barren soils, participation in labour markets both in both formal and informal sectors in urban, semi-urban and rural areas, and self-employment in diverse off-farm income-generating activities, which activities they were not previously engaging in.

A large number of the refugees have become accustomed to public utilities such as access to health care, education, clean water and sanitation, and transportation. Most of the facilities in the refugee camps are also perceived to be superior to those the refugees expected to find in rural South Sudan and Somalia.

It is recommended that reintegration training should aim to enable returnees to resume life in their areas of return at levels higher than their pre-flight occupations or to establish a redefined lifestyle, thereby taking into account the changes refugees undergo in exile.

Coping mechanisms can simply be summarised. In the camps as in times of scarcity, people work longer and in more different areas. They eat once a day or less, eat cheaper items and depend on the strong redistributive traditions of the different tribes. When food is scarce, people sell their reserves (clothes, livestock, and whatever there may be in their possession to sell). As a last resort, young women may resort to prostitution. These coping mechanisms, in combination with the limited agricultural production and limited relief aid, in most years manage to avoid widespread severe malnutrition.

4. Dadaab findings and recommendations

Vocational Training

In analysing the socio-economic situation of refugees in the three Dadaab camps, the obstacles they face in becoming more self-reliant and the need to provide them with skills that enhance their opportunities for repatriation and thereafter, future training and skill development must be responsive to the following dimensions:

- Labour demand for
 - Skilled labour
 - Semi-skilled labour
 - Low-skilled labour

- The social demand of repatriated Somalis with
 - Secondary and Tertiary education
 - Full primary education
 - No or incomplete schooling at the primary level

Viable vocational training and skills development must meet the demands of the labour market and, linked with entrepreneurship development (SIYB) and Micro-Finance Services, should enhance the employability of refugees.

Skills development programmes to be developed at the Dadaab camps must cater for different target groups to give them all a chance to contribute to the reconstruction of the Somali economy. To the extent possible, existing resources such as the experience of the Somalia-based ILO project “Promotion of Economic Recovery” (PERSP), including data from the Territorial Diagnosis and Institutional Mapping (TDIM) and the specific UNESCO Curricula should be utilised.

Box 3: Minorities and other disadvantaged groups

As around 97% of the total Dadaab camp population are Somalis, they dominate discussions. Training needs discussed not surprisingly represent their needs and are targeted towards skill needs in a future Somalia.

This notwithstanding, training and skills development programmes to be planned and implemented must assure an equal and fair participation of minorities. Camp terminology for minorities does refer to Ethnic groups among the overall Somali refugee population (e.g. Somali Bantus) as well as to the relatively small number of refugees from other countries (less than three percent). Attention must be paid that these receive consideration in the selection of training places according to their overall representation in the camps.

Persons with different forms of disabilities (PWD) require equally consideration. In principle, various trades pre-selected offer opportunities for integrating them in the general training process. As an example, these may be accounting, office management, and cooking. The main barrier PWD are facing is frequently their lack of formal education, which makes it impossible for them to access any institution of tertiary

learning. Therefore, active promotion of inclusion of PWD must also be undertaken for skills development programmes targeting school drop outs⁵⁶.

As in Kakuma, women who form 48.5% of the Dadaab refugee population, contribute the bulk of the domestic and productive labour force. They are, however, grossly underrepresented in leadership positions as well as in IGAs. This is attributed to the traditional norms and beliefs as well as the low priority that the community gave to girl child education until the recent past. Indicators have been included into the attached modular project ideas to make sure that women can adequately participate in and benefit from the various proposed programmes.

Enterprise-based Training

An option, in particular – but not only - for school drop outs will be enterprise-based training in micro-businesses established in the three camp markets. This form of training is customary practice in Somali culture and economic life. It is usually, but not exclusively offered to young members from the extended family/clan. Enterprise-based training offers the advantage of being very much hands-on, close to the market and its developing/changing needs as well as to the demands of the customer, and of being relatively inexpensive. In contrast, it is often less effective, of low quality, in a low-tech environment and may lead to a certain abuse between the entrepreneur (usually also the trainer) and the trainee. To be effective and obtain the desired result, enterprise-based training benefits therefore from a quality assurance function.

The assessment undertaken in the Dadaab markets shows that one third of assessed camp-based micro-enterprises are already training, another third is willing, in principle, to serve as a training site for refugees without appropriate educational qualification to attend formal vocational training programmes. Support services to be established to assure the quality of any future enterprise-based training programmes should hire and train with priority people with work experience from the refugee community. These are likely to have the necessary background to accompany the training process and to have the acceptance among the local community needed to undertake monitoring and guiding of this process with some success. Training for these monitors can be organised in cooperation with existing Kenyan Vocational Training Institutions or with GTZ, which has considerable experience in this field⁵⁷.

Employment Promotion and Self-Reliance

The training for (self-)employment and IGA will be in line with the identification and implementation of profitable activities that are feasible in a local economic situation. It promotes setting up of those activities or projects which associate best with the economic

⁵⁶ A proposal to strengthen the capacity of IP to promote the integration of PWD in training and IGA activities is attached (proposal D 18 in Annex D IV).

⁵⁷ See proposal D 10 in Annex D IV.

potential of the area, utilizing locally available (human and material) resources, stimulating multiplier effects towards the local economy.

The IGA activities and strategies will not only create new jobs and bring additional income to the refugees; but ideally also contribute to the emancipation of the districts and its population as they will become more oriented towards the rest of the local community capacity. The projects attached, although based on camp approach will pay special attention to vulnerable groups in society, and then specially women and the youth and aim to offer alternatives for income generation to the younger population in the camp and the local community through improving their technical capacities and offering them more choices and alternatives at the local level and by optimizing and developing the capacity to view the potential for creating income generation activities within the local constraints. With repatriation of Somali refugees remaining doubtful for the foreseeable future, this form of camp-based IGA is of particular relevance. Ideally, though, the skills transferred through skills development and vocational training programmes do not only promote income generation in their camp environment, but also increases employability of the refugee trainees after repatriation. The promotion of entrepreneurship, to become aware of what it means to set-up a proper business, issues of credit and cash, the responsibilities, risks and possibilities of income generation at the small scale community level will be part and parcel of such approaches.

Need for Refresher Training

In principle, skills upgrading of refugees with previous work experience is a possibility as well as a necessity. It should, however, be linked as much as possible to repatriation (also in the time-dimension) in order to assure that the refreshed skills can actually be applied. This is less likely in the camp environment; there, these refugees have not practised their particular skills for a number of years. Probably, there is just not sufficient demand for these skills. For example, a driver will not find any occupation directly in line with his skills and experience and is not considered by agencies as incentive worker, as drivers positions are maintained by Kenyan nationals. Such refresher training should with priority be given in trades, which are selected for initial training (e.g. construction, electricity, plumbing, cooking). This would allow using the same facilities and equipment in the late afternoon and on weekends. Experienced people, if appropriately qualified, can also be used as trainers in future camp based training programmes, as well as monitors/coaches in enterprise-based training programmes to be established in the camps and as vocational guidance staff in primary school. Two modular proposals attached (on enterprise-based training and on vocational guidance) suggest to apply this principle.

Need for Vocational Guidance

A service to be added urgently is the creation of a vocational guidance/counselling function. The purpose of this function would be to guide young refugee children and youth and their families towards post-school life.

The reasoning for the creation of such a service is many-fold:

(a) School-based Guidance

- ⇒ Currently, the majority of young people are prompted towards academic achievements only. As positive as the strong emphasis on and motivation for education is, it sends out a message conveying the image of a University career being the non-plus-ultra, and this without any clear professional profile associated. Non-academic options do not seem to play any role in the perspectives of secondary school students and many senior primary school students. There is a clear bias towards white-collar work. This bias is reinforced by recent changes in the Kenyan school curriculum which is applied in the camp schools⁵⁸.
- ⇒ The lack of exposure to the “real world”, including “real” labour markets, robs young people of the opportunity to get to know many skills and trades that may be in demand on labour markets and thereby offering a promising future.
- ⇒ Many girls continue to be ill-advised by parents and communities on options for acquiring skills. They may be directed only towards traditional skills (tailoring, weaving etc.) that may have limited income and employment potential or may be excluded from skills development in general. For them, vocational guidance is also a means to motivate them for staying in the educational system and a learning environment and keeping them out of early marriage. It is in this special context, that vocational guidance services have been mentioned in the draft CPA⁵⁹.

Box 4.: The De-Vocalisation of the Kenyan Secondary Curriculum

The recent reform of the Curriculum for the Kenya Certificate of Secondary Education (KCSE) will further reinforce the “white collar-orientation by dropping Art and Craft-subjects (of which each student had to choose one) and adding more academic – and theoretical - subjects such as socio-linguistics

“Besides biological sciences, other subjects dropped are social education and ethics, **woodwork, metalwork, building and construction, power mechanics, electricity and drawing and design**”.

Business studies will continue, though, comprising accounting, commerce, economics and typewriting with office practice.

Source: Daily Nation 26 May 2005

(b) Post-School Counselling

- ⇒ In the camp situation, even at the best of all situations, there will always be a residual group of youngsters being idle, this being after school or after skills development. Here, counselling could offer some orientation how to cope with this situation without losing one’s own creative potential and motivation.
- ⇒ The post-school counselling service should also link graduates of skills development and training programmes with upcoming economic and employment opportunities in Somalia (as well as in other countries of refugees’ origin), thus facilitating their repatriation. This would entail networking with Somalia-based

⁵⁸ See Box 4 below

⁵⁹ See CPA, Chapter 11.1, 3(b).

NGOs and UN-partners (e.g. UNHCR Somalia, UNDP Somalia, ILO LED Project) that are well informed of market and employment demands in the country.

A vocational counselling/guidance service would have the potential to responding to some extent to the stated gaps. The Service would work in close cooperation with the existing school system, the Teacher-Parents Associations and Community Services and would utilise to the extend possible senior refugees with work experience from Somalia trained for guiding young refugees on the school level.

5. Objectives and outputs

Development objective

The development objective is to contribute to link repatriation preparatory skills training of Sudanese refugees in Kakuma Camp and Somali Refugees in Dadaab to reintegration efforts.

Project Purpose

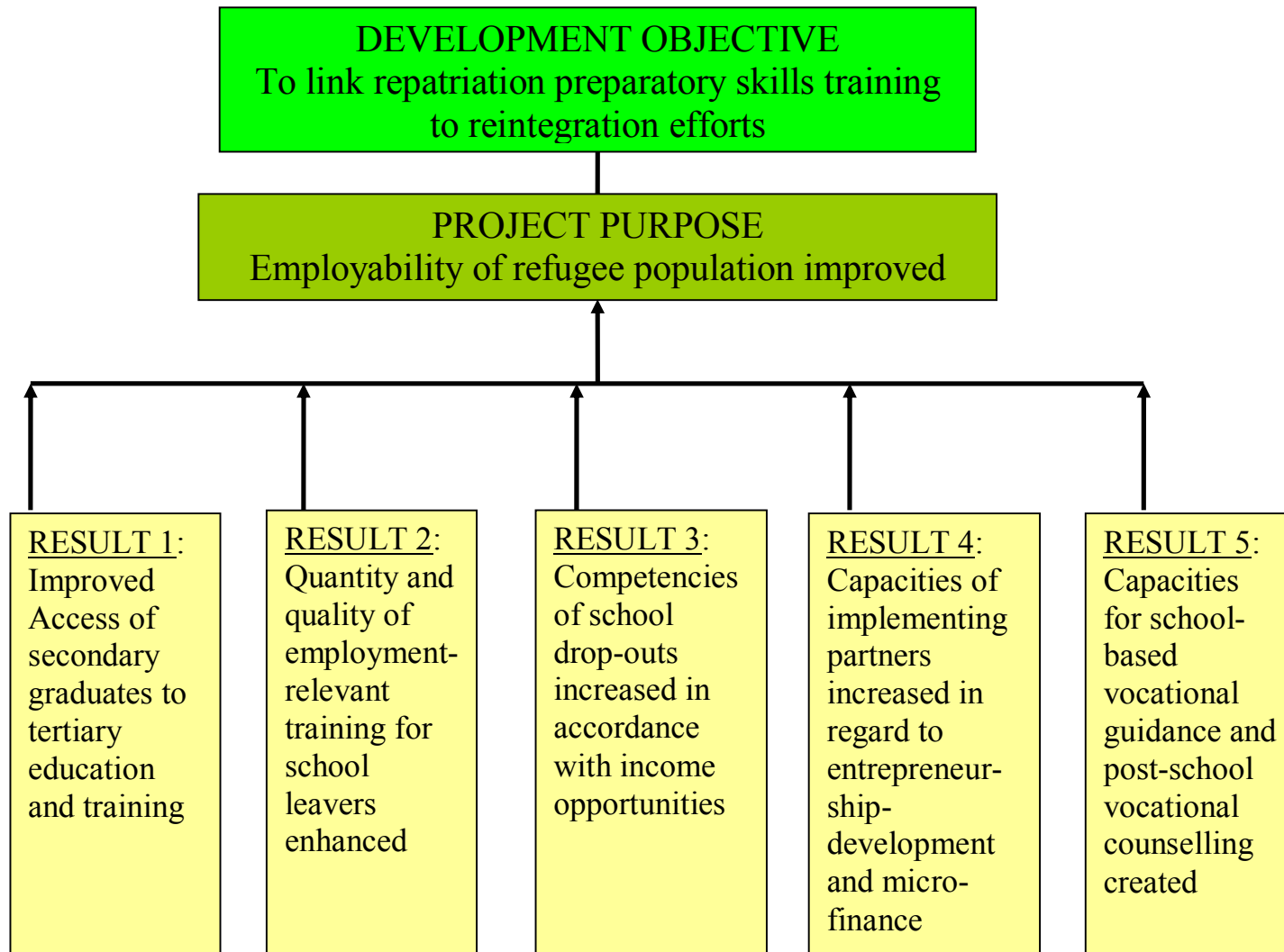
Employability of refugee populations in Kakuma and Dadaab camps improved before repatriation.



**UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES
STRENGTHENING PROTECTION CAPACITY PROJECT**

Co-Funded by the European Commission and the Governments of Denmark, Germany, the Netherlands and the UK

BOX 5: LOGICAL FRAMEWORK FOR THE PROJECT





UNITED NATIONS HIGH COMMISSIONER FOR REFUGEES STRENGTHENING PROTECTION CAPACITY PROJECT

Co-Funded by the European Commission and the Governments of Denmark, Germany, the Netherlands and the UK

INPUTS

Personnel

Expatriates professionals will assume the following positions:

- One embedded IGA/training-Expert, based in Dadaab⁶⁰
- 4 Training consultancies through the ILO/UNHCR partnership (1 months)

The ILO staff will lead the project implementation team, provide technical guidance in project issues work planning, budgets, authorisation of expenditure, hiring of consultants, in coordination with the Head of Sub-Office, to ensure that overall objectives of the project support the repatriation plans of the Sub-Offices Dadaab and Kakuma respectively, as regards policy and programming in training, skills, labour and vocational education issues.

Managerial and Liaison Services

To avoid hyper-developed administrative costly structures and duplication of capacities, the programme will coordinate basic managerial and liaison services with UNHCR, which will become associated to the project.

Implementation

CARE (Dadaab), GTZ (Dadaab), Don Bosco, the International Rescue Committee (IRC), JRS and LWF will be main partners for the implementation of selected activities. Contracts will be entered with selected NGOs and training providers to implement training and related support under the project.

Monitoring and Evaluation

The embedded IGA/training-Expert in the Community Services Section UNHCR Sub-Offices will produce quarterly progress reports. Reports on the progress and completion of specific activities will be provided as part of project implementation. Monitoring missions through the ILO/UNHCR partnership will monitor progress and provide guidance and support as required. The first mission will assist with start up activities to ensure that the programme has a timely start; the second mission, at the middle of the programme, will carry out monitoring, and the third mission, towards the end of the programme, will assess progress and identify shortcomings. The missions may also propose or develop further activities as appropriate.

⁶⁰ See also proposal D 21 in Annex D IV.

Activities

Activities are outlined and specified in the form of modular proposals (see Annex D IV). These project ideas – see paragraph (6) below - are adaptable for both Dadaab and Kakuma at the discretion of the UNHCR teams. Preliminary budgets are included in each proposal as are suggestions for OPs or IPs.

6. Operational proposals Dadaab and Kakuma

The proposals suggested and specified in Annex K VI and D IV all follow a set of operational principles:

- I. Skills development and vocational training shall be offered only when in line with market demands (in Somalia or, in regard to IGA, in the camp environments) and when enhancing the opportunity for income and employment. An entrepreneurship promotion component always will have to be added, as opportunities for the large majority of refugees (upon repatriation as well as in the camp environment) will be in self-employment and the informal economy.
- II. Market-relevant skills development, vocational training and IGA must be promoted for a wide range of educational profiles, covering Secondary School graduates, Primary School graduates and school drop-outs as well as older refugees who want to upgrade skills previously acquired or to learn new ones in order to be able contributing to the family budget.
- III. As the demand for skills development, vocational training and IGA is overwhelming, all possible and viable options should be utilised, inside and outside the camps. This includes also inviting training institutions inside the camps (instead of only sending refugees for boarding in institutions of higher learning) and offering training on weekends.
- IV. Use to the extend possible existing resources and infrastructures for skills development, vocational training and the promotion of IGA. In order to prevent the construction of expensive and hard to sustain new infrastructures, suggested activities will take advantage of existing but hitherto untapped opportunities for learning and developing entrepreneurship: Health Services will be upgraded to serve as training sites for para-medical professions, existing internet-services will be improved to increase the opportunity of access to relevant information, including distance learning, enterprise-based training will be strengthened.
- V. All programmes must be screened to what extend they offer opportunities for participation of women. Indicators that help to assure their equitable participation in skills development, vocational training and IGA should always be included in relevant project proposals.
- VI. Minorities should benefit from all skills development and IGA-initiatives in line with their representation in the overall camp population.

In line with these operational principles and leading towards the results as specified in the Logical Framework presented above as Box 5, the following are the project proposals suggested for Dadaab and/or Kakuma:

Result 1: (Total budget 363,800 US\$)

Improved access of secondary graduates to tertiary education and training

D 1: Increasing access to tertiary Technical and Vocational Education (budget: 292,800 US\$)

D 2: Training for documentalists and librarians (budget: 71,000 US\$)

Result 2: (Total budget 1,488,700 US\$)

Quantity and quality of employment-relevant training for school leavers enhanced

K 1: Improved capacity of health services in Kakuma (budget 594,000 US\$)

D 3: Vocational Training in the Health Sector (budget 594,000 US\$)

D 4: Building Veterinary Assistance capacities in the refugee communities (budget 40,000 US\$)

D 5: Water for livestock use in Dadaab camps (budget 84,900 US\$)

D 6: Making a community newspaper (budget 73,000 US\$)

D 7: Making community radio (budget 92,000 US\$)

D 8: Building skills in cooking and catering (budget: 10,800 US\$)

Result 3: (Total budget 887,850 US\$)

Competencies of school drop-outs increased in accordance with income opportunities

K 3: IGA Skills training in preparation for repatriation for vulnerable groups (budget 57,000 US\$)

D 9: Skills Development for school drop-outs and long-term unemployed youth (budget 741,000 US\$)

D 10: Enterprise-Based Training (budget 61,000 US\$)

D 11: Posho Mill Grinding Machines (budget 20,000 US\$) – already approved by SPC-project

D 12: Empowerment of refugee women in Dadaab through training in henna manicure and hairstyling (budget 5,000 US\$) – already approved by the SPC-project

D 13: Building housekeeping skills (budget 3,850 US\$)

Result 4: (Total budget 297,400 US\$)

Capacities of implementing partners increased in regard to entrepreneurship development and micro-finance

K 2: IGA Skills training providers training (budget 111,500 US\$)

K5: Empower youths in the camp in youth leadership and IGA (Budget 18,000 US\$)

K 6: Capacity Building in Micro-Finance (Budget 27,000 US\$)

D 14: Capacity Building in Micro-Finance (budget 27,000 US\$)

D 15: Enhancing Internet Access (Budget 84,000 US\$)

D 16: Capacity building in catering and cooking (budget 6,900 US\$) – already approved by the SPC-project

D 17: Capacity Building in housekeeping (budget 5,500 US\$)

D 18: Vocational Rehabilitation and CBR (budget 13,000 US\$)

D 19: Skills upgrading in the tailoring sector in Dadaab (budget 4,500 US\$) – already approved by the SPC-project

Result 5: (Total budget 373,000 US\$)

Capacities for school-based vocational guidance and post-schools vocational counselling created

K 4: Support to skills development and income-generating activities in camp (budget 50,000 US\$)

K 7: Vocational Guidance and Vocational Counselling for youths from minority groups (budget 91,500 US\$)

D 20: Vocational Guidance and Vocational Counselling for refugee youth in Dadaab-camps (budget 81,500 US\$).

D 21: Support to skills development and income-generating activities in Dadaab camps (budget US\$ 150,000)

All project ideas with objective, purpose, core activities and more detailed budget are presented in Annex D IV in the order given above. This format serves mainly to attract donor interest. Once a donor has been identified, a more detailed project document will have to be developed in particular for the more comprehensive projects with a budget of US\$ 50,000 and above.

Additional project proposals, pending on the availability of additional information, concern the following:

- Contribution to the establishment of Dadaab Polytechnic.
For the benefit of both the local and the refugee communities, cooperation in the construction and the management of this GoK-sponsored vocational training institution would be desirable. However, without a thorough analysis of the GoK's plans in regard to the foreseen training programmes in this Centre and its long-term financing, no cooperation can be advised. The long-awaited GoK project document was never received.
- On a trial basis, a NEP course (accounting) was to be organised in one of the Dadaab camps, on weekends, in order to increase the accessibility of a demand driven training. The promised NEP-proposal was not received.
- Livestock management is a main concern for refugees from nomadic and rural backgrounds.
- Wheelchair repair and maintenance is of high significance for a significant number of pwd whose wheelchairs suffer under the harsh physical environments in the camps.

With more information available, for all these four themes, additional project proposals can be prepared in a next cycle.

7. Suggested organisational structure

The UNHCR Branch Office Nairobi (BON) will have the overall responsibility for the programme, which may consist of all, or (more likely) a selected number of the projects proposed in Annexes K VI and D IV. BON will focus also on interagency coordination and donor relations.

In each Sub-Office, a focal point will guide the overall technical assistance, assure the quality of the different programmes and facilitate the coordination of the different OPs and IPs.

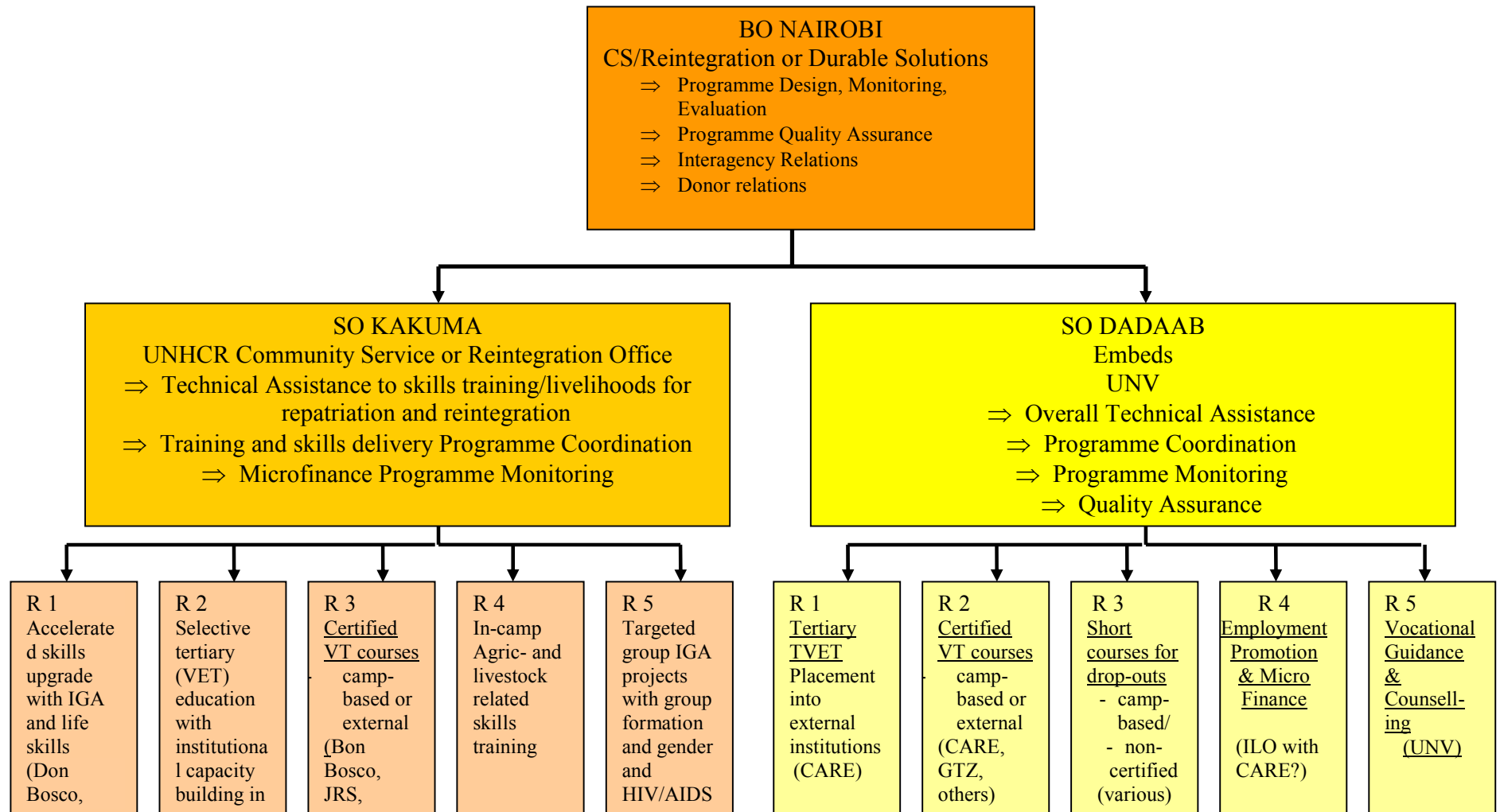
OPs and IPs will have the responsibility for the realisation of a proposal once its funding has been secured. Box 6 (below) illustrates the suggested implementation structure.



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BOX 6: Suggested Implementation Structure



**ILO-UNHCR Partnership through Technical Cooperation
MULTI-BILATERAL PROGRAMME OF TECHNICAL
COOPERATION**

ANNEXES

to

FINAL REPORT

**Self-reliance and sustainable livelihoods for refugees in Kakuma and
Dadaab camps**

LIST OF ANNEXES:

Explanation:

Annexes are grouped along the following criteria and then numbered:

G = General relevance

K = Kakuma relevance

D = Dadaab relevance

G I: The Strengthening Protection Capacity (SPC) Project - Project description

G II: Business opportunities on the micro-entrepreneurial level

G III: Key Documents Consulted

K I: SWOT Analysis Kakuma

K II: Daily Income and Expenditure Patterns

K III: Summary of advantages and disadvantages to different programmes in Kakuma

K IV: Gender analysis of tasks in Kakuma Camp

K V: Skills profile for Sudanese refugees by area of preferred return

K VI: Project proposals Kakuma

D I: SWOT Analysis Dadaab

D II: Gender analysis of tasks in Dadaab camps

D III: Results of Market Survey in Dadaab camps

D IV: Project proposals Dadaab

D V: Support provided to Dadaab local community

ANNEX G I

The Strengthening Protection Capacity (SPC) Project Project description

Objectives

One of the objectives of the Agenda for Protection and of the High Commissioner's Convention Plus initiative is more effective multilateral cooperation to strengthen protection capacities in refugee receiving countries. The Strengthening Protection Capacity (SPC) project is one means of achieving this objective. Funded by the European Commission and the governments of Denmark, the Netherlands and the United Kingdom, the SPC project is aimed at devising tools and approaches to strengthen the capacity to receive and protect refugees, including enhancing their means of self-reliance and expanding opportunities for durable solutions.

Four countries have been targeted for this analysis, namely Kenya, Tanzania, Benin and Burkina Faso. Kenya and Tanzania have been major refugee receiving countries for decades. Benin and Burkina Faso are also refugee host countries, as well as emerging countries of resettlement.

Time Frame

The project started in August 2004, and is planned to run for one year. It is being rolled out in three stages in each of the countries involved.

Multidimensional Focus

The SPC project is designed to look at protection problems broadly, from the moment of admission until durable solutions are found. It is built around a wide range of possible interventions to strengthen capacity. The selection of the most appropriate approach will be determined through a consultative process involving key stakeholders including donor governments, host governments, other UN and international partners, NGOs and refugees themselves.

Methodology

The project is centrally coordinated by the Department of International Protection, and works closely with the Convention Plus Unit in Geneva. A small project team at Headquarters, in cooperation with the Bureau for Africa and the respective Branch Offices, is responsible for designing the project methodology, ensuring synergy between the work in the different countries, hiring project consultants to do the initial protection gaps analysis and to coordinate the consultative process.

The project team also collaborates with the Department of Operational Support, to ensure that the work in the field benefits and builds the technical expertise of the Office in areas such as

registration, monitoring, the protection of women and children, community services, reintegration and local settlement.

Steering Committees are being established in each of the four countries to help guide the work of the project. These are comprised of representatives from the host countries as well as donor countries and key partner agencies.

Phase I: Protection Gaps Analysis: 3-4 months

At the beginning of the first phase of the project consultants are hired to work in Tanzania, Kenya, and Benin/Burkina Faso respectively.

The first phase of the project involves undertaking a comprehensive analysis of the protection situation in each of the countries. To help structure the analysis, a Framework for Identifying Gaps in Protection Capacity will be used and is available on the UNHCR website at <http://www.unhcr.org/convention-plus>. This framework is organized into different sections, each section reflecting a component of protection. Within each section, questions are posed that are designed to ensure that the gaps analysis will provide a concise picture of the situation of refugees, the main legislative and administrative institutions involved in their protection, as well as the constraints within the host society. The reports will give a comprehensive overview of types and range of protection gaps which exist in the target countries.

Phase II: Consultation: 4 months

Using the gaps analysis reports as the central reference guide, national consultations will be designed to focus on prioritizing refugee needs and identifying appropriate measures to meet them. Regional consultations will also be held to identify common protection themes, problems and “best practices”.

Phase III: Implementation: 4 months

Strategies to be engaged within this and other related projects will be determined as part of the planned consultative process. A limited number of those identified may be launched within the project year, depending on available resources. Others will be planned for subsequent years.

Evaluation

In addition to the final report, a summary lessons learned will be prepared. The project will be evaluated internally and the Steering Committees will recommend whether an external evaluation of the project is warranted.

ANNEX G II: Business opportunities on the micro-entrepreneurial level¹

Agriculture

| Business: | Cassava Growing |
|--------------------------|---|
| Materials needed: | ⇒ Cassava cuttings |
| Equipment needed: | <ul style="list-style-type: none"> ⇒ Hoe ⇒ Slasher ⇒ Panga |
| Potential Market: | <ul style="list-style-type: none"> ⇒ Market places ⇒ Households ⇒ Restaurants ⇒ Snack bars |
| Opportunities: | <ul style="list-style-type: none"> ⇒ Contracts to supply schools ⇒ Contracts to supply various markets ⇒ Cultivate a larger patch of land for constant supply |
| Difficulties: | <ul style="list-style-type: none"> ⇒ Difficulties in transportation to various markets ⇒ Labour intensive ⇒ Limited market ⇒ Decays quickly once uprooted, requires immediate consumption |

| Business: | Cattle Raising |
|--------------------------|--|
| Materials needed: | ⇒ Calves |
| Equipment needed: | <ul style="list-style-type: none"> <li style="width: 50%;">⇒ Fence poles <li style="width: 50%;">⇒ Large basin <li style="width: 50%;">⇒ Hammer <li style="width: 50%;">⇒ Spade <li style="width: 50%;">⇒ Iron sheets <li style="width: 50%;">⇒ Wheel-barrow |
| Opportunities: | <ul style="list-style-type: none"> ⇒ Contract for supplying butcheries ⇒ Festive seasons ⇒ Selling hides and skin for higher income |
| Difficulties: | <ul style="list-style-type: none"> ⇒ Cattle may succumb to diseases and drought ⇒ A lot of labour is needed ⇒ Transportation market may be difficult |

¹ Adapted from: GTZ: Get up – It's Time: The Business Handbook for Uganda. Kampala 2004.

| | |
|--------------------------|--|
| Business: | Poultry |
| Materials needed: | ⇒ Chicks (recommended to buy from established poultries) |
| Equipment needed: | ⇒ Basins ⇒ Building polls ⇒ Hammer ⇒ Iron sheets ⇒ Spade ⇒ Wheel-barrow ⇒ Wire mesh |
| Potential Market: | ⇒ Butcheries ⇒ Eating cafes ⇒ Hotels ⇒ Households ⇒ Market places ⇒ Restaurants ⇒ Supermarkets |
| Opportunities: | ⇒ Market for chicken meat is steady ⇒ Supplying contracts with supermarkets ⇒ Public occasions and ceremonies |
| Difficulties: | ⇒ Chicken may die due to infection ⇒ Transportation may be difficult ⇒ Labour demanding ⇒ Chicken need care and personal commitment |

| | |
|--------------------------|---|
| Business: | Rabbit Farming |
| Materials needed: | ⇒ Rabbits (recommended to buy from established rabbit farms) |
| Equipment needed: | ⇒ Basins ⇒ Building polls ⇒ Hand hoe ⇒ Iron sheets ⇒ Spade ⇒ Wire mesh |
| Opportunities: | ⇒ Good raising for a larger market ⇒ Supplying contracts with hotels, supermarkets |
| Difficulties: | ⇒ Rabbits may die due to infections ⇒ Transport may be difficult ⇒ Limited market in rural settings ⇒ Rabbits need care and personal commitments |

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|--------------------------|---|
| Business: | Sheep farming |
| Materials needed: | <ul style="list-style-type: none"> ⇒ Lambs ⇒ Keep females for breeding and reproduction |
| Equipment needed: | <ul style="list-style-type: none"> ⇒ Basin ⇒ Building polls ⇒ Hammer ⇒ Hand hoe ⇒ Iron sheet ⇒ Panga, spade, wheel-barrow |
| Potential Market: | <ul style="list-style-type: none"> ⇒ Butcheries ⇒ Meat shops |
| Opportunities: | <ul style="list-style-type: none"> ⇒ Contract for supplying butcheries ⇒ Public occasions and ceremonies ⇒ Cultural functions ⇒ Selling wool for processing |
| Difficulties: | <ul style="list-style-type: none"> ⇒ Sheep may prone to diseases ⇒ Need supply of water ⇒ A lot of labour is demanded ⇒ Transportation to market may be difficult |

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|--------------------------|--|
| Business: | Vegetable Growing |
| Materials needed: | <ul style="list-style-type: none"> ⇒ Seeds |
| Equipment needed: | <ul style="list-style-type: none"> ⇒ Hoe ⇒ Panga ⇒ Rake ⇒ Spray pumps ⇒ Water cans/pipes ⇒ Wheel-barrow |
| Potential Market: | <ul style="list-style-type: none"> ⇒ Hotels ⇒ Households ⇒ Market places ⇒ Restaurants |
| Opportunities: | <ul style="list-style-type: none"> ⇒ High yields ⇒ Nutritious and clean foodstuff ⇒ Off-season products ⇒ Quality vegetables |
| Difficulties: | <ul style="list-style-type: none"> ⇒ Animals destroy plants ⇒ Transportation is difficult due to distance to market places ⇒ Good storage facilities may be difficult to provide ⇒ Labour intensive ⇒ Require immediate market, else the vegetables start to rot ⇒ Good harvest depends on favourable weather conditions ⇒ Products are prone to pest, disease, theft |

Manufacturing/Processing

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|--------------------------|--|---|
| Business: | Armrest and Cushion Making | |
| Materials needed: | ⇒ Materials are available from tailors, local shops and markets | |
| Equipment needed: | ⇒ Needles ⇒ Pair of scissors ⇒ Sewing machine | ⇒ Stitches ⇒ Tape measure |
| Potential Market: | ⇒ Bars ⇒ Car owners ⇒ Carpentry workshops | ⇒ Furniture markets ⇒ Hotels/Restaurants ⇒ Households |
| Opportunities: | ⇒ Low running costs ⇒ Quality work ⇒ Unique armrests | |
| Difficulties: | ⇒ Competition from other producers ⇒ Failure of payment ⇒ Limited market in rural areas ⇒ Limited source of raw materials | |

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|--------------------------|--|---------------------------------------|
| Business: | Bajia Making | |
| Materials needed: | ⇒ The raw materials are available in local shops | |
| Equipment needed: | ⇒ Charcoal stove ⇒ Deep frying pan ⇒ Ladle ⇒ Netted pan | ⇒ Packing bag ⇒ Saucepan ⇒ Tray |
| Potential Market: | ⇒ Households ⇒ Restaurants ⇒ Schools | ⇒ Street vending ⇒ Working places |
| Opportunities: | ⇒ Quality bajia for a wider market ⇒ Supplying contracts with shops and restaurants ⇒ Sales expansion to market, hotels ⇒ School openings | |
| Difficulties: | ⇒ Competition ⇒ Labour demanding ⇒ Limited market | |

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|--------------------------|--|
| Business: | Bakery |
| Materials needed: | ⇒ Raw materials for baking can be bought in grocery shops, market |
| Equipment needed: | ⇒ Oven ⇒ Charcoal stove ⇒ Utensils (sieve, tins, trays) ⇒ Weighing scales ⇒ Medium-sized working table |
| Potential Market: | ⇒ Households, schools ⇒ Cafes, restaurants ⇒ Hotel, shops, market places |
| Opportunities: | ⇒ Parties such as weddings & conferences ⇒ Public occasions, quality bread ⇒ Supply contract with restaurants & hotels ⇒ Supply contract with schools ⇒ Village market days |
| Difficulties: | ⇒ Market for bakery products may be limited ⇒ Long storage may lead to decay ⇒ A lot of heat may be dangerous ⇒ Labour is demanding ⇒ Individual orders may not be collected |

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|--------------------------|--|
| Business: | Basket weaving |
| Materials needed: | ⇒ Sisal ⇒ Threads ⇒ Banana fibers ⇒ Palm leaves |
| Equipment needed: | ⇒ Basins ⇒ Chair / mat ⇒ Crochet needles ⇒ Display table ⇒ Knives, large sewing needle |
| Potential Market: | ⇒ Curio shops, craft shops ⇒ Hotels & households ⇒ Market places, working places |
| Opportunities: | ⇒ Provide quality baskets ⇒ Provide unique baskets ⇒ Participate in exhibition, trade fares ⇒ Supply craft shops |
| Difficulties: | ⇒ Access to quality material ⇒ Poor storage may lead to damage ⇒ Transportation of raw materials and baskets may be difficult |

| Business: | Biscuit Baking | |
|--------------------------|---|--|
| Materials needed: | ⇒ Raw materials for making biscuits can be found in shops, markets and supermarkets | |
| Equipment needed: | ⇒ Brick oven ⇒ Working table ⇒ Rolling pin ⇒ Tray ⇒ Brush | ⇒ Cup ⇒ Bowl ⇒ Basin ⇒ Cutter ⇒ Weighing scale |
| Potential Market: | ⇒ Market places ⇒ Schools ⇒ Shops, street vending | |
| Opportunities: | ⇒ Best quality biscuits ⇒ Supplying contract with shops, case, restaurants, supermarkets | |
| Difficulties: | ⇒ Limited market ⇒ Biscuit go bad when stored for a long period | |

| Business: | Blacksmith | |
|--------------------------|---|--|
| Materials needed: | ⇒ Scrap metallic material available from workshops, garages, metal companies at small fee | |
| Equipment needed: | ⇒ Chisels ⇒ Cutting knife ⇒ Hammer ⇒ Pliers | ⇒ Punches ⇒ Rings for driving ⇒ Steel and iron ⇒ Traditional hard stone |
| Potential Market: | ⇒ Households ⇒ Market places | |
| Opportunities: | ⇒ Manufacture quality items ⇒ Manufacture unique items ⇒ Supply cultural shops | |
| Difficulties: | ⇒ Lack of modern tools ⇒ Lack of more effective stone coal ⇒ Limited market | |

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|--------------------------|--|
| Business: | Brick Making |
| Materials needed: | <ul style="list-style-type: none"> ⇒ The required soil can be found in swampy areas ⇒ Polythene sheets for covering |
| Equipment needed: | <ul style="list-style-type: none"> ⇒ Hoes ⇒ Spades ⇒ Jerry cans ⇒ Wheel-barrow ⇒ Wooden moulds |
| Potential Market: | <ul style="list-style-type: none"> ⇒ Construction sites |
| Opportunities: | <ul style="list-style-type: none"> ⇒ Expand business to masonry ⇒ Higher demand at bigger construction sites like schools and hospitals ⇒ Provide quality brick |
| Difficulties: | <ul style="list-style-type: none"> ⇒ Consistency in quality standard ⇒ Damage during rainy season ⇒ Easy cracks before sale ⇒ Labour intensive proper drying process ⇒ Seasonal demand for products |

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|--------------------------|---|
| Business: | Briquette Making |
| Materials needed: | <ul style="list-style-type: none"> ⇒ Agricultural residues ⇒ Fallen leaves ⇒ Charcoal dust |
| Equipment needed: | <ul style="list-style-type: none"> ⇒ Crusher ⇒ Briquette press ⇒ Collecting bags ⇒ Panga |
| Potential Market: | <ul style="list-style-type: none"> ⇒ Households ⇒ Hotels ⇒ Restaurants |
| Opportunities: | <ul style="list-style-type: none"> ⇒ Increasing sales in different places, including urban areas ⇒ Low competition ⇒ Low running costs ⇒ New product for the market |
| Difficulties: | <ul style="list-style-type: none"> ⇒ Labour intensive ⇒ Poor performance in extreme weather conditions |

| Business: | Burglar Proofing Manufacturing | |
|--------------------------|--|---|
| Materials needed: | <ul style="list-style-type: none"> ⇒ Strong metals such as iron ⇒ Materials available from metal trading companies | |
| Equipment needed: | <ul style="list-style-type: none"> ⇒ Hack saw ⇒ Hammer ⇒ Square | <ul style="list-style-type: none"> ⇒ Tape measure ⇒ Vice ⇒ Welding machine |
| Potential Market: | <ul style="list-style-type: none"> ⇒ Construction companies ⇒ Factories ⇒ Households ⇒ Industries | <ul style="list-style-type: none"> ⇒ Office buildings ⇒ Shops, warehouses ⇒ Working places |
| Opportunities: | <ul style="list-style-type: none"> ⇒ Quality and strong burglar proofing ⇒ Obtain supplying contracts for various construction sites | |
| Difficulties: | <ul style="list-style-type: none"> ⇒ Competition ⇒ Expensive materials ⇒ Lack of adequate equipment | |

| Business: | Candle making | |
|--------------------------|--|--|
| Materials needed: | <ul style="list-style-type: none"> ⇒ Bee wax ⇒ Kerosene | |
| Equipment needed: | <ul style="list-style-type: none"> ⇒ Aluminum mould ⇒ Charcoal stove | |
| Potential Market: | <ul style="list-style-type: none"> ⇒ Households ⇒ Markets ⇒ Shops ⇒ Street vending | |
| Opportunities: | <ul style="list-style-type: none"> ⇒ Cake candle ⇒ Long-term supplying contracts with shops ⇒ Unique candle supplied for special occasions | |
| Difficulties: | <ul style="list-style-type: none"> ⇒ Initial difficulties entering the market ⇒ Limited market ⇒ Seasonal supply of raw materials (bee wax) | |

| Business: | Cassava Chips Making | |
|--------------------------|---|---|
| Materials needed: | <ul style="list-style-type: none"> ⇒ Cassava ⇒ Cooking oil | |
| Equipment needed: | <ul style="list-style-type: none"> ⇒ Cutting knife ⇒ Deep-frying pan ⇒ Ladle | <ul style="list-style-type: none"> ⇒ Saucepan ⇒ Tray ⇒ Working table |
| Potential Market: | <ul style="list-style-type: none"> ⇒ Cafes, restaurants ⇒ Households ⇒ Market places | <ul style="list-style-type: none"> ⇒ Schools ⇒ Street vending ⇒ Working places |
| Opportunities: | <ul style="list-style-type: none"> ⇒ Better cassava chips, more customers ⇒ Contract to supply cafes, restaurants ⇒ Public occasions and ceremonies ⇒ School openings/ holidays/ break time | |
| Difficulties: | <ul style="list-style-type: none"> ⇒ Limited market ⇒ Perishable products ⇒ Seasonal ⇒ Raw material (cassava) | |

| Business: | Chapatti Making | |
|--------------------------|---|---|
| Materials needed: | <ul style="list-style-type: none"> ⇒ Raw material are available at local shops and markets | |
| Equipment needed: | <ul style="list-style-type: none"> ⇒ Cutting knife ⇒ Frying pan ⇒ Ladle | <ul style="list-style-type: none"> ⇒ Large saucepan (for mixing ingredients) ⇒ Rolling pin ⇒ Working table |
| Potential Market: | <ul style="list-style-type: none"> ⇒ Construction sites ⇒ Households ⇒ Market places | <ul style="list-style-type: none"> ⇒ Restaurants ⇒ Schools ⇒ Shops |
| Opportunities: | <ul style="list-style-type: none"> ⇒ Better quality chapatti, better income ⇒ Supplying contracts with shops/ restaurants ⇒ Public occasions / holidays | |
| Difficulties: | <ul style="list-style-type: none"> ⇒ Difficulties in maintaining constant heat ⇒ Easy damage due to weather exposure ⇒ Quick decay when stored a long time ⇒ Limited market | |

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|--------------------------|--|
| Business: | Charcoal Making |
| Materials needed: | ⇒ The raw materials can be found from fresh cut trees |
| Equipment needed: | ⇒ Axes ⇒ Hoes ⇒ Jerry cans ⇒ Pangas ⇒ Sacks for packing ⇒ Wheel-barrow |
| Potential Market: | ⇒ Cafes, restaurants ⇒ Hotels ⇒ Households ⇒ Market places |
| Opportunities: | ⇒ Provide quality charcoal ⇒ Obtain contracts to supply other areas ⇒ Festive seasons ⇒ Supply bigger institution |
| Difficulties: | ⇒ Bureaucratic difficulties in obtaining license ⇒ Labour demanding ⇒ Short-term business due to deforestation ⇒ Difficulties in transport to markets |

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|--------------------------|--|
| Business: | Chicken Roasting |
| Materials needed: | ⇒ Chicken |
| Equipment needed: | ⇒ Charcoal stove ⇒ Cutting knife ⇒ Tray ⇒ Washing pail ⇒ Working table |
| Potential Market: | ⇒ Households ⇒ Restaurants ⇒ Roadside markets |
| Opportunities: | ⇒ Better quality chicken, more customers ⇒ Public occasions/ holidays |
| Difficulties: | ⇒ Limited market in rural areas ⇒ Decay due to long and / or poor storage |

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|--------------------------|--|--|
| Business: | Doughnut Frying | |
| Materials needed: | ⇒ Raw materials can be bought in local shops markets or supermarkets | |
| Equipment needed: | ⇒ Baking trays ⇒ Bowls ⇒ Cooling rack ⇒ Deep frying pan ⇒ Ladle ⇒ Working table | ⇒ Basins ⇒ Charcoal stove ⇒ Cups ⇒ Knife ⇒ Sieve |
| Potential Market: | ⇒ Cafes ⇒ Hotels ⇒ Restaurants | ⇒ Schools ⇒ Shops |
| Opportunities: | ⇒ Contract to supply shops and markets ⇒ Extend the market in to other areas ⇒ Provide quality doughnuts | |
| Difficulties: | ⇒ Labour intensive ⇒ Decay due to long and poor storage ⇒ Limited market ⇒ Skills required | |

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|--------------------------|---|--|
| Business: | Electronic Workshop | |
| Materials needed: | ⇒ Can be bough in electronic shops | |
| Equipment needed: | ⇒ Brush ⇒ Electronic tool kit ⇒ Pliers ⇒ Soldering iron ⇒ Volt / ampere meter | ⇒ Charger ⇒ Knife ⇒ Screwdriver ⇒ Tester ⇒ Working table |
| Potential Market: | ⇒ Factories ⇒ Hotels ⇒ households | ⇒ offices ⇒ restaurants |
| Opportunities: | ⇒ Obtain servicing in maintaining service for factory equipment ⇒ Provide quality service | |
| Difficulties: | ⇒ Difficulties in maintaining service standard ⇒ Failure of payments ⇒ Failure to identify the technical problems ⇒ Failure to meet the deadlines ⇒ Unavailability of spare parts | |

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|--------------------------|---|
| Business: | Embroidery |
| Materials needed: | ⇒ Materials can be found in textile shops and markets |
| Equipment needed: | ⇒ Embroidering machine ⇒ Yarn ⇒ Needles ⇒ Breads ⇒ Pair of scissors |
| Potential Market: | ⇒ Households ⇒ Tailors ⇒ Boutique and fashion designers |
| Opportunities: | ⇒ Contracts with schools and college e.g. School uniforms ⇒ Contracts with tailors and wedding dress makers ⇒ Unique and quality products to win more clients |
| Difficulties: | ⇒ Competition ⇒ Labour demanding ⇒ Limited market in rural areas ⇒ Special skills needed |

| | |
|--------------------------|--|
| Business: | Fritter Shop |
| Materials needed: | ⇒ Required materials can be found in shops and markets e.g. ripe bananas, potatoes, yams or meat. |
| Equipment needed: | ⇒ Charcoal stove ⇒ Tablespoon ⇒ Deep frying pan ⇒ Working table ⇒ Plastic basin ⇒ Cooling rack ⇒ Rolling pin ⇒ Drying cloth ⇒ Sieve ⇒ Plastic bowls |
| Potential Market: | ⇒ Café/ Hotels/ Restaurants ⇒ Market places ⇒ Construction sites ⇒ Schools ⇒ Hospitals |
| Opportunities: | ⇒ Supply contracts with schools ⇒ Better quality fritter, more customers |
| Difficulties: | ⇒ Difficulty in maintaining hygiene ⇒ Limited market in rural settings ⇒ Possible decay due to poor storage |

| Business: | Gonja (Banana) Roasting | |
|--------------------------|--|---|
| Materials needed: | ⇒ Bananas are available from farmers | |
| Equipment needed: | ⇒ Charcoal stove (large) ⇒ Tray ⇒ Wire mesh | |
| Potential Market: | ⇒ Cinemas ⇒ Hotels and restaurants ⇒ Market places | ⇒ Schools ⇒ Street vending ⇒ Working places |
| Opportunities: | ⇒ Quality roasted gonja ⇒ Business expansion to various places ⇒ Public occasions and holidays | |
| Difficulties: | ⇒ Easy decay when stored a long time ⇒ Requires constant heat ⇒ Seasonal product | |

| Business: | Groundnut Roasting | |
|--------------------------|---|---|
| Materials needed: | ⇒ Groundnut are available from farmers or markets | |
| Equipment needed: | ⇒ Charcoal stove ⇒ Ladle ⇒ Large saucepan | ⇒ Tray ⇒ Measuring spoon |
| Potential Market: | ⇒ Households ⇒ Market places ⇒ Schools | ⇒ shops ⇒ street vending ⇒ working places |
| Opportunities: | ⇒ supply contracts with shops and restaurants ⇒ public gathering, cinemas | |
| Difficulties: | ⇒ quick decay from air exposure once roasted ⇒ limited market ⇒ continuous attention needed when roasting | |

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|--------------------------|---|
| Business: | Groundnut Sauce Making |
| Materials needed: | ⇒ Groundnuts are found in shops or markets |
| Equipment needed: | ⇒ Pestle and mortar ⇒ Tray ⇒ Polyethylene bags ⇒ Working table ⇒ Sieve |
| Potential Market: | ⇒ Cafes ⇒ Hotels ⇒ Households ⇒ Restaurants |
| Opportunities: | ⇒ Supply of quality groundnut sauce ⇒ Contracts with shops and restaurants ⇒ Sales increase during cultural occasions, public holidays, festive seasons |
| Difficulties: | ⇒ Limited market ⇒ Decay due to long storage |

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|--------------------------|--|
| Business: | Herbs Shop |
| Materials needed: | ⇒ Plants can be found in the forest |
| Equipment needed: | ⇒ Cutting knife ⇒ Measuring cup, packing bottles ⇒ Saucepans and pots ⇒ Working table |
| Potential Market: | ⇒ For all people, but mainly in rural places |
| Opportunities: | ⇒ Contracts with herbs shops, traditional clinics ⇒ Improving skills to expand market |
| Difficulties: | ⇒ Disrespect by the public ⇒ Easy decay if stored too long ⇒ Limited market in urban areas ⇒ Needs experience and skill |

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|--------------------------|--|--|
| Business: | Herbal Soap making | |
| Materials needed: | ⇒ Raw materials are mainly plant extracts and animal fat | |
| Equipment needed: | ⇒ Boiling pans ⇒ Cloth ⇒ Flat wooden boxes ⇒ Iron kettle | ⇒ Kitchen grater ⇒ Ladle ⇒ Moulds ⇒ Plate |
| Potential Market: | ⇒ Households ⇒ Market places ⇒ Salons ⇒ Work places | |
| Opportunities: | ⇒ Provide unique soap ⇒ Provide quality soap ⇒ Contract to supply beauty salons | |
| Difficulties: | ⇒ Initial difficulties in entering or establishing the market ⇒ Good skill of soap making needs ⇒ Competition from other soap makers | |

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|--------------------------|--|--|
| Business: | Jeweler Maker | |
| Materials needed: | ⇒ Beads can be found in shops ⇒ Shells and stones from river sites or lakes ⇒ Horns from animals ⇒ Metals from scraps | |
| Equipment needed: | ⇒ Brush ⇒ Pair of scissors ⇒ Strings | ⇒ Needles ⇒ Sandpaper ⇒ Working table |
| Potential Market: | ⇒ Beauty shops ⇒ Market places ⇒ Street vending ⇒ Working places | ⇒ Households ⇒ Salons ⇒ Tourist places |
| Opportunities: | ⇒ Provide quality product ⇒ Provide unique product ⇒ Promote and participate in exhibition and trade fares ⇒ Obtain long term clients | |
| Difficulties: | ⇒ Competition from cheap imported items ⇒ Limited market ⇒ Orders placed may never be collected ⇒ Scarcity of some of the material | |

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|--------------------------|---|
| Business: | Juice Shop |
| Materials needed: | ⇒ Fresh fruits |
| Equipment needed: | ⇒ Blender ⇒ Containers for finished products ⇒ Fridge for cold juice ⇒ Utensils (sieve, knife, cup, spoon, etc.) ⇒ Electric kettle ⇒ Working table |
| Potential Market: | ⇒ Schools ⇒ Restaurants ⇒ Bus / taxi parks ⇒ Households |
| Opportunities: | ⇒ Dry hot days ⇒ Public occasions ⇒ Supply nutritious value juice ⇒ Supply markets and restaurants |
| Difficulties: | ⇒ Consistency in hygiene standards ⇒ Limited market ⇒ Provide quality juice ⇒ Decay due to poor storage ⇒ Low sales due to weather conditions |

| | |
|--------------------------|---|
| Business: | Kerosene Lamp Manufacturing |
| Materials needed: | ⇒ Metals pieces to form into lamps |
| Equipment needed: | ⇒ Chisels ⇒ Cutter ⇒ Hammer ⇒ Pair of pliers ⇒ Punch ⇒ Steel block |
| Potential Market: | ⇒ Hardware shops ⇒ Households ⇒ Market places ⇒ Security companies |
| Opportunities: | ⇒ Village market days ⇒ Expand the business to other items |
| Difficulties: | ⇒ Getting raw materials is not easy |

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|--------------------------|---|
| Business: | Knitting |
| Materials needed: | ⇒ Threads |
| Equipment needed: | ⇒ Stool ⇒ Needles/knitting machine |
| Potential Market: | ⇒ Curio shops ⇒ Households ⇒ Market places |
| Opportunities: | ⇒ Provide unique outfits ⇒ Provide quality outfits ⇒ Exhibit in trade fares ⇒ Contract for supplying schools |
| Difficulties: | ⇒ Limited access to quality threads ⇒ Competition from imported products ⇒ Seasonal |

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|--------------------------|---|-----------------|-----------------|--------------|---------------------|--------------------|-------------|----------|--------------|------------------|---------------|--------------------|----------|------------------|--|
| Business: | Leather Goods | | | | | | | | | | | | | | |
| Materials needed: | Leather | | | | | | | | | | | | | | |
| Equipment needed: | <table border="0"> <tr> <td>⇒ Cutting knife</td> <td>⇒ Six way punch</td> </tr> <tr> <td>⇒ Laser bond</td> <td>⇒ Stitching needles</td> </tr> <tr> <td>⇒ Pair of scissors</td> <td>⇒ Tax nails</td> </tr> <tr> <td>⇒ Pincer</td> <td>⇒ Tough bond</td> </tr> <tr> <td>⇒ Sewing machine</td> <td>⇒ Wooden last</td> </tr> <tr> <td>⇒ Sharpening stone</td> <td>⇒ Hammer</td> </tr> <tr> <td>⇒ Lasting pliers</td> <td></td> </tr> </table> | ⇒ Cutting knife | ⇒ Six way punch | ⇒ Laser bond | ⇒ Stitching needles | ⇒ Pair of scissors | ⇒ Tax nails | ⇒ Pincer | ⇒ Tough bond | ⇒ Sewing machine | ⇒ Wooden last | ⇒ Sharpening stone | ⇒ Hammer | ⇒ Lasting pliers | |
| ⇒ Cutting knife | ⇒ Six way punch | | | | | | | | | | | | | | |
| ⇒ Laser bond | ⇒ Stitching needles | | | | | | | | | | | | | | |
| ⇒ Pair of scissors | ⇒ Tax nails | | | | | | | | | | | | | | |
| ⇒ Pincer | ⇒ Tough bond | | | | | | | | | | | | | | |
| ⇒ Sewing machine | ⇒ Wooden last | | | | | | | | | | | | | | |
| ⇒ Sharpening stone | ⇒ Hammer | | | | | | | | | | | | | | |
| ⇒ Lasting pliers | | | | | | | | | | | | | | | |
| Potential Market: | ⇒ Curio shops ⇒ Individuals ⇒ Market places | | | | | | | | | | | | | | |
| Opportunities: | ⇒ Provide quality leather goods ⇒ Exhibition /trade fares | | | | | | | | | | | | | | |
| Difficulties: | ⇒ Difficulty in accessing quality leather ⇒ Limited market in rural setting ⇒ Failure of payment | | | | | | | | | | | | | | |

| Business: | Leather Tanning | |
|--------------------------|--|--|
| Materials needed: | ⇒ Skin from cattle, goat, or sheep farmers | |
| Equipment needed: | ⇒ Basins ⇒ Knife ⇒ Plastic drums | ⇒ Jerry cans ⇒ Mixing sticks |
| Potential Market: | ⇒ Leather craftsmen ⇒ Leather traders ⇒ Shoe companies | ⇒ Tourist shops ⇒ Traditional dance groups ⇒ Traditional leather wares |
| Opportunities: | ⇒ Make traditional leather ⇒ Provide a variety of products ⇒ Provide quality leather ⇒ Make traditional costumes with leather | |
| Difficulties: | ⇒ Entering the existing market ⇒ Losses due to improper work ⇒ Expensive raw materials ⇒ Requires good training | |

| Business: | Maize Boiling | |
|--------------------------|--|--|
| Materials needed: | ⇒ Maize | |
| Equipment needed: | ⇒ Charcoal/ fire wood stove ⇒ Large saucepan ⇒ Working table | |
| Potential Market: | ⇒ Construction sites ⇒ Schools ⇒ Market ⇒ Working places | |
| Opportunities: | ⇒ Market days ⇒ Provide quality maize ⇒ Public gathering such as sport events | |
| Difficulties: | ⇒ Limited market ⇒ Long storage may lead to decay ⇒ Maize dries fast when harvested ⇒ Lack of raw materials In off-season | |

| Business: | Mat Making | |
|--------------------------|--|---|
| Materials needed: | <ul style="list-style-type: none"> ⇒ Threads ⇒ Dried sisals ⇒ Banana fiber | |
| Equipment needed: | <ul style="list-style-type: none"> ⇒ Basin knives ⇒ Sewing needle | |
| Potential Market: | <ul style="list-style-type: none"> ⇒ Curio shops ⇒ Hotels ⇒ Households | <ul style="list-style-type: none"> ⇒ Market places ⇒ Working places |
| Opportunities: | <ul style="list-style-type: none"> ⇒ Provide quality mats ⇒ Provide unique mats ⇒ Expand market to exhibition, trade fairs ⇒ Contract to supply curio shops | |
| Difficulties: | <ul style="list-style-type: none"> ⇒ Poor transportation may lead to damage ⇒ Transportation may be difficult ⇒ Limited access to quality sisals ⇒ Requires a lot of space for storage | |

| Business: | Mattress Recycling | |
|--------------------------|--|--|
| Materials needed: | <ul style="list-style-type: none"> ⇒ Chemicals like polyol ⇒ Second hand mattresses | |
| Equipment needed: | <ul style="list-style-type: none"> ⇒ Chemical containers ⇒ Cutting knives ⇒ Hammer ⇒ Plastic drums | <ul style="list-style-type: none"> ⇒ Chisel ⇒ Gloves ⇒ Pair of scissors ⇒ Pliers |
| Potential Market: | <ul style="list-style-type: none"> ⇒ Households ⇒ Prisons ⇒ Restaurants | <ul style="list-style-type: none"> ⇒ Boarding schools ⇒ Upholstery shops, furniture workshops |
| Opportunities: | <ul style="list-style-type: none"> ⇒ Provide quality cushions ⇒ Provide quality mattresses ⇒ Provide unique mattresses ⇒ Supply for furniture workshops ⇒ Supply hotels | |
| Difficulties: | <ul style="list-style-type: none"> ⇒ Limited market in rural areas ⇒ Requires training, skill and knowledge ⇒ Competition | |

| Business: | Meat Processing | |
|--------------------------|--|---|
| Materials needed: | ⇒ Fresh beef, goat and mutton meat | |
| Equipment needed: | ⇒ Axe ⇒ Burger dorm ⇒ Cutting log ⇒ Weighing scale | ⇒ Bone saw ⇒ Cutting knife ⇒ Sharpener ⇒ Working table |
| Potential Market: | ⇒ Cafes, hotels, restaurants ⇒ Markets ⇒ Shops, trading centers | ⇒ Households ⇒ Schools ⇒ Working places |
| Opportunities: | ⇒ Parties ⇒ Public occasions ⇒ Quality products, better reputation ⇒ Supply contracts with restaurants, cafes ⇒ Supply contracts with supermarkets | |
| Difficulties: | ⇒ Market for meat products may be limited ⇒ Long storage may lead to decay ⇒ Individual orders may not be collected | |

| Business: | Meat Roasting | |
|--------------------------|---|--|
| Materials needed: | ⇒ Fresh meat | |
| Equipment needed: | ⇒ Charcoal stove ⇒ Cutting knife ⇒ Well-shaped sticks | ⇒ Cutlery ⇒ Plates ⇒ Working table |
| Potential Market: | ⇒ Along highways ⇒ Bars, eating cafes ⇒ College, universities | ⇒ Market places ⇒ School canteens ⇒ Street vending |
| Opportunities: | ⇒ Market days ⇒ Provide quality meat ⇒ Public occasions and gatherings | |
| Difficulties: | ⇒ Competition ⇒ Limited market ⇒ Once roasted cannot be kept until the next day ⇒ Decay due to long and poor storage | |

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|--------------------------|---|
| Business: | Muffin Making |
| Materials needed: | <ul style="list-style-type: none"> ⇒ Wheat flour ⇒ Yeast ⇒ Salt ⇒ Water |
| Equipment needed: | <ul style="list-style-type: none"> ⇒ Big bowls ⇒ Charcoal stove ⇒ Cloth material ⇒ Cooling trays ⇒ Plastic cups ⇒ Whisk ⇒ Working table |
| Potential Market: | <ul style="list-style-type: none"> ⇒ Schools ⇒ Market places ⇒ Households |
| Opportunities: | <ul style="list-style-type: none"> ⇒ Provide quality muffins ⇒ Contracts for supplying schools, restaurants ⇒ Supply in bulk during public occasions or markets village days |
| Difficulties: | <ul style="list-style-type: none"> ⇒ Market for muffin may be limited ⇒ Long storage may lead to decay ⇒ Danger of burning due to overheating ⇒ Labour demanding ⇒ Individual order may not be collected |

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|--------------------------|--|
| Business: | Packing Materials Production |
| Materials needed: | <ul style="list-style-type: none"> ⇒ The raw materials can be collected from shops after they have unpacked their merchandise. ⇒ Raw materials e.g. cotton, wood, metal, polyethylene, cardboard etc. |
| Equipment needed: | <ul style="list-style-type: none"> ⇒ Hammers ⇒ Pair of pliers ⇒ Cello tape / glue ⇒ Needles and pins ⇒ Pair of scissors |
| Potential Market: | <ul style="list-style-type: none"> ⇒ Agriculturists ⇒ Market places ⇒ Tourist shops ⇒ Moving companies ⇒ Households ⇒ Shops ⇒ Shipping companies |
| Opportunities: | <ul style="list-style-type: none"> ⇒ Contract for supplying special shops ⇒ Make stronger packaging materials ⇒ Provide bigger containers ⇒ Provide packaging materials for large organizations ⇒ Provide quality materials |
| Difficulties: | <ul style="list-style-type: none"> ⇒ Competition with imported material ⇒ Limited market ⇒ Low profit margin ⇒ Non availability of raw material |

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|--------------------------|---|
| Business: | Pancakes |
| Materials needed: | ⇒ Raw materials (e.g. cassava flour, ripe bananas, sugar) are available in shops and markets |
| Equipment needed: | ⇒ Charcoal / firewood stove ⇒ Saucepans ⇒ Deep frying pan ⇒ Trays ⇒ Ladle ⇒ Working table ⇒ Rolling pin |
| Potential Market: | ⇒ Cafés/ restaurants ⇒ Schools ⇒ Construction sites ⇒ Working places ⇒ Market places |
| Opportunities: | ⇒ Distribute to a larger market ⇒ Increase quantity during public occasions ⇒ Provide quality pancakes |
| Difficulties: | ⇒ Limited market ⇒ Easy decay due to long storage |

| | |
|--------------------------|---|
| Business: | Pet Farming |
| Materials needed: | ⇒ Raw materials are available in local shops and markets ⇒ Pets to raise |
| Equipment needed: | ⇒ Basins ⇒ Spade ⇒ Feeding troughs ⇒ Wire mesh ⇒ Hammer ⇒ Dog leash ⇒ Iron sheets |
| Potential Market: | ⇒ Households ⇒ Farms ⇒ Security companies ⇒ Factories |
| Opportunities: | ⇒ Raising healthy, good quality animals to attract a larger market ⇒ Supplying foreigners |
| Difficulties: | ⇒ Pets may die due to infections ⇒ Labour demanding ⇒ Pets need care and personal commitment |

| Business: | Picture Frames | |
|--------------------------|--|--|
| Materials needed: | <ul style="list-style-type: none"> ⇒ Timber ⇒ Glass | |
| Equipment needed: | <ul style="list-style-type: none"> ⇒ Carving tools (for wood) ⇒ Painting brushes ⇒ Planner ⇒ Steel ruler ⇒ File | <ul style="list-style-type: none"> ⇒ Hand saw ⇒ Pencils ⇒ Small hammer ⇒ Tape measure |
| Potential Market: | <ul style="list-style-type: none"> ⇒ Curio shops ⇒ Households ⇒ Photo studios ⇒ Street vendors | <ul style="list-style-type: none"> ⇒ Hotels ⇒ Market places ⇒ Restaurants ⇒ Working places |
| Opportunities: | <ul style="list-style-type: none"> ⇒ Provide unique picture frames ⇒ Provide quality picture frames ⇒ Contracts with photo studios and curio shops ⇒ Expand market to exhibition , trade fares | |
| Difficulties: | <ul style="list-style-type: none"> ⇒ Limited market ⇒ Big space for storage ⇒ Damage due to poor transportation ⇒ Lack of modern tools ⇒ Limited access to quality wood | |

| Business: | Popcorn Making | |
|--------------------------|--|---|
| Materials needed: | <ul style="list-style-type: none"> ⇒ Corn ⇒ Oil | |
| Equipment needed: | <ul style="list-style-type: none"> ⇒ Charcoal stove ⇒ Ladle ⇒ Measuring cup | <ul style="list-style-type: none"> ⇒ Packing bags ⇒ Saucepans ⇒ Tray |
| Potential Market: | <ul style="list-style-type: none"> ⇒ Bars ⇒ Households ⇒ Schools | <ul style="list-style-type: none"> ⇒ Cafes ⇒ Kiosks ⇒ Street vending |
| Opportunities: | <ul style="list-style-type: none"> ⇒ Public occasions, gatherings ⇒ School openings ⇒ Supplying contracts with shops, hotels ⇒ Quality popcorn for a wider market | |
| Difficulties: | <ul style="list-style-type: none"> ⇒ Competition ⇒ Decay due to long and poor storage ⇒ Lack of storage facilities ⇒ Limited market ⇒ Losses if exposed to excessive heat | |

| Business: | Pottery | |
|--------------------------|---|---|
| Materials needed: | ⇒ Clay | |
| Equipment needed: | ⇒ Basins ⇒ Hoe ⇒ Kick wheel ⇒ Kiln | ⇒ Medium working table ⇒ Plastic sheets (banana leaves to cover soil) ⇒ Shaping objects |
| Potential Market: | ⇒ Curio shops ⇒ Households ⇒ Restaurants | ⇒ Hotels ⇒ Market places ⇒ Working places |
| Opportunities: | ⇒ Provide quality and unique pottery ⇒ Expand to exhibition, trade fairs ⇒ Take up special orders | |
| Difficulties: | ⇒ Limited market ⇒ Limited access to high quality clay ⇒ Potential damage due to poor storage or transportation | |

| Business: | Push Cart Production | |
|--------------------------|---|--|
| Materials needed: | ⇒ Wood | |
| Equipment needed: | ⇒ Hammer ⇒ Hand saw ⇒ Panga ⇒ Planner | |
| Potential Market: | ⇒ Market places ⇒ Shopping centers | |
| Opportunities: | ⇒ Good quality carts provide opportunity for long term earnings | |
| Difficulties: | ⇒ Expensive materials ⇒ Limited market | |

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|--------------------------|--|
| Business: | Queen Cake Making |
| Materials needed: | ⇒ Raw materials (e.g. flour, sugar, eggs, baking powder, margarine) can be found in local shops and markets |
| Equipment needed: | ⇒ Baking trays ⇒ Cake tins ⇒ Hand whisk ⇒ Sieve ⇒ Wooden spatula ⇒ Weighing scale ⇒ Brick oven ⇒ Cooling rack ⇒ Piping shelves ⇒ Trays ⇒ Working table |
| Potential Market: | ⇒ Construction sites ⇒ Shops ⇒ Hotels / restaurants ⇒ Working places |
| Opportunities: | ⇒ Supplying contracts for parties, hotels, restaurants ⇒ Increase the cake varieties ⇒ Provide quality products ⇒ Village market days |
| Difficulties: | ⇒ Damage due to excessive heat ⇒ Individual order may not be collected ⇒ Decay during long storage ⇒ Limited market ⇒ Requires skill and experience |

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|--------------------------|--|
| Business: | Samosa Making |
| Materials needed: | ⇒ Dough ⇒ Beef, peas potatoes |
| Equipment needed: | ⇒ Charcoal stove ⇒ Deep frying pan ⇒ Large saucepan ⇒ Tray ⇒ Cutting knives ⇒ Ladle ⇒ Rolling pin ⇒ Working table |
| Potential Market: | ⇒ Cafes ⇒ Hotels ⇒ Households ⇒ Restaurants ⇒ Schools ⇒ Shops ⇒ Working places |
| Opportunities: | ⇒ Better quality better income ⇒ Public occasions ⇒ Supplying contracts with shops, restaurants |
| Difficulties: | ⇒ Decay due to long and poor storage ⇒ Limited market ⇒ Not easily preserved |

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|--------------------------|---|
| Business: | Steel Recycling |
| Materials needed: | <ul style="list-style-type: none"> ⇒ Scrap metal ⇒ Old tools |
| Equipment needed: | <ul style="list-style-type: none"> ⇒ Chisel ⇒ Hammer ⇒ Sacks ⇒ Screw driver ⇒ Spanner ⇒ Weighing scale ⇒ Wheel-barrow |
| Potential Market: | <ul style="list-style-type: none"> ⇒ Aluminum factories ⇒ Aluminum workshops ⇒ Local craftsmen ⇒ Steel making plants |
| Opportunities: | <ul style="list-style-type: none"> ⇒ Supplying contacts with scrap companies ⇒ Supplying contracts with steel factories |
| Difficulties: | <ul style="list-style-type: none"> ⇒ Knowledge and skill of identifying the materials ⇒ Labour demanding ⇒ Limited market ⇒ Transportation may be difficult |

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|--------------------------|---|
| Business: | Stone and Sand Excavation |
| Materials needed: | <ul style="list-style-type: none"> ⇒ Sand can be obtained from lakes, rivers, swamps ⇒ Stone can be obtained from rocky areas |
| Equipment needed: | <ul style="list-style-type: none"> ⇒ Chisels ⇒ Hand hoe ⇒ Pick axes ⇒ Sacks ⇒ Shovels ⇒ Wheel –barrow |
| Potential Market: | <ul style="list-style-type: none"> ⇒ Building construction sites ⇒ Households ⇒ Road constructions |
| Opportunities: | <ul style="list-style-type: none"> ⇒ Provide quality sand and stones ⇒ Supplying contracts with construction companies |
| Difficulties: | <ul style="list-style-type: none"> ⇒ Competition ⇒ Labour demanding ⇒ Low earnings ⇒ Need a lot of storage space ⇒ Transportation may be difficult |

| Business: | Tile Making | |
|--------------------------|---|--------------------------------------|
| Materials needed: | ⇒ Clay | |
| Equipment needed: | ⇒ Buckets ⇒ Kiln ⇒ Plastic foil ⇒ Sieve | ⇒ Containers ⇒ Moulds ⇒ Shovel |
| Potential Market: | ⇒ Construction companies ⇒ Construction sites ⇒ Factories ⇒ Households | |
| Opportunities: | ⇒ Provision of quality tiles ⇒ Provision of unique tiles ⇒ Special orders ⇒ Supplying contracts for construction sites | |
| Difficulties: | ⇒ Competition ⇒ Limited access to high quality clay ⇒ Damage due to poor storage ⇒ Damage due to poor transportation ⇒ Requires skills and experience | |

| Business: | Toy Making | |
|--------------------------|---|----------------------------------|
| Materials needed: | ⇒ Cloth ⇒ Wire ⇒ Wood ⇒ Banana fibers | |
| Equipment needed: | ⇒ Cutting knives ⇒ Nails ⇒ Sewing needle ⇒ Pair of scissors | ⇒ Hammer ⇒ Pliers ⇒ Treads |
| Potential Market: | ⇒ Households ⇒ Market places ⇒ Kindergartens ⇒ Schools | |
| Opportunities: | ⇒ Contract for supplying nursery schools ⇒ Establish good reputation to increase market ⇒ Provide quality toys ⇒ Provide unique toys | |
| Difficulties: | ⇒ Failure to pay for orders ⇒ Limited market ⇒ Limited market in rural settings | |

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|--------------------------|---|--|
| Business: | Wooden Wheel-Barrow Fabrication | |
| Materials needed: | ⇒ Timber ⇒ Wood | |
| Equipment needed: | ⇒ Hacksaw blade ⇒ Hammer ⇒ Hand saw ⇒ Pair of pliers ⇒ Planner | ⇒ Racket press ⇒ Screw driver ⇒ Table vice ⇒ Tape measure |
| Potential Market: | ⇒ Market places and trading centers ⇒ Farms ⇒ Bus and taxi parks ⇒ Factories, plantations | |
| Opportunities: | ⇒ Provide quality and strong wheel-barrows ⇒ Provide a variety of wheel-barrows ⇒ Rent out in market places | |
| Difficulties: | ⇒ Limited market ⇒ Competition from metallic wheel-barrows ⇒ Requirement of storage space for materials ⇒ Expensive timber | |

Service

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|--------------------------|--|
| Business: | Barbershop |
| Materials needed: | ⇒ Materials for barbershops can be found in cosmetic shops |
| Equipment needed: | ⇒ Brush ⇒ Combs ⇒ Mirror ⇒ Pair of scissors ⇒ Razor blade ⇒ Shaver ⇒ Smoother |
| Potential Market: | ⇒ Market in rural and urban areas throughout the year |
| Opportunities: | ⇒ Better service better reputation ⇒ Festive seasons |
| Difficulties: | ⇒ Skin cuts, due to poor handling of tools ⇒ Limited market ⇒ Continuous improvement of skills |

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|--------------------------|---|
| Business: | Bicycle Repair Service |
| Materials needed: | ⇒ Accessories ⇒ Spare parts |
| Equipment needed: | ⇒ Cutter ⇒ Hammer ⇒ Pliers ⇒ Spanner ⇒ Greasing gun ⇒ Hand pump ⇒ Soldering gun ⇒ Super glue |
| Potential Market: | ⇒ Boda Boda riders ⇒ Private bicycle owners ⇒ Trading centers ⇒ Village market days |
| Opportunities: | ⇒ Provide quality service ⇒ Obtain orders from different organizations for assembling in large quantities ⇒ Combine with motorbike repair service |
| Difficulties: | ⇒ Business opportunity is in small volumes ⇒ Bicycles spare parts may not be affordable in rural places ⇒ Maintain standard of service |

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|--------------------------|---|
| Business: | Bread Shop |
| Materials needed: | ⇒ Bread from bakeries |
| Equipment needed: | ⇒ Packing bags ⇒ Shelves for display ⇒ Working table |
| Potential Market: | ⇒ Cafes ⇒ Hotels ⇒ Households ⇒ Market places ⇒ Restaurants ⇒ Schools ⇒ Working places |
| Opportunities: | ⇒ Quality bread products, better reputation ⇒ Supplying contracts with restaurants/ shops ⇒ Expansion of business to a bakery |
| Difficulties: | ⇒ Competition with other shops ⇒ Hygiene standards ⇒ Limited market in rural places ⇒ Easy decay of goods due to poor and long storage |

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|--------------------------|---|
| Business: | Brick Laying |
| Materials needed: | ⇒ Material needed can be bough from brick makers ⇒ Sand ⇒ Stone |
| Equipment needed: | ⇒ Building line ⇒ Building square ⇒ Club hammer ⇒ Measuring tape ⇒ Pan ⇒ Plumb rule rough casting ⇒ Spade spirit level ⇒ Steel flat ⇒ Trowel ⇒ Pit axe |
| Potential Market: | ⇒ Brick laying for individuals ⇒ Brick laying for construction companies |
| Opportunities: | ⇒ Obtain contracts with bigger construction companies ⇒ Provide quality work ⇒ Work according to time schedule |
| Difficulties: | ⇒ Failure of clients to pay in time ⇒ Extreme weather conditions ⇒ Lack of all necessary tools |

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|--------------------------|---|
| Business: | Butchery |
| Materials needed: | ⇒ Fresh beef, goat and mutton |
| Equipment needed: | ⇒ Axe ⇒ Cutting log ⇒ Weighing scale ⇒ Cutting knife ⇒ Panga ⇒ Working table |
| Potential Market: | ⇒ Bars ⇒ Cafes ⇒ Hotels ⇒ Restaurants ⇒ Households |
| Opportunities: | ⇒ Sales of quality meat ⇒ Supply contracts with hotels ⇒ Grocery stores ⇒ Public or family functions |
| Difficulties: | ⇒ Hygiene standards ⇒ Poor or long storage will lead to decay of the meat ⇒ Limited market |

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|--------------------------|--|
| Business: | Cereals and Pulses Trading |
| Materials needed: | ⇒ Cereals and pulses in large quantities for a wholesale price from farmers |
| Equipment needed: | ⇒ Packing bags ⇒ Bicycle for transportation purposes |
| Potential Market: | ⇒ Local markets ⇒ Shops ⇒ Cereals and pulse processors ⇒ Traders from different towns |
| Opportunities: | ⇒ Provide quality cereals and pulses expand the business to processing ⇒ Export to other countries ⇒ Provide during off-seasons |
| Difficulties: | ⇒ Storage needs a lot of space ⇒ Raw materials are seasonal ⇒ Poor and long storage may lead to decay ⇒ Market is limited in rural settings |

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|--------------------------|--|
| Business: | Collecting & Selling Firewood |
| Materials needed: | ⇒ Wood can be found in local forests, cultivated areas and plantations |
| Equipment needed: | ⇒ Axe ⇒ Hammer ⇒ Panga ⇒ Saw ⇒ Wheel-barrow |
| Potential Market: | ⇒ Bakeries ⇒ Brewing bars ⇒ Households ⇒ Market places ⇒ Restaurants |
| Opportunities: | ⇒ Contract for supplying bakeries, brewers, etc. ⇒ Expand the business to charcoal making ⇒ Provide quality firewood |
| Difficulties: | ⇒ Bureaucratic difficulties obtaining license ⇒ Difficulty in transporting to markets ⇒ Discouraged by the forestry department ⇒ Short-term business due to deforestation |

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|--------------------------|---|
| Business: | Collecting and Selling Newspapers |
| Materials needed: | ⇒ Old news papers can be found in offices, households, newspaper shops etc. |
| Equipment needed: | ⇒ Wooden boxes |
| Potential Market: | ⇒ Higher demand in urban areas |
| Opportunities: | ⇒ Supply contracts with recycling companies ⇒ Supply contracts with shops ⇒ Supply contracts with tailoring schools ⇒ Expansion of business to collection of cement bags |
| Difficulties: | ⇒ Limited market in rural areas ⇒ Small profit margin ⇒ Damage due to wet and poor storage |

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|--------------------------|---|
| Business: | Draftsman Service |
| Materials needed: | ⇒ Materials can be found at stationary shops |
| Equipment needed: | ⇒ Sticking tape ⇒ Drawing set ⇒ Ink ⇒ Pencils ⇒ Rubber ⇒ Stool ⇒ T-squares |
| Potential Market: | ⇒ Construction companies ⇒ Private individuals |
| Opportunities: | ⇒ Provide accurate and time-bound service ⇒ Drafting for large companies ⇒ Acquire consultation contracts |
| Difficulties: | ⇒ Marketing the service may be difficult ⇒ Drawings may not be collected ⇒ Final payments may not be made |

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|--------------------------|---|
| Business: | Egg Shop |
| Materials needed: | ⇒ Eggs |
| Equipment needed: | ⇒ Working table ⇒ Tray |
| Potential Market: | ⇒ Bakeries ⇒ Cafes ⇒ Hotels ⇒ Households ⇒ Restaurants ⇒ Shops |
| Opportunities: | ⇒ Supply contracts for hotels and shops ⇒ Provide quality and tasty eggs ⇒ Expand business to a poultry farm |
| Difficulties: | ⇒ Competition ⇒ Damage if not handled well ⇒ Poor handling and storage may lead to loss ⇒ Long storage may lead to decay |

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|--------------------------|---|
| Business: | Garbage Service |
| Materials needed: | ⇒ Garbage can be collected from private houses, hotels, restaurants, etc. |
| Equipment needed: | ⇒ Gloves ⇒ Plastic containers ⇒ Wheel-barrow |
| Potential Market: | ⇒ Households ⇒ Restaurants ⇒ Hotels ⇒ Schools ⇒ Public buildings |
| Opportunities: | ⇒ Obtain contracts to provide the service to restaurants, hotels, households, market places |
| Difficulties: | ⇒ Limited market in rural areas ⇒ Labour intensive ⇒ Psychological demanding ⇒ Competition |

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| Business: | House Keeping Service |
| Materials needed: | ⇒ Materials, equipment and work places are usually provided |
| Equipment needed: | ⇒ Equipment provided at working place |
| Potential Market: | ⇒ Hotels ⇒ Households ⇒ Inns ⇒ Motels ⇒ Restaurants |
| Opportunities: | ⇒ Develop trustworthy relationships ⇒ Expand service to others ⇒ Provide quality services |
| Difficulties: | ⇒ Limited market in rural settings ⇒ Low pay for housekeepers ⇒ Mistrust by clients ⇒ Social disrespect |

| Business: | Ironing Service | |
|--------------------------|--|-----------------------------------|
| Materials needed: | ⇒ Clothes to be ironed from clients | |
| Equipment needed: | ⇒ Working table ⇒ Hanging rail ⇒ The iron ⇒ Basins | |
| Potential Market: | ⇒ Cafes ⇒ Hotels and restaurants ⇒ Lodges | ⇒ Market places ⇒ Universities |
| Opportunities: | ⇒ Provide better service for good reputation ⇒ Expand business to laundering and cleaning of textiles | |
| Difficulties: | ⇒ Loss or damage of clients' clothes ⇒ Good ironing needs much attention ⇒ Good knowledge requires to chose appropriate heat for different materials | |

| Business: | Laundering and Cleaning of Textiles | |
|--------------------------|---|---|
| Materials needed: | ⇒ Washing detergents | |
| Equipment needed: | ⇒ Basins ⇒ Jerry cans ⇒ Strings for hanging clothes | ⇒ Cloth hangers ⇒ Soft brush |
| Potential Market: | ⇒ Colleges ⇒ Construction sites ⇒ Factories ⇒ Hotels | ⇒ Households ⇒ Lodges ⇒ Boarding schools ⇒ Hostels |
| Opportunities: | ⇒ Provide better service for better reputation ⇒ Expand the business with ironing ⇒ Expand the business with a laundering machine | |
| Difficulties: | ⇒ Clothes may get misplaced ⇒ Labour demanding ⇒ Lots of attention is required when laundering | |

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|--------------------------|--|
| Business: | Manicure Service |
| Materials needed: | ⇒ Materials can be bought in cosmetic shops |
| Equipment needed: | ⇒ Basin ⇒ Chair ⇒ Nail cutter ⇒ Nail file ⇒ Pair of scissors |
| Potential Market: | ⇒ Fitness clubs ⇒ Hotels ⇒ Households ⇒ Salons ⇒ Market places ⇒ Street vending |
| Opportunities: | ⇒ Contract with salons ⇒ Long-term relationships with customers ⇒ Deliver quality service |
| Difficulties: | ⇒ Competition ⇒ Limited market ⇒ Requirement of experience and skills ⇒ Special care when providing the service |

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| Business: | Milk Shop |
| Materials needed: | ⇒ Milk is bough from individual or dairy farmers. ⇒ Animals from which milk is obtained should be clean and healthy |
| Equipment needed: | ⇒ Jerry cans ⇒ Cooler or fridge ⇒ Measuring cup ⇒ Storing cans ⇒ Working table |
| Potential Market: | ⇒ Cafes ⇒ Hospitals ⇒ Hotels ⇒ Households ⇒ Market |
| Opportunities: | ⇒ Provide quality milk ⇒ Contract to supply hotels, restaurants, cafes |
| Difficulties: | ⇒ Consistency of hygiene standards ⇒ Easy decay due to improper storage ⇒ Difficult in transportation |

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| Business: | Mobile Lighting |
| Materials needed: | ⇒ Materials can be found in electronic shops |
| Equipment needed: | ⇒ Battery ⇒ Screw driver ⇒ Bulbs or tubes ⇒ Cello tape ⇒ Cables ⇒ Voltage tester ⇒ Electric clamps |
| Potential Market: | ⇒ Functions, weddings ⇒ Bars, cafes ⇒ Graduation ceremonies ⇒ Restaurants ⇒ Parties ⇒ Sport events |
| Opportunities: | ⇒ Expand business with audio system ⇒ Provide different lightning effects ⇒ Ceremonies festivals |
| Difficulties: | ⇒ Danger of theft ⇒ Danger of working at night ⇒ No fixed market exists ⇒ Skill and experience is required ⇒ Knowledge of electrical safety standard is required |

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|--------------------------|---|
| Business: | Mobile Phone Repair Service |
| Materials needed: | ⇒ Required materials can be found at electronic shops and phone shops in big towns |
| Equipment needed: | ⇒ Brushes ⇒ Charger ⇒ Electronic tool kit ⇒ Knives ⇒ Pliers ⇒ Screwdrivers ⇒ Soddering iron ⇒ Tester ⇒ Working table |
| Potential Market: | ⇒ Constant market in urban areas ⇒ Customers are usually mobile phone users |
| Opportunities: | ⇒ Obtain maintenance contracts of organizations' equipment ⇒ Provide quality service to increase reputation / credibility ⇒ Extend service to other areas |
| Difficulties: | ⇒ Consistency of service quality ⇒ Failure of identifying problems and meeting deadlines ⇒ Limited market in rural settings ⇒ Network not functioning properly ⇒ Power failure / cuts ⇒ Unavailability of some spare parts |

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|--------------------------|--|
| Business: | Painting service |
| Materials needed: | <ul style="list-style-type: none"> ⇒ Paint is usually provide by the client ⇒ Paint can be found in paint shops, hardware shops |
| Equipment needed: | <ul style="list-style-type: none"> ⇒ Broom ⇒ Brush ⇒ Buckers ⇒ Filler ⇒ Rollers ⇒ Sand paper ⇒ Spray gun |
| Potential Market: | <ul style="list-style-type: none"> ⇒ Construction sites ⇒ Factories ⇒ Households ⇒ Public buildings ⇒ Trading centers |
| Opportunities: | <ul style="list-style-type: none"> ⇒ Service contracts for construction sits, house estates ⇒ Provide consistent quality of service for establishing a good reputation |
| Difficulties: | <ul style="list-style-type: none"> ⇒ Competition ⇒ Limited market in rural settings ⇒ Requirement of experience and skills |

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|--------------------------|--|
| Business: | Pizza Bakery |
| Materials needed: | <ul style="list-style-type: none"> ⇒ Raw materials such as wheat flour, water, oil can be bough in local shops ⇒ Cheese, tomato sauce, beef, chicken, fish, fruits and vegetables |
| Equipment needed: | <ul style="list-style-type: none"> ⇒ Charcoal stove ⇒ Cooling rack ⇒ Cutting knife ⇒ Frying pan ⇒ Hand towels ⇒ Working table ⇒ Knife ⇒ Oven ⇒ Rolling pin ⇒ Spoon ⇒ Tray |
| Potential Market: | <ul style="list-style-type: none"> ⇒ Hotels ⇒ Cafes ⇒ Restaurants ⇒ Sport areas |
| Opportunities: | <ul style="list-style-type: none"> ⇒ Provide quality pizzas ⇒ Contracts to supply restaurants, hotels ⇒ Public occasions / village market days |
| Difficulties: | <ul style="list-style-type: none"> ⇒ Limited market for pizza products ⇒ Decay due to long and poor storage ⇒ Potential burning if improperly heated |

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|--------------------------|---|--|
| Business: | Plumbing Service | |
| Materials needed: | ⇒ The material is usually provide by the client and can be found in a hardware shops | |
| Equipment needed: | ⇒ Hammer ⇒ Pipe ⇒ Ranges ⇒ Screwdriver | ⇒ Pair of pliers ⇒ Pumps ⇒ Spanner |
| Potential Market: | ⇒ Construction sites ⇒ Factories ⇒ Hospitals ⇒ Hotels ⇒ Trading centers | ⇒ Households ⇒ Public buildings ⇒ Restaurants ⇒ Schools |
| Opportunities: | ⇒ Service contracts with construction sites ⇒ Service contracts with house estates ⇒ Provide quality service for good, reliable reputation ⇒ Sanitation projects | |
| Difficulties: | ⇒ Competition ⇒ Limited market in rural settings ⇒ Needs a lot of experience and skills ⇒ Transporting the tools may be difficult | |

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|--------------------------|---|--------------------------------------|
| Business: | Public Lavatory | |
| Materials needed: | ⇒ Toilet paper ⇒ Washing soap ⇒ Towels | |
| Equipment needed: | ⇒ Basins ⇒ Bucket ⇒ Toilet brush | ⇒ Toilet paper holder ⇒ Trash bin |
| Potential Market: | ⇒ Bus and taxi parks ⇒ Fuel stations ⇒ Market places | ⇒ Town centers ⇒ Trading centers |
| Opportunities: | ⇒ Provide clean lavatories ⇒ Construct several lavatories in different locations ⇒ Expand business with showers | |
| Difficulties: | ⇒ Lack of hygienic conditions ⇒ Lack of water ⇒ Acceptance by the community | |

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|--------------------------|--|
| Business: | Sign Making |
| Materials needed: | ⇒ Paint ⇒ Wood |
| Equipment needed: | ⇒ Brushes ⇒ Cutters ⇒ Ladders ⇒ Pencils ⇒ Stencils |
| Potential Market: | ⇒ Business premises ⇒ Factories ⇒ Hospitals ⇒ Private individuals ⇒ Schools ⇒ Shops |
| Opportunities: | ⇒ Contract with companies providing billboards ⇒ Contracts for supplying banners |
| Difficulties: | ⇒ Competition ⇒ High costs of some raw materials ⇒ Limited market in rural settings ⇒ Needs skill and attention |

| | |
|--------------------------|---|
| Business: | Tea service |
| Materials needed: | ⇒ Tea leaves ⇒ Water / milk ⇒ Ginger, masala, sugar for special taste |
| Equipment needed: | ⇒ Charcoal/ firewood stove ⇒ Cups ⇒ Larger saucepan / kettle ⇒ Working table |
| Potential Market: | ⇒ Bus stations ⇒ Market places ⇒ Taxi parks ⇒ Construction sites ⇒ Shopping centers ⇒ Working places |
| Opportunities: | ⇒ Construction sites ⇒ Contracts to serve offices ⇒ Provide quality tea |
| Difficulties: | ⇒ Constant heat ⇒ Maintaining good hygiene may be difficult ⇒ Limited market ⇒ Quality consistency ⇒ Maintaining standards may be difficult |

| | | | | | | | |
|--------------------------|---|-----------|----------|----------------|--------|-----------------|---------|
| Business: | Traditional Sandal Making | | | | | | |
| Materials needed: | <ul style="list-style-type: none"> ⇒ All required materials are locally available ⇒ Leather | | | | | | |
| Equipment needed: | <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">⇒ Needles</td> <td style="width: 50%;">⇒ Thread</td> </tr> <tr> <td>⇒ Small hammer</td> <td>⇒ Glue</td> </tr> <tr> <td>⇒ Working table</td> <td>⇒ Nails</td> </tr> </table> | ⇒ Needles | ⇒ Thread | ⇒ Small hammer | ⇒ Glue | ⇒ Working table | ⇒ Nails |
| ⇒ Needles | ⇒ Thread | | | | | | |
| ⇒ Small hammer | ⇒ Glue | | | | | | |
| ⇒ Working table | ⇒ Nails | | | | | | |
| Potential Market: | <ul style="list-style-type: none"> ⇒ Curio shops ⇒ Market places ⇒ Street vending | | | | | | |
| Opportunities: | <ul style="list-style-type: none"> ⇒ Contracts for supplying curio shops ⇒ Exhibition and trade fares ⇒ Tourists ⇒ Increasing variety of quality sandals | | | | | | |
| Difficulties: | <ul style="list-style-type: none"> ⇒ Competition from imported sandals ⇒ Limited market ⇒ Poor quality of raw materials causes short life span of sandals | | | | | | |

| | | | | | | | |
|--------------------------|---|-----------------------|------------------------|----------------------|----------------|--------------------|----------------------|
| Business: | Tree Planting | | | | | | |
| Materials needed: | <ul style="list-style-type: none"> ⇒ Tree seeds | | | | | | |
| Equipment needed: | <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">⇒ Polythene bags</td> <td style="width: 50%;">⇒ Watering can / pipes</td> </tr> <tr> <td>⇒ Hand hoe</td> <td>⇒ Spade</td> </tr> <tr> <td>⇒ Panga</td> <td>⇒ Shovels</td> </tr> </table> | ⇒ Polythene bags | ⇒ Watering can / pipes | ⇒ Hand hoe | ⇒ Spade | ⇒ Panga | ⇒ Shovels |
| ⇒ Polythene bags | ⇒ Watering can / pipes | | | | | | |
| ⇒ Hand hoe | ⇒ Spade | | | | | | |
| ⇒ Panga | ⇒ Shovels | | | | | | |
| Potential Market: | <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">⇒ Carpentry workshops</td> <td style="width: 50%;">⇒ Hotels</td> </tr> <tr> <td>⇒ Construction sites</td> <td>⇒ Municipality</td> </tr> <tr> <td>⇒ Firewood sellers</td> <td>⇒ Recreation centers</td> </tr> </table> | ⇒ Carpentry workshops | ⇒ Hotels | ⇒ Construction sites | ⇒ Municipality | ⇒ Firewood sellers | ⇒ Recreation centers |
| ⇒ Carpentry workshops | ⇒ Hotels | | | | | | |
| ⇒ Construction sites | ⇒ Municipality | | | | | | |
| ⇒ Firewood sellers | ⇒ Recreation centers | | | | | | |
| Opportunities: | <ul style="list-style-type: none"> ⇒ Contract for supplying construction sites ⇒ Expand business to fruit growing ⇒ Offering different kind of trees ⇒ Supply other wood users | | | | | | |
| Difficulties: | <ul style="list-style-type: none"> ⇒ Affected by harsh weather conditions ⇒ Labour demanding ⇒ Limited market ⇒ Takes long time for earnings ⇒ Takes long to mature | | | | | | |

| | |
|--------------------------|---|
| Business: | Watch Maintenance and Repair Service |
| Materials needed: | ⇒ Required materials can be found at watch shops |
| Equipment needed: | ⇒ Nuts ⇒ Pins ⇒ Set of small screwdrivers ⇒ Small microscope |
| Potential Market: | ⇒ Market places ⇒ Street vending ⇒ Trading centers |
| Opportunities: | ⇒ Provide quality service ⇒ Provide better service for a better reputation ⇒ Sell quality straps ⇒ <u>Maintain good reputation to increase the number of loyal customers</u> |
| Difficulties: | ⇒ Market is limited in rural settings ⇒ Obtain spare parts may be difficult ⇒ Training opportunities are limited |

ANNEX G III

KEY DOCUMENTS CONSULTED:

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ILO-UNHCR: Joint Statement by the Director-General, ILO and the High Commissioner for Refugees, UNHCR. 2 November 2004.

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UNHCR: The Strengthening Protection Capacity (SPC) Project. Project description. February 2005.

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UNHCR: The Strengthening Protection Capacity (SPC) Project - Summary of Activities.
April 2005.

UNHCR BO Nairobi: Briefing Note for Donors on Kenya Refugee Programme August
2005.

UNHCR SO Dadaab: Dadaab Operations in Brief, 31 July 2005.

UNHCR Somalia: 2004 Compiled QIP Report.

Annex K I

SWOT ANALYSIS KAKUMA²

STRENGTH

- Positive attitude of the community
- Knowledge of local treatment of animals/chicken diseases
- Ready market for goats/chickens
- Cash available through remittances
- Strong leadership of refugee community leaders lobby for the refugees
- Peaceful environment in the camp

WEAKNESS

- Restricted livestock farming
- Limited IGA chances
- Inadequate water sources and land for cultivation
- lack of skilled personnel in the community
- Community dependant on relief aid
- Rocky land hindering any crop production
- Very small plots allocated to households
- Unpredictable and unreliable rainfall
- Uncertainty of community about the situation in Sudan
- Lack of presence of local government extension workers

OPPORTUNITIES

- Available land for grazing
- Presence of NGOs promoters
- Availability of local materials for handcrafts
- Training at Don Bosco
- Occasional job opportunities by UNHCR and partners and from NGOs in South Sudan
- Peace education programmes by JRS
- Group formation and Empowerment programmes by LWF/IRC/UNHCR

-

THREATS

- Animal/livestock confiscation
- Theft
- Persistent water flooding
- Mismanagement of inputs by officials
- Discrimination in employment opportunities
- Food ration after repatriation might be small and for short period
- Change of school syllabus, curriculum in Sudan
- Negative Turkana attitude towards refugees
- Robbery in Sudan and landmines
- Single families will face problems in construction of huts
- Lack of standards for education and qualifications in the Sudan
- Current uncertainty in the Sudan
- Land dispute leading to community conflict
- Loss of jobs, business and crops on repatriation
- Land dispute between nationals and refugees

² A synopsis of several focus group meetings in the Kakuma camp and at the Youth leaders workshop, June and July 2005

ANNEX K II

Daily Income and Expenditure Pattern

| Daily income | Daily expenditure |
|---|-----------------------------------|
| – Labour (water collection or transporting goods) | – Transport fees |
| – Sale of vegetables | – Food |
| – Brewing local drinks | – Drinking (leisure) |
| – Sale of food and drinks | – school fees (some outside camp) |
| – Sale of chickens | |

Most of these activities are seasonal and they are mostly spending on food, transport and school fees.

ANNEX K III

Summary of advantages and disadvantages to different programmes in Kakuma

| Livelihoods Programmes | General Advantages | Disadvantages noted in Kakuma |
|--|--|---|
| Income generation activity grant/loan | <ul style="list-style-type: none"> ▪ Easily adapted to individual client needs; ▪ Contributes towards injection of cash into the local and refugee economies; ▪ Low implementation costs. | <ul style="list-style-type: none"> ▪ Not sustainable since grants do not revolve; ▪ Not sustainable because of lack of training in credit culture to refugees before loaning; ▪ Increases dependency of refugees on aid; ▪ Often not supported by adequate training and follow-up of business idea; ▪ Benefits only a few people; ▪ Often does not reach the needy (HIV/AIDS affected families or other vulnerable) ▪ Suffers from weak selection and loan monitoring mechanisms; ▪ Unproductive use of grants is common in the records of Partner; |
| Vocational training/skills training | <ul style="list-style-type: none"> ▪ Provision of practical skills, making clients more readily employable ▪ DON BOSCO has experience in Vocational Training in various countries | <ul style="list-style-type: none"> ▪ Supply driven till recently, new directions by DON BOSCO to target skills for repatriation; ▪ Until recently offering basic level training in majority of courses (Kenya Grade 1); ▪ Many graduates never get gainfully employed in the trade they train for because of Government of Kenya regulations restrict employment of refugees or their involvement in trade outside of the camps; ▪ Due to the isolated location of the camps there has been problems of access to raw materials and markets; |
| Enterprise-based apprenticeship | <p>DON BOSCO center:</p> <ul style="list-style-type: none"> ▪ Hands-on experience; ▪ Promotes self-reliance; ▪ Complementary set of skills can be learned and harnessed during production; ▪ Promotes development of local economy through trade interaction as a few graduates have been reported to have found employment in South Sudan and voluntarily left. | <ul style="list-style-type: none"> ▪ Expensive to implement (assets and start-up costs); ▪ Number of potential participants remains restricted ▪ Not a cost-effective way to train large numbers of refugees, when cost per trainee is calculated |
| Placements at Kenya Training centres | <ul style="list-style-type: none"> ▪ Access to higher standard training (Grade 1) ▪ Qualifications recognizable in various countries; ▪ Possibility of employment in acquired skill or trade activities. | <ul style="list-style-type: none"> ▪ High costs per trainee; ▪ Dependency high donor funding; ▪ Benefits only a few people. |
| Scholarships | <ul style="list-style-type: none"> ▪ Provides talented youths and adolescents educational opportunities which otherwise would be impossible to access in the camps | <ul style="list-style-type: none"> ▪ Only a few benefit; ▪ Very expensive; ▪ Ensuring transparency can be difficult. |

Annex K IV

Gender Analysis of tasks in Kakuma Camp³

| ACTIVITY PROFILE | Sudan Scenario | | Camp Situation | |
|--------------------------------|----------------|-------|----------------|-------|
| | Men | Women | Men | Women |
| Reproductive Activities | | | | |
| .Child rearing | | X | | X |
| .House keeping | | X | | X |
| .Water collecting | | X | | X |
| .Provision of food | | X | | X |
| .Preparation of food | | X | | X |
| Productive Activities | | | | |
| .Land preparation | X | | - | X |
| .Sowing/planting | | X | - | - |
| .Weeding | | X | X | - |
| .Trade | X | | X | X |
| .Sand pilling and extraction | X | | - | - |
| .Handicrafts | | X | X | X |
| .Covering and burning | X | | | X |
| .Harvesting | X | X | - | - |
| Food Processing | | | | |
| .Vendor trade | X | | | X |
| .Baking bread | | X | | X |
| Community Activities | | | | |
| .Ceremonies and funeral | X | X | X | X |
| .Local politics | X | | X | X |
| Community centre construction | | X | | X |
| .Religious activities | | X | | X |

The above table suggests that women in Kakuma camp have more work than men, both while in Sudan and Kenya.

³ Derived from several focus group meetings in Camp with Sudanese refugees between April and July 2005

ANNEX: K V

SKILLS PROFILE FOR SUDANESE REFUGEESS BY AREA OF PREFERRED RETURN

BAHR EL GHAZAL

SKILLS LOCATION

| | Aweil East | Aweil North | Aweil South | Aweil East | Awerial | Gogrial | Raja | Rumbek/ Cuibet | Tonj | Twic | Wau | Yirol |
|-------------------------|------------|-------------|-------------|------------|---------|---------|------|-------------------|------|------|-----|-------|
| Builder | 7 | | | | | | | | | | | 2 |
| Carpenter | 4 | | | 2 | | | | 1 | 2 | | | |
| Chef | | | | | | 1 | | 1 | 1 | | | 4 |
| counsellor | | | | | | | | | | | | 4 |
| Diorector | | | | | | | | | 8 | | | |
| Domestic worker | 2 | 1 | | | | 14 | | | | | | |
| Driver | | 2 | | | 2 | | | | | | | |
| Engineer | | | | | | | | | | 6 | | 1 |
| Farmer/ herder | | | | 1 | 5 | | 1 | 2 | 16 | 17 | 7 | 11 |
| Gardener | | | | | 1 | | | | | | | |
| General worker | 22 | 2 | 2 | 13 | | 15 | 2 | 29 | 16 | 9 | 2 | 23 |
| Housewife | 107 | 3 | 38 | 68 | 68 | 128 | 3 | 145 | 75 | 294 | 51 | 191 |
| Janitor | 1 | | 1 | 1 | 7 | | | | | | | |
| Lawyer | 4 | | | | | | | | | | | |
| Medical | 1 | | | | | | | | 3 | | | 2 |
| Millitary | | | | | 2 | | | | 2 | | | 1 |
| Undefined | 354 | 30 | 122 | 196 | 237 | 630 | 15 | 463 | 364 | 692 | 46 | 548 |
| Nurse | | | | | 3 | | | 2 | 6 | | 4 | 8 |
| Publi/ civil servant | | | | 2 | | 1 | | 4 | | | | |
| Religious | 5 | | | | | | | 1 | | | | 8 |

| | | | | | | | | | | | | |
|------------|-------------|------------|------------|------------|------------|-------------|-----------|-------------|-------------|-------------|------------|-------------|
| Secretary | | | | | | | 1 | | | | | |
| Shopkeeper | | | | | | 2 | | 1 | | | | 1 |
| Student | 661 | 62 | 152 | 250 | 330 | 1124 | 28 | 945 | 1722 | 1978 | 339 | 1187 |
| Tailor | | | 1 | | | | | | | 8 | | |
| Teacher | 4 | 1 | 1 | 3 | 2 | | | 27 | 17 | 10 | 1 | 17 |
| Technical | | | | | | | | 1 | | | | 6 |
| Trader | 1 | | | | 1 | 1 | | | | | 5 | |
| Translator | 1 | | | | | | | | | | | |
| | 1174 | 101 | 317 | 536 | 658 | 1916 | 50 | 1622 | 2232 | 3019 | 450 | 2014 |

EQUATORIA**SKILLS LOCATION**

| | Budi | Ezo | Juba | Kajo Keji | Kapoeta | Magwi | Maridi | Mundri | Tambura | Terekeka | Torit | Yambio | Yei |
|-----------------|-------------|------------|-------------|------------------|----------------|--------------|---------------|---------------|----------------|-----------------|--------------|---------------|------------|
| Accountant | | | | | | 2 | | | | | | | |
| Baker | | | | | | | | | | | 3 | | |
| Builder | 1 | | 5 | | | | | | | | | | |
| Carpenter | 8 | | | | 6 | | | | | | | | |
| Chef | | | | | | | | | | | | | |
| counsellor | | | | | | | | | | | | | |
| Diorector | | | | | | | | | | | | | |
| Domestic worker | 3 | | 6 | | 15 | 15 | | | 1 | 2 | 1 | | |
| Driver | | | | | | | | | | | 8 | | |
| Engineer | | | | | | 1 | | | | | | | |
| Farmer/ herder | 26 | | 8 | | 59 | | | | | 4 | 179 | | |
| Gardener | | | 1 | | | | | | | | | | |
| General worker | 26 | | 13 | 6 | 2 | 15 | | 7 | | 2 | 48 | 6 | |

| | | | | | | | | | | | | | |
|-------------------------|-------------|----------|------------|------------|-------------|------------|-----------|------------|-----------|-----------|-------------|-----------|--|
| Housewife | 269 | | 77 | 7 | 198 | 44 | 13 | 17 | | | 733 | | |
| Janitor | | | | | | | | | | | 12 | | |
| Lawyer | | | | | | | | | | | 4 | | |
| Medical | 15 | | 2 | | | 3 | | | | | 14 | | |
| Millitary | | | | | | | | | | | 3 | 2 | |
| Undefined | 669 | | 233 | 54 | 594 | 144 | 4 | 84 | 2 | 1 | 1677 | | |
| Nurse | 4 | | 8 | 36 | 1 | | | | | | | | |
| Publi/ civil servant | | | 6 | | 2 | 5 | | | | | 4 | | |
| Religious | 3 | | | | 1 | 1 | | | | | | | |
| Secretary | 1 | | | | | 1 | | | | | | | |
| Shopkeeper | | | | | | | | | | | | | |
| Soccer Player | | | | | | | | | | | 1 | | |
| Stockist | 2 | 1 | | | | | | | | | | | |
| Student | 779 | | 320 | | 626 | 121 | 31 | 15 | 8 | 25 | 2170 | 5 | |
| Tailor | | | 7 | | | | | | | | | | |
| Teacher | 4 | | 31 | 14 | | 20 | | 4 | | | 62 | | |
| Technical | 1 | | | | | 1 | | | | | | | |
| Trader | | | 5 | | | | | | | | 2 | | |
| Translator | | | 2 | | | | | | | | 2 | | |
| | 1811 | 1 | 724 | 117 | 1504 | 373 | 48 | 127 | 11 | 34 | 4923 | 13 | |

SKILLS PROFILE

UPPER NILE

| SKILLS | LOCATION | | | | | | | | | | | North Bor | |
|--------------------|----------|------|------|--------|-------|---------|------|------|--------|------|-------|--------------|------|
| | Akobo | Atar | Ayod | Bentiu | Diror | Fashoda | Guit | Koch | Latjor | Leer | Mayom | | |
| Accountant | | | | | | | | | | | | | 8 |
| Aviation | | | | | | | | | | | | | 1 |
| Baker | | | | | | | | | | 3 | | | |
| Bookkeeper | | | | | | | | | | | | | 1 |
| Builder | | | 1 | | | | | | | | | | 11 |
| Carpenter | | | 2 | | | | | | | | | | 16 |
| Chef | | | | | | | | | | | | | 15 |
| counsellor | | | | | | | | | | | | | |
| Diorector | | | | | | | | | | | | | 3 |
| Doctor | | | | | | | | | | | | | 2 |
| Domestic worker | | | | | | | | | | 1 | | | 14 |
| Driver | | | | | | | | | | | | | 29 |
| Engineer | | | | | | | | | | | | | 4 |
| Farmer/ herder | 46 | 15 | | | | | | | | 7 | 1 | | 419 |
| Gardener | 5 | | | | | | | | | | | | 5 |
| General worker | | 6 | | | | 1 | | | 8 | 4 | 1 | | 233 |
| Housewife | 63 | 93 | 23 | 8 | 11 | 3 | | 14 | 180 | 96 | 12 | | 5382 |
| Janitor | | | | | | | | | | | | | 12 |
| Journalist | | | | | | | | | | | | | 1 |
| Lawyer | | | | | | | | | | | | | 10 |
| Medical | | | | | | | | 1 | | 1 | 1 | | 59 |
| Millitary | | 2 | | | | | | | | 1 | | | 50 |

| | | | | | | | | | | | | |
|-------------------------|-----|-----|-----|----|----|----|----|-----|------|-----|-----|-------|
| Undefined | 399 | 177 | 178 | 20 | 2 | 11 | 4 | 18 | 421 | 246 | 111 | 12740 |
| Nurse | 4 | | | 7 | | | | | 1 | | | 64 |
| Publi/ civil servant | | | | | | | | | | | | 52 |
| Religious | 5 | 4 | | 1 | | | | 1 | 5 | 1 | | 96 |
| Secretary | | | | | | | | | | | | |
| Shoe maker | | | | | | | | | | | | 1 |
| Shopkeeper | | | | | | | | | | | | 16 |
| Soccer Player | | | | | | | | | | | | |
| Stockist | | | | | | | | | | 1 | | |
| Student | 279 | 487 | 235 | 48 | 17 | 22 | 14 | 70 | 397 | 453 | 277 | 17876 |
| Tailor | | | | | | | | | | 1 | | |
| Teacher | 7 | 2 | 1 | 1 | | | | | 1 | 2 | | 272 |
| Technical | 1 | | | | | | | | | | | 6 |
| Trader | | | | | | | | | | | | 15 |
| Translator | | 1 | | | | | | | | | | 9 |
| | 809 | 790 | 437 | 85 | 30 | 37 | 19 | 103 | 1013 | 817 | 403 | 37422 |

ILO-UNHCR PARTNERSHIP THROUGH TECHNICAL COOPERATION
Self-reliance and sustainable livelihoods for refugees in Kakuma and Dadaab
camps

ANNEX K VI

PROJECT PROPOSALS KAKUMA

Please note, that several project proposals for Dadaab (see Annx D IV) are also valuable and valid for Kakuma. This has been marked in those specific proposals.

ILO-UNHCR PARTNERSHIP THROUGH TECHNICAL COOPERATION
Self-reliance and sustainable livelihoods for refugees in Kakuma and Dadaab
camps

PROJECT DESCRIPTION K 1

| | |
|------------------------------------|--|
| Agency | UNHCR |
| Project Title | Improved capacity of health services in Kakuma |
| Sector | Community services and education |
| Overall Objective | To introduce a formal and well structured teacher training component for health professionals Kakuma leading to certified qualifications (Grade I, II, III) for teachers |
| Project Purpose | Teachers receive formally recognized training in relevant professions |
| Beneficiaries | Direct: School leavers (Secondary and Primary) interested in teaching professions; Current incentive teachers Indirect: Opportunities for suitably qualified from local community |
| Implementing Partner(s) | LWF with UNHCR Community Services |
| Project Duration | 14 months |
| Project Location: Kakuma | Project contributing to: Result № 2 |

Summary of Need/Gap Identified:

In Kakuma no formal training exists in the teaching professions (and likewise in the Health professions, nurse, mid-wife, community health worker, HIV/Aids Counsellor, Pharmaceutical Assistant⁴). The majority of the refugee incentive worker teachers did not receive a formal training, but trained on the job. There has been progress through placement of small numbers of teachers in Kenyan training institutes.

This project aims to introduce a formal and well structured teacher training component Kakuma leading to certified qualifications (Grade I, II, III) for teachers. At the same time, the provision of a formally recognized training also increases the chances of these refugee incentive workers to find work or compete for employment once repatriated, as appropriately trained refugees have a high likelihood of income and employment after their eventual repatriation.

Training will be in line with the relevant Kenyan Curricula and the requirements of the Kenyan Ministry of Education. Training will be provided on two levels: First, young people from the camps and local community (Primary or Secondary School graduates of Sudanese and minority groups) will benefit from this sort of training (initial training). Secondly, the training will also benefit the refugees and local population currently working in the schools. This will enhance their future chances for employment and, in the case of repatriating Somali and Sudanese refugees, will make an important contribution to the rehabilitation of severely depleted health services in their country of origin.

The training will be undertaken by professionals from the Kenyan training institutes who will be supported by UNHCR Community service Department in the camp. In the first year of this project, covered by the present project document, significant budget inputs will be required for the creation of an adequate training infrastructure within the existing facilities in the camp

⁴ This Project can be adapted for the Health Professions

ILO-UNHCR PARTNERSHIP THROUGH TECHNICAL COOPERATION

Self-reliance and sustainable livelihoods for refugees in Kakuma and Dadaab camps

(recognition of stage Pre-repatriation). In the following years, these costs will be reduced to funding the training proper only. The training cycle will be of modular training programmes.

Core Activities Proposed:

- Prepare full-fledged project document
- Establish a working relation with the Kenya Ministry of Education in regard to examination criteria for selected occupational profiles
- Develop/adapt existing curricula for initial training in the in line with the projected development of the education sector in South Sudan.
- Conduct a training needs analysis to define content of skills upgrading / refresher training to be provided to current teachers
- Prepare training programmes/syllabi/curricula according to identified needs and capacity
- Select trainers
- Undertake training for a total of 250 refugees and 50 from the local community (at least 35% of them being female) for initial training
- Undertake training of trainers among project staff of IP/OP
- Undertake upgrading of existing teachers
- Undertake their certification along the criteria established by the Ministry of Education

Outcome Expected:

- At least 90% of participants in the initial training graduate
- At least 85% of the teaching participating in skills upgrading / refresher training will be formally certified at the end of the project.
- A programme/syllabus for initial training in selected teaching professions Kakuma camp and in line with the requirements of the Ministry of Education is ready for implementation.

Suggested Implementing Costs: 594,000 US\$

- 7,000 US\$ for preparation of fully-fledged project document
- 60,000 US\$ Training Coordinator (12 wm)
- 20,000 US\$ Administrative support (36wm)
- 7,000 US\$ other staff cost (watchmen, cleaners etc)
- 120,000 US\$ Trainers (144 wm)
- 45,000 US\$ Technical Consultants (9wm)
- 180,000 US\$ Construction Costs (training facilities, classrooms, staff accommodation)
- 50,000 US\$ Minibus and running costs
- 10,000 US\$ Generator and running costs
- 10,000 US\$ In service training
- 10,000 US\$ miscellaneous
- 75,000 US\$ agency overheads, including M&E

PROJECT DESCRIPTION K 2

| | | |
|---------------------------------|--|--|
| Agency | UNHCR Kakuma | |
| Project Title | IGA Skills training providers training | |
| Sector | Community Services / Protection | |
| Objectives | <p>The <i>Specific objectives of the programme are:</i></p> <ul style="list-style-type: none"> a) To train IGA/Community mobilisers in identifying income-generation opportunities relevant to but not restricted to camp-life and solving their current socio-economic problems. b) To conduct 4 TOTs on promotion of self-help initiatives with a demonstrable orientation towards IGA/SYIB for prospective repatriation or departure of refugees for the local community beneficiaries. c) To promote awareness to business linkages that support communities to gain access to markets. | |
| Beneficiaries | <p>Direct:</p> <p>Training:</p> <p>10 Local community</p> <p>50 In camp trained refugees engaged by partners in livelihoods activities</p> <p>20 UNHCR and Partner staff</p> | |
| Implementing Partners | Monitored directly by UNHCR Kakuma Community Services | |
| Project Duration | 24 months | |
| Project Location: Kakuma | Project contributing to: Result № 4 | |

Summary of Needs and Gaps identified

There has been skills' training in the camp since 1992. The levels of training have greatly improved on the Kenya national scales to Grade 2 that is being offered by the local partner Don Bosco for some of its courses.

There is however a need to train the skills training providers on SYIB or self-employment skills delivery. This would encourage passing on knowledge to trainees beyond just the skill of masonry for instance to include market analysis and networking etc. The partner accepts that there is not a large number of completing trainees that take up income generating activities in the learned skills or trades. During field visits the trainees at Don Bosco responded that they had not thought of any business idea or a way to engage themselves after training.

Activities Proposed

Both Nationals and Refugees benefit from some integrated services in health, environment, education and production funded by UNHCR. The national population also benefits from

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facilities and services established or set up by Implementing Partners of UNHCR e.g. roads, schools, clinics, dispensaries emergency transport and water points. The local communities benefit from agricultural inputs, seeds/planting materials; firewood harvesting and other trade through their social networks with refugees (*spill over effect*).

To go beyond the spill-over effect the project will purposefully recruit trainees from the local community to participate in the trainings. Other trainees range from women already engaged in IGA to the unengaged youths.

Expected Outcome

UNHCR staff, Partner staff, local community and refugee beneficiaries will acquire skills and successfully pass on knowledge on livelihoods and IGA to future trainees. Emphasis is placed on business linkages and reality in areas of return that there are NO donors waiting with bags of money for micro-finance or micro-credit.

Suggested Implementing Costs: US\$ 111.500

| | |
|--|-------------|
| – One national vocational guidance specialist (24 wm) | US\$ 24.000 |
| – 6 refugee vocational guidance assistants (144 wm at 9.000 KSh) | US\$ 17.500 |
| – development and production of information tools and media | US\$ 3.000 |
| – Tools and logistical Inputs | US\$ 30,000 |
| – Training of trainers and in-service-training | US\$ 5.000 |
| – Office equipment (4 laptops, desk, chair etc.) | US\$ 9.000 |
| – office running and communication costs | US\$ 10.000 |
| – miscellaneous | US\$ 2.000 |
| – Implementing agency project support costs and monitoring | US\$ 11.000 |

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PROJECT DESCRIPTION K 3

| | |
|------------------------------------|--|
| Agency | UNHCR |
| Project Title | IGA Skills training in preparation for repatriation for vulnerable groups |
| Sector | Community Services / Protection |
| Objectives | <p>The <i>Specific objectives of the programme are:</i></p> <ul style="list-style-type: none"> d) To mobilize and sensitize communities for increased participation in identifying income-generation opportunities relevant to but not restricted to camp-life and solving their current socio-economic problems. e) To promote sustainable, community managed structures for self-management targeting local community. f) To promote self-help initiatives with a demonstrable orientation towards prospective repatriation or departure of refugees for the local community beneficiaries g) To support members from the local Turkana community to build capacity for service and care delivery. h) To promote the acquisition of practical, life-skills for school drop-outs i) To sensitize communities on ways of poverty eradication, with particular emphasis on value added skills acquisition in identified trades and occupations j) To encourage savings, spirit of micro-finance and investment among the communities k) To promote awareness to business linkages that support communities to gain access to markets. |
| Beneficiaries | <p>Direct: Training: 50 Local community 500 In camp trained refugees IGA self-reliance: 50 Local Community 500 In camp trained refugees</p> |
| Implementing Partners | Don Bosco / IRC / GTZ |
| Project Duration | 12 Months (in line with Repatriation Plan) |
| Project Location: Kakuma | Project contributing to: Result № 3 |

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Summary of Needs and Gaps identified

The Overall goal of this programme is to empower refugees and nationals through skills training for IGA and self-employment in and around the camp to the extent that they will be able to support themselves. This goal is in line with the Self Reliance Strategy (SRS) of the United Nations High Commissioner for Refugees (UNHCR) being implemented in various service and care projects by the Community Services Department in UNHCR Kakuma.

The selected partner will implement Agriculture, Community Services and Environment Management in and emphasis will be on building sustainable communities (refugees and nationals) who are able to take care of their own destiny. It intends to extend support to upgrading of training in applied skills and linking them specifically to income generation and self-employment.

Activities Proposed

Both Nationals and Refugees benefit from some integrated services in health, environment, education and production funded by UNHCR. The national population also benefits from facilities and services established or set up by Implementing Partners of UNHCR e.g. roads, schools, clinics, dispensaries emergency transport and water points. The local communities benefit from agricultural inputs, seeds/planting materials; firewood harvesting and other trade through their social networks with refugees (*spill over effect*). An example of the spill over effect would be in *Livestock / Animal production*, this aspect of the project will target local livestock restocking for at least 100 local vulnerable households due to food insecurity or demands of remaining close to the camp for school or other services. The aim will be to restore one of their most important means of survival and stabilise the population. Training on managed crop/livestock and animal traction programme could be provided to both refugee and local community members who have capacity and demonstrated interest in conducting the activities. Ideally a demonstration facility will be set-up and off-spring sharing encouraged.!

A second example of spill over effect would be in *Income generation* where the target will be refugee women especially those who are heads of households, from HIV/AIDS affected families and the out of school youth both males & females, elderly & disabled persons. Interested local community beneficiaries with close social contact with refugees will also be eligible to participate either in smallholder associations or as individuals. Some will be selected in ongoing skills training programs (teacher training, nurse attendants, masonry). Activities that encourage women or HIV affected beneficiaries to work from home (home economics, embroidery and tailoring should be considered).

Expected Outcome

Both local community and refugee beneficiaries will acquire skills and successfully engage themselves in small projects with little seed money (Max: 5000 shillings). Emphasis is placed on business linkages and reality in areas of return that there are NO donors waiting with bags of money for micro-finance or micro-credit.

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Suggested Implementing Costs: 57.000 US\$

| | |
|---|-------------|
| 600 Trainees seed money (Max: 5000KSh x 600 = 3,000,000KSh) | 40.000 US\$ |
| Trainers IGA/Production/Skills (450,000) | 6.000 US\$ |
| Tools and Inputs (300,000) | 4.000 US\$ |
| Implementing agency overheads including project management | 7.500 US\$ |

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PROJECT DESCRIPTION K 4

| | |
|---------------------------------|---|
| Agency | UNHCR |
| Project Title | Support to skills development and income-generating activities in camp |
| Sector | Community Services/Livelihood Promotion |
| Overall Objective | Employability of refugee population improved |
| Project Purpose | A skills development and income generation strategy for refugees in the camp is developed, implemented and monitored. |
| Beneficiaries | Direct beneficiaries: Refugees taking part in different skills development, income-generating and micro-finance programmes to be implemented in the camp; female refugees and persons with disabilities will receive particular attention; Indirect beneficiaries: members of the local community who will be associated with a number of activities |
| Implementing Partner(s) | UNV, DON BOSCO, LWF and others to be specified |
| Project Duration | 12 months |
| Project Location: Kakuma | Project contributing to: 5 |

Summary of Need/Gap Identified:

There are quite a number of on-going skills developments, income-generating and micro-finance programmes in Kakuma, mainly implemented by DON BOSCO. However, on the operational level, the UNHCR SOK could benefit from focussed capacity building on skills development, income-generating and micro-finance programmes for staff to:

- provide programme guidance to all concerned implementation partners and their relevant activities,
- coordinate among and between these activities,
- guide staff and develop jointly with implementation partners quality standards and
- support OP/IPs in implementation and monitoring.

A UNV specialist in Vocational Training and Employment Promotion will be required as focal point for activities related to skills development, income generation and micro-finance in Kakuma camp.

Core Activities Proposed:

⇒ Assist the Community Services Department in Kakuma, in all programming and implementation issues related to skills development, income-generating and micro-finance programmes

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- ⇒ Screen new proposals for their market-orientation and viability
- ⇒ Provide overall technical assistance to implementing partners in regard to their activities on skills development, income-generating and micro-finance
- ⇒ Support the coordination among these implementation partners and between the partners and UNHC; in this regard, hold monthly coordination meetings
- ⇒ Develop a monitoring tool and schedule, discuss it with relevant implementing partners, assure regular application of the monitoring tool, document monitoring results and transmit them to the Head of SOK as well as to implementing partners
- ⇒ Elaborate a skills development and income generation strategy for refugees in Dadaab
- ⇒ Assure the quality of relevant programmes by
 - Establishing quality benchmarks jointly with implementing partners
 - Organizing and implementing capacity building for UNHCR staff and staff of implementing partners on selected issues related to skills development, income-generating and micro-finance programmes
 - Coaching staff if so requested
- ⇒ Prepare the relevant proposals for submission to donors and advise SOK on programming and funding matters concerning skills development, income-generating and micro-finance programmes

Outcome Expected/Indicators:

- A skills development and income generation strategy for refugees in Dadaab camps agreed on by Head SOK, implementation partners and UNHCR BO Nairobi
- The strategy includes measurable targets for increasing the participation of women and of persons with disabilities in skills development, income-generating and micro-finance programmes
- At least four staff capacity building activities held per year and evaluated positively by at least 80% of participants

Suggested Implementing Costs: US\$ 55,000

- One UNV Specialist in Vocational Training and Employment Promotion (12 wm) US\$ 40.000
- Lump sum of 10.000 US\$ for capacity building/in-service training US\$ 10.000
- UNHCR SOK will provide office, computer as well as transport in and to the Camps

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PROJECT DESCRIPTION K 5

| | |
|------------------------------------|---|
| Agency | UNHCR |
| Project Title | Youth Social Entertainment and educational centre |
| Sector | Community Services/Livelihood Promotion |
| Objectives | Empower youths in the camp in youth leadership and IGA |
| Beneficiaries | Direct: At least 12 refugee youth leaders that attended the Youth Leadership training Indirect: Training of youths from the refugee communities and from the local community |
| Implementing Partner(s) | UNHCR Community Services Trainer to be identified in Nairobi |
| Project Duration | 4 months |
| Project Location: Kakuma | Project contributing to: Result № 4 |

Summary of Need/Gap Identified:

This training environment has not been utilized so far, though. The project will introduce, upgrade and formalize to some extent the identified skills to youths capacitating them in this way for training, on a regular base, youth from the camp and local community. This will prepare the youth, after completion of the three months training programme, to respond to the service needs of clients in commercial or private residences; to set-up business ideas and identify opportunities upon return.

Sudanese refugee women in the camp do not in general indulge in traditional henna manicure and hairstyling which used to form an important part of their life cycle in Sudan, according to their own testimony. This is because there is a shortage of cash and associated lack of opportunities to earn income and thus the reluctance in spending a considerable part of their family budget on beauty processes. The training could however be beneficial in transferring skills to a number of youths and women that they could use upon repatriation.

The trained youths and women are likely to make a significant contribution to the family budget and will achieve an enhanced status in the family as well as in the community at large. Their skills are also likely to be demanded after repatriation. The skills training will have to be followed up by an entrepreneurship training (Start Your own Business – ILO) to be funded from other sources.

This project will supplement the activities of a LWF and IRC empowerment and group formation projects. As it is targeting mainly youths and women from the camp and local community, it will encourage micro-business in the camp proper.

Activities Proposed:

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- Selection of trainer
- Preparation of skills upgrading
- Selection of trainees and training sites
- Provision of training tools and materials
- Training of a total of 30 women and 40 youths
- Identification of training programme/training of trainers programme together with Youths and women beneficiaries
- Implementation of skills upgrading programme/training of trainers programme
- Development of a syllabus for a three months training of trainees from the refugee communities and youth from the local community and printing of the syllabus

Outcome Expected:

- At least 10 women to be selected from school drop outs and from primary school leavers have the technical skill to offer traditional henna manicure and hairstyling.
- At least 50% of the beneficiaries successfully engage in IGA
- Micro-Finance services offered to trainees.
- It is likely that the skills acquired will have limited demand in the camp environment. Priority should be given therefore for refugees who show a strong interest in repatriation. The actual training cycle will be covered by a separate proposal.

Suggested Implementing Costs: US\$ 18,000

- 5.500 US\$ 4 wm trainer, including travel and accommodation
- 1.500 US\$ preparatory mission by trainer
- 5.000 US\$ Construction and expansion of existing structures
- 1.200 US\$ learning tools and training materials
- 900 US\$ Development of a various syllabi for a three months training of trainees
- 500 US\$ miscellaneous
- 2.700 US\$ Tools and equipment
- 500 US\$ Monitoring and Evaluation
- 900 US\$ Implementing agency overheads including project management

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PROJECT DESCRIPTION K 6

| | |
|---------------------------------|--|
| Agency | UNHCR |
| Project Title | Capacity Building in Micro-Finance |
| Sector | Livelihoods/IGA |
| Overall Objective | Employability of refugee population improved |
| Project Purpose | Micro-Finance services in the camps respond the need of camp population and are in lien with international standards |
| Beneficiaries | Direct: DON BOSCO Micro-Finance staff Indirect: Micro-Entrepreneurs and Start-Ups in the by refugees |
| Implementing Partner(s) | UNHCR Community Services, ILO ⁵ , in cooperation with DON BOSCO |
| Project Duration | 6 months |
| Project Location: Kakuma | Project contributing to: Result № 4 |

Summary of Need/Gap Identified:

Micro-Finance services are a critical component in any strategy for promoting income generation activities and entrepreneurial development. It comprises the following core elements: Saving by the services' client, assessment of the business potential of his/her a business idea, the provision of a loan, loan-related business advice and support including follow-up on the business performance and the repayment schedule. Micro-Finance is considered as a (self-financing) service for pay, not as a social favour granted to disadvantaged groups.

DON BOSCO has been offering a traditional revolving loan-fund credit system in the camps. It currently manages a total of 389 loans, 349 of them being active. DON BOSCO has found that the repayment rate of the loans is too low to have the programme sustainable.

While DON BOSCO has a qualified Micro-Finance Coordinator, there is no functional loan and activity monitoring system and staff. There were only 4 Micro-Finance Assistant who follow-up on field work in the camps to those that took the loans. These Assistants are Secondary School Graduates who have been introduced to basic concepts of micro finance, but have so far had no formal training of any sort. Their most urgent capacity building needs in regard to micro-finance services refer to assessment, loan-monitoring, marketing, bookkeeping and customer care. The proposed activities will capacitate Credit Assistants to better meet the needs of their clients and will contribute to bringing the DON BOSCO Micro-Finance Programme up to international standards.

⁵ Follow up with Mr. Stephen Muthua, ILO ASIST Nairobi, stephenm@unops.org

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Core Activities Proposed:

- Develop terms of reference and recruit two qualified micro-finance/entrepreneurship professionals from Kenya or neighbouring country
- Review DON BOSCO Micro Finance Programme and analyse training needs of Micro-Finance Workers and other relevant staff
- Prepare training programme for Micro-Finance Workers (2 weeks) and implement it in the camp environment
- Supervise Micro-Finance Workers on the job (2 weeks)

Outcome Expected/Indicators:

- Three months after end of training, active loan groups report on an improvement of service quality provided by Micro-Finance Workers
- Micro-Finance Assistants' work performance reports of Micro-Finance Workers have improved 6 to 12 months after end of training.
- 9 months after end of training repayment rate has improved to 90% and is maintained for at least six consecutive months.

Suggested Implementing Costs: US\$ 27.000

- | | |
|---|-------------|
| – Two micro-finance/entrepreneurship professionals (1.5 wm each, including programme preparation, travel and accommodation) | US\$ 18.000 |
| – SIYB/Micro-Finance Learning Materials | US\$ 2.500 |
| – Two weeks training cost for 9 to 12 people | US\$ 1.000 |
| – miscellaneous | US\$ 2.000 |
| – Implementing agency project support costs and monitoring | US\$ 3.500 |

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PROJECT DESCRIPTION K 7

| | |
|---------------------------------|--|
| Agency | UNHCR |
| Project Title | Vocational Guidance and Vocational Counselling for youths from minority groups |
| Sector | Education/Community Services/livelihoods |
| Overall Objective | Employability of refugee population improved |
| Project Purpose | Provision of vocational guidance and counselling services provide refugee youth with a realistic picture of post-school learning and training options |
| Beneficiaries | Primary Students (standard 7 and 8) Secondary Students (form 3 and 4) Idle school leavers Targeting mainly Sudanese minority groups not represented in the current Refugee camp management structure |
| Implementing Partner(s) | JRS, LWF, IRC |
| Project Duration | 18 months |
| Project Location: Kakuma | Project contributing to: Result № 5 |

Summary of Need/Gap Identified:

As in Dadaab, the majority of young people in the camp-based schools in Kakuma are aim for academic achievement with eventual acceptance into university. As positive as the strong emphasis on and motivation for education is, it sends out a message conveying the image of a University career being the non-plus-ultra, and this without any clear professional profile associated. Non-academic options do not seem to play a role in the perspectives of secondary school students and many senior primary school students. There is a clear bias towards white-collar work. The lack of exposure to the “real world”, including “real” labour markets, robs young people of the opportunity to get to know many skills and trades that may be in demand on labour markets and thereby offering a promising future.

Many girls continue to be ill-advised by parents and communities on options for acquiring skills, being advised only towards traditional skills (tailoring, weaving, catering, knitting etc.) that may have limited income and employment potential or may be excluded from skills development in general. For the girls, vocational guidance is also a means to motivate them for staying in the educational system and a learning environment,

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preventing early marriages and pregnancies. It is in this special context, that vocational guidance services have been mentioned in the draft CPA⁶.

In the camp situation, even at the best of all situations, there will always be a marginal grouping of a minority tribe, (we note here that both Sudanese and Somali cultures are highly clan or tribe based). In an extreme case, during a visit in Kakuma, the mission interviewed an idle well spoken Sudanese who ended up describing himself as belonging to a minority tribe called the Anuak, originally from Pochalla, near the Ethiopian border. The Anuak are approximately 250 in total. They have no representative in the refugee welfare system. They have no access to the Community Services Department as they are not allowed into the compound. They had actually had no access directly with the SO since registration. The Anuaks are predominantly young male between 15 and 35. There are approximately 50 women in the Anuak community. They live on the outskirts of the Camp thus; have to travel a long distance to reach the SO. When asked of coping mechanisms, the young man laughed out and exclaimed “we cope with each other”. The Anuak community have for instance not a single member of the community working as an “incentive worker”. A situation like this would not be captured ordinarily in a routine field visit. Here, vocational counselling could offer some orientation how to cope within the camp situation and to ensure that a number of youths and women from the Minority groups like the Anuaks benefit from the training offered in the camps.

Vocational counselling can also play an important role in linking refugee graduates, both from camp-based skills development as well as from trainings outside the camps, with income and employment opportunities gradually opening up in Sudan. Such a support may in fact help to increase the likelihood of voluntary repatriation as more and more may prefer an economic opportunity in parts of the country with a minimum level of security to an idle existence in camps which are stable but largely destitute. Such support would include linking qualified post-trainees with demands for qualified staff coming from Sudan—based NGOs and UN-agencies as well as to the ILO/UNHCR programmes in Sudan.

The project will recruit a qualified Kenyan vocational guidance specialist to work with LWF/IRC/JRS and UNHCR Community services to facilitate the integration of vocational guidance services in the school system, with a focus on Minority groups. Particular efforts will be undertaken to hire from minority groups for the position of Vocational Guidance Assistants as this is likely to enhance the impact of guidance services on marginalised groups.

In cooperation with community services, career counselling will be offered to idle youth who do not find any structured activity after school. Taking into account the limited

⁶ See CPA Chapter 11, Point 11.1.3 which suggests that “Career guidance counselling should be offered by trained Career Guidance Counsellors to refugee females so as to guide them in making decisions on the type of vocational skills training they can benefit from now and in the future.”

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opportunities for training or work in the camps, this counselling will try to convey appropriate coping strategies to youth who find themselves in an apparent “dead end”. These coping strategies will include referral to community-self help groups, sports associations, youth associations etc.

Core Activities Proposed:

- Develop terms of reference and recruit qualified vocational counselling professional from Kenya
- Develop terms of reference and required profile for vocational guidance assistants
- Recruit vocational guidance assistants
- Train vocational guidance assistants
- Develop appropriate information tools and media for primary and for secondary level
- Provide refresher training for Secondary School Teachers who already offer vocational guidance to Form 4 students.
- Establish and implement vocational guidance services
- Establish a system monitoring vocational guidance services rendered
- Develop a strategy for the provision of vocational counselling to idle youth (school drop-outs as well as school leavers)
- Develop a strategy for providing linkage services for graduates of different training programmes to income and employment opportunities in areas of return
- Implement and monitor strategy

The Vocational Guidance Specialist will train senior refugees with significant work experience in their country of origin as vocational guidance assistants. Under the direct monitoring and supervision of the Vocational Guidance Specialist, the Vocational Guidance Assistants will work in the camp-based primary (class 7 and 8) and secondary (class 11 and 12) schools, offering orientation to female and male youth in the process of making choices on their future.

Outcome Expected/Indicators:

- Each class 7&8 (Primary School) and class 11&12 receives at least two vocational counselling group sessions per school-year
- In each camp, at least two vocational counselling group sessions per school-year have been undertaken with each Parents-Teacher Association (PTA)
- Each vocational guidance assistant has rendered at least 100 individual vocational guidance sessions per school year
- Each vocational guidance assistant has rendered at least 75 individual vocational counselling sessions per year.
- Income/employment opportunities are identified inside Sudan for at least 50 qualified refugees after 12 months and additional 75 qualified refugees after 24 months of project implementation
- Minority groups are represented in the Refugee management structures equitably

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Suggested Implementing Costs: US\$ 91.500

| | |
|--|-------------|
| – One vocational guidance specialist (12 wm) | US\$ 24.000 |
| – 6 refugee vocational guidance assistants (144 wm at 9.000 KSh) | US\$17.500 |
| – Lump sum for capacity building/in-service training | US\$ 10.000 |
| – development and production of information tools and media | US\$ 3.000 |
| – Training of trainers and in-service-training | US\$ 5.000 |
| – Office equipment (4 laptops, desk, chair etc.) | US\$ 9.000 |
| – Office and communication costs (Youth centres, 2.500\$/year) | US\$ 10.000 |
| – miscellaneous | US\$ 2.000 |
| – Implementing agency project support costs and monitoring | US\$ 11.000 |

Annex D I

SWOT ANALYSIS DADAAB⁷

STRENGTH

- Strong education programme
- Positive attitude of the community
- Ready market for goats/chickens
- Cash available through remittances
- Strong leadership of refugee community leaders lobby for the refugees
- Peaceful environment in the camp
- Sports programme for idle youth
- Leadership training

WEAKNESS

- Restricted livestock farming
- Limited IGA chances
- Few training opportunities
- No credit institution
- Inadequate water sources and land for cultivation
- lack of skilled personnel in the community
- Community dependant on relief aid
- Very small plots allocated to households
- Unpredictable and unreliable rainfall
- Uncertainty of community about the situation in Somalia

OPPORTUNITIES

- Available land for grazing
- Presence of NGOs promoters
- Occasional job opportunities as incentive workers by UNHCR and implementation partners
- NIKE sports programme
- Peace education programmes by CARE
- Increased leadership training by CARE

THREATS

- Limited movement
- Discrimination in employment opportunities
- No access to markets
- Taxation of camp-based markets
- Animal/livestock confiscation
- Theft
- Mismanagement of inputs by officials
- Reduced food rations
- Dispute on land and borehole use between local population and refugees

⁷ A synopsis of several focus group meetings in the three Dadaab camps, held in June and July 2005.

Annex D II

Gender Analysis of tasks in Dadaab camps⁸

| ACTIVITY PROFILE | Camp Situation | |
|--------------------------------------|----------------|-------|
| | Men | Women |
| Reproductive Activities | | |
| .Child rearing | | X |
| .House keeping | | X |
| .Water collecting | | X |
| .Provision of food | | X |
| .Preparation of food | | X |
| Productive Activities | | |
| .Weeding | X | - |
| .Trade | X | X |
| Traditional Handicrafts ⁹ | X | X |
| Crafts ¹⁰ | X | |
| Food Processing | - | - |
| .Vendor trade | | X |
| .Baking bread | | X |
| Community Activities | | |
| .Ceremonies and funeral | X | X |
| .Local politics | X | X |
| Community centre construction | X | X |
| .Religious activities | X | X |
| Teaching | X | X |

As in Kakuma, women in the Dadaab-camps have more work than men.

⁸ Derived from several focus group meetings in the three Dadaab camps with refugees between May and July 2005.

⁹ Including tailoring

¹⁰ Includes for example blacksmithing, welding, masonry etc.

ANNEX D III

Results of Market Survey in the Dadaab camps (July/August 2005)

Andreas Koenig
UNHCR-ILO Livelihood Consultant Dadaab¹¹

As part of the consultant's assignment in Dadaab, a market survey was undertaken in the three camps between 21 July and 7 August. The purpose of this survey was to collect information on the structure of these markets, their potentials as well as limitations and their business strategies. A further interest was to identify the possibility of enterprises in the camp markets to be a training site in the context of future skills development and vocational training programmes to be developed for the refugee community.

The consultant, in cooperation with CARE, selected 6 research assistants (RA), two unemployed Secondary School Graduates from each camp who undertook the assessment as a pair in the camp of origin¹². The RA received one day of theoretical training and one day of practical training by the consultant to familiarize them with the assessment form and methodology. Furthermore, the consultant accompanied each team for a couple of hours in their respective camp market. They used a standard format to undertake a semi-structured interview. This format (see Annex) offers several options for documenting the response. Two open questions were posed ("What problems do you face specific to your business?" and "How do you cope with these problems?").

The RA selected camp-based micro-enterprises at random. This, and the fact that RA had no previous experience in undertaking qualitative action research, is reason why this assessment cannot be seen as fully representative. Moreover, it has to be anticipated that in particular all questions in regard to financial information touch on an aspect of confidentiality and may not have been responded to with all frankness and honesty. Furthermore, livestock-based entrepreneurial activities, always an important business for refugees with nomadic and rural background, have not been covered by this assessment, as they have their own cattle markets¹³. This notwithstanding, it is assumed that this small survey gives a fair picture of trends in camp markets, how enterprises function and survive and what entrepreneurs expect of the future. Thanks go to the refugee community

¹¹ The cooperation of Mr. Mohamed Ahmed Mohamed and Mr. Abdiribah M. Abdiwahid (Dagahaley), Mr. Abdi Aden Muhamed and Mr. Aden Hassan Tarah (Ifo), Mr. Abdi Mohamed Abukar and Mr. Ibrahim Aden Abdullah (Hagadera) as well as Mr. Eric Groonis and Ms. Nathalie Massenbach (UNHCR Dadaab, Community Service) in the realisation and evaluation of this survey is gratefully acknowledged.

¹² Initially, it was foreseen to hire one male and one female per camp. As not a single female applied to the vacancy announcements for these RA-positions, all male teams had to be formed.

¹³ All three camps have livestock markets throughout the week. They are formalised to the extent that all transactions are taxed by representatives of the District Administration. Dagahaley has the largest of these markets and is said to be an important feeder to the livestock market in Garissa, the most important in the Region. All three camp-based livestock markets are attended by locals and refugees alike. No livestock market existed in Dadaab before the establishment of these three camps.

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in general and the entrepreneurs in particular who participated in and fully supported this survey.

A total of 531 assessment forms/questionnaires were completed in the three camps (Dagahaley 155, Ifo 183, Hagadera 193).

With a very few exceptions, all enterprises assessed were Somali ones. This is explained by the fact that 97.6% of the Dadaab-refugee population are Somali nationals. Furthermore, as all research assistants were Somalis, they are more likely to approach business owned by their own people.

A Characteristics of respondents

Table 1: Status of Respondents:

| | TOTAL | DAG | IFO | HAG |
|-----------------------------------|-------------|------------|-------------|-------------|
| Owner | 395 (74.4%) | 92 (59.3%) | 145 (79.2%) | 158 (81.9%) |
| Co-Worker | 136 (25.6%) | 63 (40.7%) | 38 (20.8%) | 35 (18.1%) |
| Grand Total of Enterprises | 531 | 155 | 183 | 193 |

Around 75% of respondents were owners, while one quarter was co-workers (family members or hired workers). Roughly one third (36.5%) of all owners are female¹⁴.

Table 2: Sex of Respondents:

| | TOTAL | DAG | IFO | HAG |
|-----------------------------------|-------------|------------|-------------|-------------|
| Male | 324 (61.0%) | 96 (61.9%) | 112 (61.2%) | 116 (60.1%) |
| Female | 207 (39.0%) | 59 (38.1%) | 71 (38.8%) | 77 (39.9%) |
| Grand Total of Enterprises | 531 | 155 | 183 | 193 |

Around 40% of respondents were female. Distribution of sex among respondents was identical in the three camps.

B. Characteristics of enterprises:

Table 3: Sectoral characteristics of enterprises

| | TOTAL | DAG | IFO | HAG |
|------------|--------------------|-------------|-------------|------------|
| Sales | 316 (59.5%) | 103 (66.5%) | 116 (63.4%) | 97 (50.3%) |
| Production | 28 (5.3%) | 3 (1.9%) | 10 (5.5%) | 15 (7.8%) |

¹⁴ See also Tables in Section G below on Women in enterprises.

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| | | | | |
|-----------------------------------|--------------------|------------|------------|------------|
| Services | 187 (35.2%) | 49 (31.6%) | 57 (31.1%) | 81 (41.9%) |
| Grand Total of Enterprises | 531 | 155 | 183 | 193 |

The large majority of enterprises operated in sales, consisting of small vending stands as well as larger shops. While services were quite common as well, only very few enterprises were in production. Production was largely in carpentry/woodwork and in metal trades¹⁵.

Table 4.1: Enterprises in Sales

| Business | DAG | IFO | HAG | TOTAL |
|-----------------------------|------------|------------|------------|--------------|
| Small stand (mobile/open) | | | | (137) |
| fruits/veg./eggs | 20 | 20 | 19 | 59 |
| kath | 5 | 6 | 9 | 20 |
| cigarettes/sweets etc. | 12 | 6 | 19 | 37 |
| bread/biscuits | 11 | 2 | 3 | 15 |
| perfume and beauty articles | | | 4 | 4 |
| clothes | | | 2 | 2 |
| Shop (locked) | | | | (136) |
| butcher | 1 | 5 | 3 | 9 |
| clothes | 20 | 13 | 7 | 40 |
| household goods | 20 | 27 | 25 | 72 |
| fire wood | | 5 | | 5 |
| tools | | | 1 | 1 |
| spare parts | 2 | 1 | 2 | 5 |
| book shop | | | 1 | 1 |
| livestock | | | 3 | 3 |
| other/unspecified | 14 | 29 | - | 43 |
| TOTAL: | 103 | 116 | 97 | 316 |

As expected, fruit, vegetable, household goods¹⁶ and clothes dominate among businesses focused on sales. A specific issue in Somali markets is the presence of sales outlets for Kath which is under high demand among the male population.

Table 4.2: Enterprises in Services

| Business | DAG | IFO | HAG | TOTAL |
|-------------------|------------|------------|------------|--------------|
| Café Hotel | 11 | 10 | 10 | 31 |
| Food Stand | 5 | 6 | 12 | 23 |
| Cinema/TV for pay | 1 | 5 | 2 | 8 |
| Computer School | 2 | 4 | 4 | 10 |

¹⁵ See table 4.3 for more details.

¹⁶ The survey form unfortunately did not distinguish appropriately enough between food items for household consumption and household utensils. A few of the latter are therefore likely to be included in this number.

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| | | | | |
|--------------------------------|-----------|-----------------|-----------|------------|
| Language School | | 2 | 2 | 4 |
| Pharmacy | 4 | 6 | 2 | 12 |
| Health services | 3 | 3 | 2 | 8 |
| Barbershop | 4 | 2 | 7 | 13 |
| Hairdresser/beauty salon women | 1 | 1 | | 2 |
| Tailor | 9 | 4 | 11 | 24 |
| Mobile Phone Shop | | 4 | 4 | 8 |
| CIM Card Vendor | | | 1 | 1 |
| Garage | | 3 | 6 | 9 |
| Radio Repair | 4 | 2 | 6 | 12 |
| Watch Repair | | 1 | 1 | 2 |
| Shoe Repair/Shine | 3 | | 5 | 8 |
| Laundry | | 2 | 1 | 3 |
| Grinding machines | 1 | | 2 | 3 |
| Pool Game | 1 | | 3 | 4 |
| other/unspecified | | 2 ¹⁷ | - | 2 |
| TOTAL: | 49 | 57 | 81 | 187 |

This table shows the wide range of services available in the camps. Of interest is the comparably large number of computer schools, taking into account that these, due to lack of electricity, have to run entirely on generators; none of them, though, provides an Internet access so far. The good number of radio repair shops points to the importance radio has in the refugee communities. The good number of garages in Ifo and Hagadera and their absence in Dagahaley seems to reflect the different structures of their population with Dagahaley being populated largely by refugees from rural backgrounds.

Table 4.3: Enterprises in Production

| Business | DAG | IFO | HAG | TOTAL |
|-------------------------------------|------------|------------|------------|--------------|
| Bread | | 1 | 1 | 2 |
| Furniture | | 2 | 5 | 7 |
| Doors and windows (wood) | | 2 | 3 | 5 |
| Axes, knives (blacksmithing) | 1 | | 2 | 3 |
| Wheel barrows/metal works (welding) | 2 | | 1 | 3 |
| Ice plant | | 3 | 2 | 5 |
| other/unspecified | | 2 | 1 | 3 |
| TOTAL: | 3 | 10 | 15 | 28 |

Production appears to be of little relevance in the overall market. While the relative prevalence of wood and metal related trades is no surprise, the existence of five ice making businesses (for cooling purposes) is less expected in the camp environment. The very low number of businesses in production in Dagahaley camp reconfirms this camp's image of being largely "rural-based". In fact, the main stay of rural Somalis (cattle and trade of cattle) is definitely underrepresented in this assessment, as their business is

¹⁷ Prostitution

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taking place largely outside the established markets which can be found in the centre of each camp.

Table 5: Description of outlet

| | TOTAL | DAG | IFO | HAG |
|----------------------------------|--------------|------------|------------|------------|
| mobile | 86 (16.2%) | 21 (13.5%) | 20 (10.9%) | 45 (23.3%) |
| fixed, without protection (open) | 179 (33.7%) | 77 (49.7%) | 63 (34.4%) | 39 (20.2%) |

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| | | | | |
|-----------------------------------|-------------|------------|-------------|-------------|
| fixed, with protection (locked) | 258 (48.6%) | 49 (31.6%) | 100 (54.7%) | 109 (56.5%) |
| No information | 8 (1.5%) | 8 (5.2%) | - | - |
| Grand Total of Enterprises | 531 | 155 | 183 | 193 |

The large numbers of enterprises are working in the “open” (around 50%) including the mobile ones, meaning that they do not provide of a shop that can be locked at the evening. This indicates the rather poor environment these micro-enterprises are operating in.

Table 6: Location of enterprise

| | TOTAL | DAG | IFO | HAG |
|-----------------------------------|--------------|-------------|-------------|-------------|
| within abode | 59 (11.1%) | 17 (11.0%) | 38 (20.8%) | 4 (2.1%) |
| away from abode | 460 (86.6%) | 126 (81.3%) | 145 (79.2%) | 189 (97.9%) |
| No information | 12 (2.3%) | 12 (7.7%) | - | - |
| Grand Total of Enterprises | 531 | 155 | 183 | 193 |

Only a small number of businesses do operate from their home thus not having a separation of shelter and work. It appears that at Ifo, the percentage of home workers seems to be significantly higher than in the other two camps.

Table 7: Status of enterprise

| | TOTAL | DAG | IFO | HAG |
|-----------------------------------|--------------|-------------|-------------|-------------|
| Family business | 401 (75.5%) | 114 (73.5%) | 125 (68.3%) | 162 (83.9%) |
| Non-family business | 130 (24.5%) | 41 (26.5%) | 58 (31.7%) | 31 (16.1%) |
| Grand Total of Enterprises | 531 | 155 | 183 | 193 |

The large majority of enterprises run as a family business, not having a (hired) person from outside the family working for pay. Data are similar for all three camps in this respect.

Table 8: Number of people working:

| Enterprises | TOTAL | DAG | IFO | HAG |
|--------------------|--------------|------------|------------|-------------|
| one (owner) | 277 (52.1%) | 66 (42.5%) | 98 (53.6%) | 113 (58.6%) |
| one (hired/paid) | 80 (15.1%) | 37 (23.9%) | 25 (13.7%) | 18 (9.3%) |
| two to three | 130 (24.5%) | 38 (24.5%) | 44 (24.0%) | 48 (24.9%) |

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| | | | | |
|--------------------|------------|------------|------------|------------|
| four to six | 22 (4.1%) | 6 (3.9%) | 9 (4.9%) | 7 (3.6%) |
| more than six | 18 (3.4%) | 4 (2.6%) | 7 (3.8%) | 7 (3.6%) |
| No information | 4 (0.8%) | 4 (2.6%) | - | |
| Grand Total | 531 | 155 | 183 | 193 |

The majority of enterprises are ‘one person only’ (a total of 67.2%) either run exclusively by the owner or, to a smaller extent, by a person paid to run the micro-enterprise. Few enterprises have more than six people working. These are mainly in services (e.g. private school, hotel/café).

Table 9: Starting date of business

| | TOTAL | DAG | IFO | HAG |
|-----------------------------------|--------------|------------|------------|-------------|
| 2005 | 56 (10.5%) | 14 (9.0%) | 15 (8.2%) | 27 (14.0%) |
| 2004 | 99 (18.6%) | 25 (16.1%) | 48 (26.2%) | 26 (13.5%) |
| 2003 | 132 (24.9%) | 44 (28.4%) | 60 (32.8%) | 28 (14.5%) |
| 2002 and earlier | 244 (46.0%) | 72 (46.5%) | 60 (32.8%) | 112 (58.0%) |
| Grand Total of Enterprises | 531 | 155 | 183 | 193 |

Nearly half of businesses is operational for at least three years. This is a proof of the motivation and endurance of entrepreneurs. It also seems to indicate that there is a certain potential to make a business in the camps. Businesses in Hagadera seem to be more sustainable than in the other camps.

C. Financial dimensions

Table 10: Known average daily income (in Kenyan Shillings)

| in KSh | TOTAL | DAG | IFO | HAG |
|-----------------------------------|--------------|------------|------------|------------|
| less than 50 | 119 (22.4%) | 26 (16.8%) | 37 (20.2%) | 56 (29.0%) |
| 50 to 200 | 217 (40.9%) | 54 (34.8%) | 80 (43.7%) | 83 (43.0%) |
| 200 to 400 | 82 (15.4%) | 27 (17.4%) | 35 (19.1%) | 20 (10.4%) |
| more than 400 | 105 (19.8%) | 48 (31.0%) | 25 (13.7%) | 32 (16.6%) |
| No information | 8 (1.5%) | - | 6 (3.3%) | 2 (1.0%) |
| Grand Total of Enterprises | 531 | 155 | 183 | 193 |

The known daily income of micro-enterprises in the camps is exposed to wide variations – not surprisingly taking into account the different characteristics as reflected in the above tables. A considerable number of enterprises (one fifth) make an income of 400 KSh per day which is considered quite a decent income, taking into account in particular that most incentive workers inside the camps earn between 2,000 and 4,000 KSh per

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month. However, also a fifth of enterprises have an income of less than 50 KSh per day, therefore being far below the 1US\$/day threshold. This is proof of the extremely destitute situation large parts of the refugee community have to live in. For a full assessment of the economic strength and viability of the enterprises, additional variables would have to be taken into account in order to assess their profit after deduction of all direct and indirect costs. This was not possible in the context of this sample survey. Furthermore, already the given numbers should be considered with some reservation as only very few of the enterprises use a cash-book or any other form of written documentation. The numbers given are therefore only rough estimates by respondents.

Table 11: Source of capital for starting business¹⁸

| | TOTAL | DAG¹⁹ | IFO²⁰ | HAG²¹ |
|--|--------------|-------------------------|-------------------------|---------------------------|
| savings | 297 (48.4%) | 67 (42.7%) | 114 (43.0%) | 116 (60.4%) ²² |
| loan | 191 (31.1%) | 58 (36.9%) | 76 (28.7%) | 57 (29.7%) |
| CARE Revolving Funds/ Micro-Credit | 55 (9.0%) | 21 (13.4%) | 23 (8.7%) | 11 (5.7%) |
| Transmittances from Somalia | 23 (3.7%) | 6 (3.8%) | 14 (5.3%) | 3 (1.6%) |
| Transmittances from Somalis in third countries | 48 (7.8%) | 5 (3.2%) | 38 (14.3%) | 5 (2.6%) |
| Grand Total of sources | 614 | 157 | 265 | 192 |

Micro-Entrepreneurs in the camps get their capital from quite a number of different sources. Among them, savings are (as a percentage of the different sources utilized) surprisingly high. Around half of the enterprises have (at least in part) relied on savings in order to start their business. This confirms the understanding that even in very impoverished circumstances and environments, people are willing to save money to realize an idea they see as promising for improving their livelihood. Transmittances from outside Kenya do not seem to play the anticipated role. Only in 11% transmittances from Somalia or from Somalis in other countries have been a source to start the business. Only in Ifo seem these options to play a significant role for a number of businesses (in 19.6% of all cases).

Table 12: Purchase of stock/raw material²³

¹⁸ More than one response possible; not all micro-entrepreneurs were ready to reveal their source of capital. In Hagadera, only one source per enterprise was recorded by research assistants.

¹⁹ Percentage out of the total of 157 different sources of capital given by respondents

²⁰ Percentage out of the total of 265 different sources of capital given by respondents

²¹ Percentage out of the total of 192 different sources of capital given by respondents

²² Plus one "grant" from within the camp.

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| | TOTAL | DAG²⁴ | IFO²⁵ | HAG²⁶ |
|-------------------------|--------------|-------------------------|-------------------------|-------------------------|
| from local camp market | 267 (41.7%) | 99 (56.9%) | 76 (33.7%) | 92 (38.2%) |
| from other Dadaab camps | 17 (2.6%) | - | 8 (3.5%) | 9 (3.7%) |

²³ More than one response possible

²⁴ Percentage out of the total of 174 different options given by respondents

²⁵ Percentage out of the total of 226 different options given by respondents

²⁶ Percentage out of the total of 241 different options given by respondents

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| | | | | |
|--|-------------|------------|------------|------------|
| from Dadaab Town | 68 (10.6%) | 3 (1.7%) | 19 (8.4%) | 46 (19.1%) |
| from Garissa | 140 (21.8%) | 37 (21.3%) | 55 (24.3%) | 48 (19.9%) |
| from other locations in Kenya | 85 (13.3%) | 20 (11.5%) | 30 (13.3%) | 35 (14.5%) |
| from Somalia | 34 (5.3%) | 13 (7,5%) | 14 (6.2%) | 7 (2.9%) |
| from another location outside Somalia or Kenya | 7 (1.1%) | - | 7 (3.1%) | - |
| no purchase of stock or raw material | 23 (3.6%) | 2 (1.1%) | 17 (7.5%) | 4 (1.7%) |
| Grand Total of options | 641 | 174 | 226 | 241 |

The local camp market seems to be the main source for purchasing stock and raw material. One explanation for this is the legal status quo not allowing refugees to leave the camp and to refill their stock or buying raw material. In fact, a number of retailers (e.g. meat market, clothes, soft drinks, household goods) comes to the market or is presented in the market and provides smaller enterprises with goods and materials. As a case in point, the owner of the café/hotel who sells the 0,3l bottle of Coke for 25 KSh has bought the bottle for KSh from a camp-based retailer who himself has bought it for 15 Ksh from a Garissa-based wholesaler. The camp-based retailer may either pay someone for going to Garissa regularly to replenish his own stock or he may be receive direct deliveries from the distributor²⁷.

D. Problems and solutions

In two open questions, enterprises were asked what they perceived as their major problems in running the business and how they try to respond to these problems. Respondents could name several problems as well as several solutions to their problems. The problems as well as the solutions stated were then grouped in the thematic groups summarized below.

Table 13.1

| PROBLEM | TOTAL | DAG | IFO | HAG |
|----------------|--------------|------------|------------|------------|
|----------------|--------------|------------|------------|------------|

²⁷ Some camp residents, through marriage with Kenyan Somalis, may be in the situation to leave the camp themselves or to send a family member.

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| | | | | |
|--|--------------------|------------|------------|------------|
| no/not enough clients | 125 (13.7%) | 58 | 48 | 19 |
| clients don't pay | 34 (3.7%) | 17 | 14 | 3 |
| stealing and loss of money | 80 (8.8%) | 46 | 18 | 16 |
| problems with access to stock/raw material | 93 (10.2%) | 30 | 23 | 40 |
| bad location of business | 55 (6.0%) | 21 | 13 | 21 |
| too much competition | 64 (7.0%) | 34 | 14 | 16 |
| no credit | 103 (11.3%) | 32 | 37 | 34 |
| heavy tax | 50 (5.5%) | 27 | 11 | 12 |
| lack of legal documents to travel | 252 (27.7%) | 115 | 58 | 79 |
| other | 54 (5.9%) | 39 | 10 | .. 5 |
| (no problems) | (8) | - | (8) | |
| Total No of problems | 910 | 419 | 246 | 245 |

The overwhelming problem is the lack of permission to freely travel in the conduct of business, as reflected in the statement “lack of legal documents to travel” (27.7% of all statements). Other major problems are the lack of clients (13.7%), the lack of access to credit (11.3%) and problems in having access to stock and/or raw materials (10.2%), the latter without doubt being related to the first one. Enterprises in Dagahaley have named significantly more problems. This seems to indicate once more a particularly impoverished environment this community is facing and that is reflected in other items assessed.

Table 13.2

| Options | TOTAL | DAG | IFO | HAG |
|------------------------------|--------------|------------|------------|------------|
| <i>Solution found</i> | | 101 | 99 | 76 |
| by myself and my family | | 72 | 72 | 39 |
| through CARE | | 6 | 10 | 17 |
| through UNHCR | | 3 | 14 | 18 |
|other | | 20 | 3 | 2 |
| | | | | |
| <i>wait for help</i> | | 71 | 70 | 82 |
| from CARE | | 20 | 18 | 22 |
| from UNHCR | | 34 | 23 | 23 |
|from others | | 17 | 29 | 37 |
| | | | | |
| no solution found | | 68 | 55 | 62 |

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Self-help is the problem solution of choice, an encouraging characteristic in an environment which is often implicitly and unintentionally promoting a certain culture of dependence. In all camps, more enterprises have found some form of solution of their major problems than those who did not find any solution. This may once more be a sign of the resilience many refugees show in a deprived environment.

E. Future Plans

Table 14.1: Where do respondents see the future of their business?

| | TOTAL | DAG | IFO | HAG |
|------------------------------------|--------------------|------------|------------|-------------|
| in the camps | 102 (19.2%) | 52 (33.5%) | 48 (26.2%) | 2 (1.0%) |
| in Kenya | 84 (15.8%) | 26 (16.8%) | 40 (21.9%) | 18 (9.3%) |
| in Somalia | 240 (45.2%) | 35 (22.6%) | 75 (41.0%) | 130 (67.4%) |
| Don't know/No information provided | 105 (19.8%) | 42 (27.1%) | 20 (10.9%) | 43 (22.3%) |
| Grand Total of Enterprises | 531 | 155 | 183 | 193 |

The fact that nearly half of respondents see their (business) future in Somalia is encouraging. Assuming that no assessment failure has been undertaken, the particular structure of the Hagadera camp population (largely urban) may in part explain their strong willingness to return. In contrast, it may come as a surprise, that still a considerable number (16%) see their business future in Kenya, in spite of the encampment policy of the GoK which strictly interdicts work and employment for refugees outside the camps. Around 20% are undecided – no surprise in light of the current instability characterizing wide parts of Somalia.

The striking differences between the “returnee rate” of Dagahaley and Ifo compared with the one of Hagadera requires explanations (see Table below).

Table 14.2: Respondents’ preferred provinces of return

| Province | Provincial Headquarters | DAG | IFO | HAG | TOTAL²⁸ |
|-----------------|--------------------------------|------------|------------|------------|---------------------------|
| Jubbaland | Kismatu | 18 | 36 | 109 | 163 (67.9%) |
| Banadir | Mogadishu | 8 | 17 | 11 | 36 (15.0%) |
| Bay | Baidabo | 3 | 11 | 1 | 15 (6.2%) |
| Other | | 6 | 11 | 9 | 26 (10.8%) |
| Total | | 35 | 75 | 130 | 240 |

²⁸ Percentage of the 240 respondents who had indicated seeing their business future in Somalia.

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Jubbaland is the preferred area of return for two thirds of those showing a willingness to be repatriated. In particular Hagadera-businesses seeing their future in Somalia specify “Lower Jubba” as their destination. This information may be useful for future repatriation efforts and should be scrutinized further.

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F. Training in camp-based enterprises

Table 15.1: Training capacity of camp-based enterprises

| | TOTAL | DAG | IFO | HAG |
|--|--------------|-------------|-------------|-------------|
| Number of enterprises currently training somebody | 203 (38.2%) | 48 (31.0%) | 65 (35.5%) | 90 (46.6%) |
| Number of enterprises currently not training anybody | 328 (61.8%) | 107 (69.0%) | 118 (64.5%) | 103 (53.4%) |
| Of those currently not training anybody who may be willing in the future ²⁹ | 191 (58.2%) | 97 (90.7%) | 41 (34.7%) | 53 (51.4%) |

It appears that in Dagahaley, there is an untapped potential for enterprise-based training with 90% of those not training so far willing to train someone in the future.

Table 15.2: Origin of those currently trained³⁰

| | TOTAL | DAG³¹ | IFO³² | HAG³³ |
|-------------------------------|--------------|-------------------------|-------------------------|-------------------------|
| Family member | 137 (50.6%) | 39 (52.7%) | 35 (53.8%) | 63 (47.7%) |
| Clan member | 35 (12.9%) | 15 (20.3%) | - | 20 (15.2%) |
| Other | 99 (36.5%) | 20 (27.0%) | 30 (46.2%) | 49 (37.1%) |
| Grand Total of options | 271 | 74 | 65 | 132 |

²⁹ Percentage of those who do not train so far

³⁰ Number of enterprises who trained; some train trainees from two or three of these groups.

³¹ Percentage of total of 74 options

³² Percentage of total of 65 options

³³ Percentage of total of 132 options

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Only a third of enterprises assessed currently train somebody in one form or another. In half of all cases, the trainee comes from the family of the entrepreneur – no surprise in a situation where 75% of all businesses covered are family enterprises (see Table 6).

Table 15.3: Acceptance in regard to origin of trainees among enterprises interested to train in the future³⁴

| | TOTAL | DAG³⁵ | IFO³⁶ | HAG³⁷ |
|-------------------------------|--------------|-------------------------|-------------------------|-------------------------|
| Family member | 83 (36.7%) | 44 (33.3%) | 13 (31.7%) | 26 (49.1%) |
| Clan member | 30 (13.3%) | 16 (12.1%) | 1 (2.4%) | 13 (24.5%) |
| Other | 113 (50.0%) | 72 (54.6%) | 27 (65.9%) | 14 (26.4%) |
| Grand Total of options | 226 | 132 | 41 | 53 |

Nearly 2/3 of assessed enterprises currently do not train. Of those, nearly 60% are in principle ready to take up a youth for training. Taking into account the strong family and clan-bonds among the Somali community it is encouraging to see the high number of enterprises that appear to be willing to train young people who are not directly related to their “inner circles”.

These data encourage further investigation to find out to what extent these micro-enterprises are viable as a training site (mainly, but not exclusively for school drop-outs) and what kind of support they need in order to render a viable training.

G. Women in enterprises

As stated above, roughly one third (36.5%) of all owners of the assessed micro enterprises are female.

Table 16.1 Enterprises owned by women

| TOTAL | DAG | IFO | HAG |
|---------------------------------|------------|------------|------------|
| 144 (36.5%)³⁸ | 31 (33.7%) | 50 (34.5%) | 63 (39.9%) |

³⁴ Number of enterprises who may train in the future; some enterprises are prepared to accept trainees from two or three of these groups.

³⁵ Percentage of total of 132 options

³⁶ Percentage of total of 41 options

³⁷ Percentage of total of 53 options

³⁸ Percentage of the total of owners of 395 owners assessed.

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In Dagahaley, 52.1% of the women reached by the survey owned the micro-enterprise. The same number was 70.4% in Ifo and a strong 81.8% in Hagadera. In total, 144 of the assessed 207 women (69.6%) owned the business. The comparable number for men is 77.7% (251 out of the assessed total of 324 male).

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Table 16.2 Number of female owners in the different sectors

| | TOTAL³⁹ | DAG | IFO | HAG |
|-----------------------------------|---------------------------|------------|------------|------------|
| Sales | 105 (72.9%) | 24 (77.4%) | 38 (76.0%) | 43 (68.3%) |
| Production | 1 (0.7%) | - | - | 1 (1.6%) |
| Services | 38 (26.4%) | 7 (22.6%) | 12 (24.0%) | 19 (30.1%) |
| Grand Total of Enterprises | 144 | 31 | 50 | 63 |

The large majority (nearly three quarters) of women owners are in sales, while another quarter is in services. The number of production enterprises owned by women (a single bakery) is negligible.

Table 16.3 Type of sales enterprises owned by women

| Business | DAG | IFO | HAG | TOTAL⁴⁰ |
|-----------------------------|------------|------------|------------|---------------------------|
| Small stand (mobile/open) | | | | (63) |
| fruits/veg./eggs | 14 | 14 | 18 | 46 (43.9%) |
| kath | - | 5 | 7 | 12 (11.4%) |
| cigarettes/sweets etc. | - | - | 3 | 3 (2.6%) |
| perfume and beauty articles | | | 1 | 1 (1.0%) |
| clothes | | 1 | - | 1 (1.0%) |
| Shop (locked) | | | | (29) |
| clothes | 1 | 7 | 4 | 12 (11.4%) |
| household goods | 4 | 4 | 9 | 17 (16.3%) |
| other/unspecified | 5 | 7 | 1 | 13 (12.4%) |
| TOTAL: | 24 | 32 | 43 | 105 |

Of the 92 female sales enterprises whose outlet structure is known, 63 (68.5%) are very small (either mobile or unlocked) indicating the low performance of these enterprises. Of those 63, 46 (49.3% of all sales enterprises owned by women) sold vegetables and fruits. Observation indicates those to be of small income potential.

Table 16.4 Type of service enterprises owned by women

| Business | DAG | IFO | HAG | TOTAL⁴¹ |
|-------------------|------------|------------|------------|---------------------------|
| Café Hotel | 4 | 1 | 6 | 11 (28.9%) |
| Food Stand | 3 | 6 | 7 | 16 (42.2%) |
| Computer School | | 1 | | 1 (2.6%) |
| Tailor | | 1 | 4 | 5 (13.2%) |
| Grinding machines | | | 1 | 1 (2.6%) |
| other/unspecified | | 3 | 1 | 4 (10.5%) |

³⁹ Percentage among micro-enterprises owned by women

⁴⁰ Percentage of assessed sales enterprises owned by women.

⁴¹ Percentage of assessed services owned by women.

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| | | | | |
|---------------|----------|-----------|-----------|-----------|
| TOTAL: | 7 | 12 | 18 | 38 |
|---------------|----------|-----------|-----------|-----------|

Among services, besides Café/Hotels (28.9% of all services owned by women: some of these have a substantial income potential) women own smaller kind of shops. The exception is the computer school in Ifo Camp.

Table 16.5 Income level of enterprises owned by women

| Income level | DAG | IFO | HAG | TOTAL ⁴² |
|------------------|------------|------------|------------|---------------------|
| less than 50 KSh | 4 (12.9%) | 18 (36.0%) | 29 (46.0%) | 51 (34.4%) |
| 50 to 200 KSh | 15 (48.4%) | 22 (44.0%) | 22 (34.9%) | 59 (41.0%) |
| 200 to 400 KSh | 5 (16.1%) | 9 (18.0%) | 6 (9.5%) | 20 (13.9%) |
| 400 and more KSh | 7 (22.6%) | 1 (2.0%) | 6 (9.5%) | 14 (9.7%) |
| TOTAL: | 31 | 50 | 63 | 144 |

Less than one quarter of female entrepreneurs are in the two higher income levels assessed in this survey⁴³. It may come as a surprise that in Dagahaley with its rather more rural (and traditional) population significantly more female entrepreneurs have access to these higher income levels.

⁴² Percentage of total 144 micro-enterprises owned by women

⁴³ The fact that 35.2% of all enterprises covered by this survey have an income above the 200 KSh threshold clearly indicates that women are overrepresented in the economically weak sectors of the camp markets (see Table 10 above).

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MARKET ASSESSMENT QUESTIONNAIRE DAGAHALEY

Running Number:

Date of Assessment:

Characteristic of Respondent:

| |
|-------------|
| • male |
| • female |
| • owner |
| • co-worker |

Type of Enterprise

| |
|--------------|
| • Sales |
| • Production |
| • Services |

Description of core business activity

| |
|--|
| |
|--|

Description of outlet

| |
|------------------------------------|
| • mobile |
| • fixed, without protection (open) |
| • fixed, with protection (locked) |
| |
| • within abode |
| • away from abode |

Starting date of business

| |
|---------------|
| • 2005 |
| • 2004 |
| • 2003 |
| • Before 2002 |

Number of people working

| |
|-----------------|
| • One (owner) |
| • one (paid) |
| • two to three |
| • four to six |
| • more than six |

| |
|-------------------------|
| • "Family business" |
| • "Non-family business" |

Source of capital

| |
|--|
| • Savings |
| • loan |
| • CARE Revolving Fund |
| • Transmittances from Somalia |
| • Transmittances from Somalis in third countries |

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Purchase of stock/raw material

| |
|---|
| • from local camp market |
| • from other camps |
| • from Dadaab Town |
| • from Garissa |
| • from other location in Kenya |
| • from Somalia |
| • from another location outside Somalia |
| • no purchase of stock or raw material |

Known average daily income (in Kenyan Shillings)

| |
|-------------------|
| • Less than 50 |
| • From 50 to 200 |
| • From 200 to 400 |
| • More than 400 |

Training Capacity

| | | | |
|--|---------------|-------------|-------|
| • Does currently not train anybody | | | |
| • Is currently training | Family member | Clan member | Other |
| • Does currently not train anybody but would be interested to train somebody in the future | Family member | Clan member | Other |

Future Plans

| |
|-------------------------|
| • Business in camp |
| • Business in Kenya |
| • Business in Somalia |
| ○ If in Somalia, where: |

Ask the following questions to respondent:

| |
|---|
| “What problems do you face <u>specific</u> to your business?” |
| “How do you cope with these problems?” |

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Annex D IV

PROJECT PROPOSALS DADAAB

**Please note, that several project proposals Dadaab are also
valuable and valid for Kakuma. This has been marked in the
specific proposals.**

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PROJECT DESCRIPTION D 1⁴⁴

Project adaptable to and relevant for Kakuma as well

| | |
|---------------------------------|---|
| Agency | UNHCR |
| Project Title | Increasing access to Tertiary Technical and Vocational Education |
| Sector | Community Services/Livelihood |
| Overall Objective | Employability of refugee population improved |
| Project Purpose | Offering qualified secondary school graduates access to higher education in line with labour market demands |
| Beneficiaries | Qualified Graduates from the Secondary Schools in the Dadaab camps (at least 20% females); equally qualified youth from the local community |
| Implementing Partner(s) | UNHCR |
| Project Duration | 12 months |
| Project Location: Dadaab | Project contributing to: Result № 1 |

Summary of Need/Gap Identified:

Currently, around 340 youth leave annually the three secondary schools in the Dadaab camps (89% male; 11% female)⁴⁵. Of them, approximately 60 have the sufficient grade level to attend University, around 150 have the grades required to get access to mid-level colleges. Due to funding shortages, however, last year only 16 could start University, 23 were able to enter College. The shortage of funds is so striking, that currently even youth who had received a letter of acceptance from an institution of higher learning were not in the position to accept the offer.

The average costs for two years of study in a Kenyan institution of higher learning are at 2.000 US\$ (including lodging and board). Mid-Level colleges (such as North-Eastern Polytechnic at Garissa) charge around 1.000 US\$ for two years while higher ranking institutions charge more respectively.

This project will permit 95 secondary graduates from the three camps and five from Dadaab to attend for two years an institution of higher learning. While individual selection of subjects and of Colleges/Universities has to be undertaken on a case-by-case

⁴⁴ Already submitted under the CPA-project. A component to support equipment, library etc. of institutions of higher learning has been added now to improve the quality of learning and to contribute to the development of the respective communities.

⁴⁵ CARE Education Statistics 2004.

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basis, clear priority should be given to fields that have an obvious and proven demand in Somalia. These include⁴⁶: Mid-Level Public Administration, Mid-Level Management/Business Administration, Office Management, Teachers, Special Education Teachers, IT/computer sciences, Engineering, Electronics, Welding, and Plumbing. These areas should receive priority. CARE has established a list with Kenyan institutions providing respective programmes. The opportunity to place qualified Secondary School graduates also in the (re-)established institutions of higher learning inside Somalia should be thoroughly considered as well. CARE has a lot of experience to match qualified Secondary School Graduates with appropriate Universities or mid-level colleges and has the capacity to extend its work in this regard. It will therefore be the implementing partner of choice.

The students' subjects as specified above have been selected in light of skills that are likely to lead to work opportunities in Somalia⁴⁷. In contrary, these skills are, for refugees, not demanded in the camp environment. This takes the risk that, in case of non-repatriation, the investment in the training/studies of these young refugees may have been wasted. While this risk cannot be completely excluded, refugee students will be counseled on where in Somalia their specific skill is in particular demand. It is expected that this will create a certain pull-factor for repatriation.

Core Activities Proposed:

- Announce new programme in all camps and in Dadaab town
- Counsel all applicants on possible choices in line with fields of training/studies specified above
- Select appropriately qualified students (at least 20% female; 5 students from Dadaab town)
- Match selected students with field and University/College
- Facilitate transfer of students to selected University/College and provide support with all administrative formalities
- Monitor regularly students' performance
- Suggest best 10% of students for third year of study
- Counsel graduated students on labour market potentials in their home countries

Outcome Expected/Indicators:

- At least 95% of students finish study programme
- At least 40% of students are repatriated 12 months after finishing their studies

⁴⁶ Delegation of the European Union in Kenya - Somalia Operations: Community Employment Intensive Infrastructure Programme Somalia, July 2004.

⁴⁷ It is anticipated, that also refugee students from Sudan and Ethiopia will increase their employability when picking up one of the subject matters specified above.

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Suggested Implementing Costs: US\$ 292.800

- Study fees, board, lodging for 24 months (US\$ 2.000) for 100 students US\$
200.000
- Student books and study materials (US\$ 50 per person and year) US\$
10.000
- Lump sum to support equipment, library etc. of institutions of higher learning US\$
50.000
- Monitoring visits to Universities/Colleges (2 per year to 5 different institutions in 3
different locations) US\$
1.800
- Implementing Agency Support Cost and Monitoring US\$
31.000

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PROJECT DESCRIPTION D 2

| | |
|---------------------------------|---|
| Agency | UNHCR |
| Project Title | Training for documentalists and librarians |
| Sector | Community Services/Livelihood |
| Overall Objective | Employability of refugee population improved |
| Project Purpose | Offering qualified secondary school graduates access to higher education in line with labour market demands |
| Beneficiaries | 4 Qualified Graduates from the Secondary Schools in the Dadaab camps (at least 2 females); 1 equally qualified youth from the local community |
| Implementing Partner(s) | UNHCR Community Services |
| Project Duration | 18 months |
| Project Location: Dadaab | Project contributing to: Result № 1 |

Summary of Need/Gap Identified:

The management of knowledge in the form of on-line and printed documents is of increasing importance in managing public and private sector endeavors alike. These skills will play an important part in the reconstruction of the Somali civic society, its administration and its private enterprises.

At the same time, the UNHCR Sub-Office in Dadaab (SOD) does so far not have an elaborated documentation system or a technical library where reference documents in regards to protection, repatriation and resettlement are analyzed, systematized and stored for retrieval. Through this project, trainees will learn, under professional guidance by a qualified documentalist, the respective necessary skills by establishing a documentation centre and technical library at the SOD. Two of the five trainees will eventually be hired to staff the documentation centre/library and to guide SOD-staff in using it. The availability of the documentation centre/library will make documents (file and in-print) easily available to SOD-staff and will thus contribute to making their work more efficient and effective.

Core Activities Proposed:

Preparatory Phase

- Announce new programme in all camps and in Dadaab town
- Select appropriately qualified students (at least 20% female; 5 students from Dadaab town)
- Select librarian cum trainer from Kenyan School of Library Science or any other qualified institution
- Build documentation centre⁴⁸ on SOD office compound
- Prepare a one year training programme

⁴⁸ In case no appropriate room can be made available at SOD

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Implementation phase

- Gradually establish documentation centre/library
- Train 5 secondary graduates during this process

Outcome Expected/Indicators:

- At least four out of 5 trainees pass final test
- After completion of training, at least two trainees are hired to manage documentation centre/library at UNHCR compound
- After completion of training, at least one trainee is accepted for higher studies at a school of library/documentation studies
- Six months after the opening of the documentation centre, at least 80% of SOD professional staff rates the library/documentation centre as a relevant contribution to making their work more efficient and more effective.

Suggested Implementing Costs: US\$ 71,000

- | | |
|--|-------------|
| • Qualified documentalist/librarian cum trainer (18 wm) | 27,000 US\$ |
| • Construction of documentation centre | 15,000 US\$ |
| • 4 computers, documentation software, 4 printers | 12,000 US\$ |
| • Bookshelves and other furniture | 2,000 US\$ |
| • Training costs (including transport and meals) 12 months/ 5 trainees | 3,000 US\$ |
| • Office materials | 1,000 US\$ |
| • Miscellaneous | 2,000 US\$ |
| • Implementing Agency Support Cost and Monitoring | 9,000 US\$ |

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PROJECT DESCRIPTION D 3

| | |
|---------------------------------|--|
| Agency | UNHCR |
| Project Title | Vocational Training in the Health Sector |
| Sector | Health |
| Overall Objective | Improved capacity of health services in the Dadaab camps |
| Project Purpose | Health Service workers receive formally recognized training in relevant professions |
| Beneficiaries | Direct: School leavers (Secondary and Primary) interested in paramedical professions; Health workers currently working in GTZ-administered health services in Dadaab camps Indirect: The Community at large, benefiting from better health services |
| Implementing Partner(s) | GTZ ⁴⁹ |
| Project Duration | 14 months |
| Project Location: Dadaab | Project contributing to: Result № 2 |

Summary of Need/Gap Identified:

Somalia suffers from a shortage in the health professions, including paramedical ones. Therefore, appropriately trained refugees have a high likelihood of income and employment after their eventual repatriation. At Dadaab, no formal training exists in the paramedical professions (nurse, mid-wife, community health worker, HIV/Aids Counselor, Pharmaceutical Assistant). GTZ is currently employing a total of 312 workers in the health services in the three Dadaab camps, refugees as well as locals. The large majority of them has never received a formal training, but has been trained on the job only. This has led to some sort of stagnation in the development of health services. At the same time, the lack of a formally recognized training also reduces the chances of these refugees to find work or employment once repatriated.

This project aims to introduce a formal and well structured training component into the Dadaab health services leading to certified qualifications (Grade I, II, III) for mid-level health personnel (e.g. community health worker, nurse, midwife, HIV/AIDS counselor etc). Training will be in line with the relevant Kenyan Curricula and the requirements of the Kenyan Ministry of Health. Training will be provided on two levels: First, young people from the camps and Dadaab town (Primary or Secondary School graduates⁵⁰) will benefit from this sort of training (initial training). Secondly, the training will also benefit the refugees and local population currently working in the health services. This will enhance their future chances for employment and, in the case of repatriating Somali and Sudanese refugees, will make an important contribution to the rehabilitation of severely depleted health services in their country of origin.

The training will be undertaken by external health professionals who will be supported by health professionals currently employed by the GTZ health services in the camps. In the first year of this project, covered by the present project document, significant budget inputs will be required

⁴⁹ A substantial financial contribution is possible under the BMZ-GTZ-UNHCR Partnership Programme. For follow-up contact heidi.gutsche@gtz.de

⁵⁰ In line with the application rules and regulations of the GoK for the respective profession.

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for the creation of an adequate training infrastructure within the existing health services in Dadaab. In the following years, these costs will be reduced to funding the training proper only. A full training cycle will be two or three years, with the training for HIV/Aids counselors being short modular training programmes.

Core Activities Proposed:

- Prepare full-fledged project document
- Select from current range of jobs the occupational profiles to be covered by project (e.g. community health worker, nurse, midwife, HIV/AIDS counselor etc.)
- Establish a working relation with the Kenya Ministry of Health in regard to examination criteria for selected occupational profiles
- Develop/adapt existing curricula for initial training in the health professions in Health Services in the Dadaab-camps.
- Undertake training needs analysis to define content of skills upgrading / refresher training to be provided to current health workers
- Prepare training programmes/syllabi/curricula according to need
- Select trainers
- Undertake training for a total of 80 refugees (at least 35% of them being female) for initial training in the selected health professions
- Undertake training of trainers among senior staff of GTZ health services
- Undertake upgrading of existing health workers
- Undertake their certification along the criteria established by the Ministry of Health

Outcome Expected:

- At least 90% of participants in the initial training are graduated
- At least 85% of the health workers participating in skills upgrading / refresher training will be formally certified at the end of the project.
- A programme/syllabus for initial training in selected health professions within the existing Health Services in the Dadaab-camps and in line with the requirements of the Min Health is ready for implementation.

Suggested Implementing Costs: 594,000 US\$

- 7,000 US\$ for preparation of fully-fledged project document
- 60,000 US\$ Training Coordinator (12 wm)
- 20,000 US\$ Administrative support (36wm)
- 7,000 US\$ other staff cost (watchmen, cleaners etc)
- 120,000 US\$ Trainers (144 wm)
- 45,000 US\$ Technical Consultants (9wm)
- 180,000 US\$ Construction Costs (training facilities, classrooms, staff accommodation)
- 50,000 US\$ Minibus and running costs
- 10,000 US\$ Generator and running costs
- 10,000 US\$ In service training
- 10,000 US\$ miscellaneous
- 75,000 US\$ agency overheads, including M&E

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 camps

PROJECT DESCRIPTION D 4⁵¹

Project adaptable to and relevant for Kakuma as well

| | |
|---------------------------------|---|
| Agency | UNHCR |
| Project Title | Building Veterinary Assistance capacities in the refugee communities |
| Sector | Community Services |
| Overall Objective | Employability of refugee population improved |
| Project Purpose | Refugees are capacitated to plan, run and manage veterinary assistance services |
| Beneficiaries | Direct: 6 refugees from each of the three Dadaab camps Indirect: Livestock raising population in the camps |
| Implementing Partner(s) | CARE |
| Project Duration | 12 months |
| Project Location: Dadaab | Project contributing to: Result № 2 |

Summary of Need/Gap Identified:

Livestock are traditionally the main wealth in rural Somalia, in particular in the North and the North East of the country. This habit continues to be prevalent in particular among those Somali refugees who had a nomadic lifestyle before leaving their country. Estimates state that refugees in the three camps have around 30.000 goat/sheep, 9.000 cows, 3.500 donkeys (mainly for transport of goods) and 500 camels although legal restrictions by the GoK do not authorize them to hold livestock.

Veterinary skills, protecting and maintaining the livestock’s health and therefore assuring their economic value has therefore a high demand both in the camp environment as well as in Somalia. CARE is currently running a training programme for veterinary assistance targeting the local community as part of a local area assistance programme (LAAP); refugees so far do not have any access to the respective activities. This project is meant to extend training of veterinary assistants to the refugee community thus enhancing their income and employment potential both in the camps as well as upon repatriation. The training will be given in the camp environment which provides a “real life” learning environment and offers trainees the opportunity to practice their new skills with the livestock of either refugees or the local community. Learning in the camp environment will also permit to interact and exchange with the LAAP-project mentioned above.

Core Activities Proposed:

- Review existing CARE Local Area Assistance Programme on Training of Veterinary Assistants
- Interact with Kenyan (enter name of school for veterinary assistants which collaborates with LAAP) in the preparation of training programme for refugees

⁵¹ This proposal needs further review and discussion with CARE as the foreseen implementation partner

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- Identify and hire appropriately qualified trainers
- Prepare content of training jointly with selected trainers
- Prepare profile expected from successful applicants for training
- Announce new training programme in the camps, and select suitable candidates in line with profile developed (total of 18 trainees; 6 per camp, at least 1 per camp female)
- Procure appropriate teaching/learning material and equipment
- Implement 12 months training programme and monitor training success
- Add an entrepreneurship component to the training of veterinary assistants
- Apply competency tests in line with Kenyan certification standards

Outcome Expected/Indicators:

- At least 15 participants pass competency-based test at the end of training
- At least 12 successful graduates provide veterinary assistance services 6 months after the end of the training

Suggested Implementing Costs: US\$ 40.000

- | | |
|--|-------------|
| – Two trainers for veterinary assistants (12 wm each, including transport and accommodation) | US\$ 24.000 |
| – Procurement of learning tools and materials | US\$ 5.000 |
| – Travel costs for trainees from camps | US\$ 2.000 |
| – Lunch costs for trainees | US\$ 1.500 |
| – miscellaneous | US\$ 2.000 |
| – Implementing agency project support costs and monitoring | US\$ 5.500 |

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camps

PROJECT DESCRIPTION D 5⁵²

| | |
|---------------------------------|--|
| Agency | UNHCR |
| Project Title | Water for livestock use in Dadaab camps |
| Sector | Water and Sanitation |
| Objectives | Improved water management through minimised diversion of water meant for human use to livestock |
| Beneficiaries | Direct: The improved water management will secure the availability of clean and safe water in the camps; the project will therefore benefit the camp population at large. Indirect: The inhabitants of the neighbouring local communities will equally benefit from a secured provision of water. |
| Implementing Partner(s) | CARE |
| Project Duration | 12 months |
| Project Location: Dadaab | Project contributing to: Result № 2 |

Summary of Need/Gap Identified:

The continued use of water meant for human consumption to water livestock has serious negative effects. It has led to both refugees and local population being deprived of some of their daily water entitlements, has comprised hygiene and sanitation around the boreholes and at the household level and has overstretched capacities of water supply plants and equipment. It has at times also created conflict between refugees and the local community who see their own water supply used by some refugees for watering of their livestock. In order to secure safe supply of drinking water as well as a sufficient provision for watering livestock owned by refugees, the project will

- Designate livestock water points to address the current problem of shared human/livestock water points leading to comprised hygiene and sanitation
- Reduce/eliminate the diversion of treated water meant for human consumption to livestock consumption thereby saving on the cost of water treatment
- Consolidate and improve the livestock production for the refugee community
- Contribute to reducing the conflict between refugees and local communities emanating from competition for limited water for livestock.

The project will introduce a service fee for watering livestock. It is anticipated that this will lead to a more economic use of water, limiting wastage. Considering the long period that refugees have used water for free within their residential areas, considerable resistance to this new approach is anticipated and may threaten its economic viability.

Activities Proposed:

- Set aside one borehole per camp for watering livestock, to be managed by the refugee community on a commercial basis
- Construct watering point at selected borehole sides
- Select refugee community members (50% women) for management of livestock-borehole

⁵² Already submitted under the CPA-project.

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- Train the selected refugee community members in maintaining and in managing borehole
- Develop monitoring system for monitoring user rate of livestock borehole and recording income generated
- Coach and monitor self-managed livestock-boreholes

Outcome Expected:

- In the last month of the project period, at least 80% of refugees' livestock (34.000 out of estimated 43.000) are being watered at livestock boreholes
- After 12 months, livestock boreholes have generated income of at least 3.000.000 KSh (charge per animal per watering in KSh: goat/sheep 0.5; cow/donkey 1; camel 5)

Suggested Implementing Costs:

One-time installation cost

| | |
|---|--------------------|
| - Rehabilitation of existing generators/pumps | US\$ 8.000 |
| - Pipework and their installation | US\$ 14.000 |
| - Installation of watering points | US\$ 2.400 |
| - Training, coaching, monitoring and evaluation | US\$ 1.500 |
| - Implementing Agency overhead cost | US\$ 3.000 |
| - Miscellaneous | US\$ 1.000 |
| - | |
| Sub Total: | US\$ 29.900 |

Yearly operational costs⁵³:

| | |
|--|-------------|
| - Staff salaries (6 borehole managers/12 month each) | US\$ 4.000 |
| - Fuel | US\$ 37.000 |
| - Equipment replacement/spare parts | US\$ 12.000 |
| - Equipment maintenance | US\$ 2.000 |

| | |
|------------------|--------------------|
| Sub Total | US\$ 55.000 |
|------------------|--------------------|

Overall Total: US\$ 84.900

The sale of water for livestock is expected to cover the yearly operational costs as of the second year of operations. The (limited) income generated during the first year of project implementation will be banked to be available as a security in case income remains below expected levels and/or unexpected high replacement and maintenance costs.

⁵³ To be covered during first year of operations; as of the second year to be covered from expected annual income of US\$ 55.000.

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PROJECT DESCRIPTION D 6⁵⁴

| | |
|---------------------------------|--|
| Agency | UNHCR |
| Project Title | Making a community newspaper |
| Sector | Education/Community Services/Livelihood |
| Overall Objective | Employability of refugee population improved |
| Project Purpose | Refugees are capacitated to edit and manage a community newspaper |
| Beneficiaries | Secondary School Graduates from the camps and the local community, at least 25% of them female |
| Implementing Partner(s) | Filmaid International ⁵⁵ |
| Project Duration | 18 months |
| Project Location: Dadaab | Project contributing to: Result № 2 |

Summary of Need/Gap Identified:

Newspapers/newsletters are an important tool for the information, communication and education of any given community. So far, no newspaper exists within and for the Dadaab refugee community of 140.000 or for the local community around the camp. At the same time, the expertise and know-how of writing, editing and managing a newspaper will be in demand in the process of building some form of a civic society in Somalia.

Filmaid International, already an implementation partner in Kakuma, is well acquainted with the utilisation of different media in development. Filmaid International will be providing/organizing the necessary expertise and assure the quality of the training provided.

Core Activities Proposed:

- Consult with UNDP Somalia Distance Learning Programme for Journalists to synchronise training programme content⁵⁶
- Prepare content of training covering both journalistic/writing aspects and the management of a newspaper
- Prepare profile expected from successful applicants
- Identify appropriately qualified trainer
- Announce new training programmes to secondary school graduates in the camps and Dadaab community, apply practical test (writing stories) to applicants and select the suitable ones in line with profile developed (total of 12 trainees; 3 per camp, 3 from Dadaab, 25% female).
- Implement journalistic training programme for six months, focusing on skills such as reporting, writing, interviewing, editing etc.

⁵⁴ This proposal needs further review and discussion with Filmaid International or potential other implementation partner.

⁵⁵ For follow-up, contact Mr. Charles Otieno: cotieno@filmaidinternational.org

⁵⁶ Mr. Tom Munyasya, Project Manager, Distance Learning & ICTs Governance & Financial Services (tom.munyasya@undp.org).

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- Implement management training for six months, focusing on desk-top publishing, printing, distribution, marketing, budgeting, acquisition of ads, development of a business plan etc. as well as teambuilding and team-management
- Develop a zero-draft of a community newspaper/newsletter⁵⁷ for free distribution in the three camps and in Dadaab village
- Coach the trainees for one year in the actual issuing and marketing of a newspaper/newsletter for the refugee community and Dadaab village
- Assess the potential for making the newspaper/newsletter into a business and identify the appropriate price in line with the limited purchasing power prevailing in the respective communities

Outcome Expected/Indicators:

- At least 9 trainees remain committed to work on a community newspaper after termination of the project.
- Female journalists contribute to at least 25% of the content of each issue of the newspaper
- At least 10.000 issues of the zero draft are distributed in the camps and in Dadaab community free of charge.
- At the end of the project, at least 3.000 issues of the newspaper/newsletter are sold for a price of 10 KSh in the camps and in Dadaab village⁵⁸.

Suggested Implementing Costs: 73,000 US\$

| | |
|--|-------------|
| – Trainer/Coach in Journalism and Newspaper Management 18 wm | 36,000 US\$ |
| – Office Rent/Electricity | 2,000 US\$ |
| – Desk Top Publishing | 6,000 US\$ |
| – Paper and Ink | 2,500 US\$ |
| – Transport fees ⁵⁹ (200 Ksh per day per person; 9 persons, 400 days) | 10,500 US\$ |
| – Miscellaneous | 3,000 US\$ |
| – Monitoring and Evaluation | .4,000 US\$ |
| – Implementing agency overheads including project management | 9,000 US\$ |

⁵⁷ The decision whether to do a newspaper (several issues a week) or a newsletter (once or twice per month) can be undertaken only after assessing the reception of the zero-draft by the communities and their readiness/ability to pay for future issues.

⁵⁸ Due to the limited purchasing power in the Dadaab camps and in Dadaab village, it is not expected that 9 journalists will be able to fully live from the income generated by selling the newspaper. The money generated (minus the costs for electricity, printing, distribution etc.) will be a contribution to the family budget.

⁵⁹ There will be one office at IFO as the centrally located camp (or – if feasible, in Dadaab village). Transport will be necessary to allow trainees from the other camps to learn/work at that office).

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PROJECT DESCRIPTION D 7⁶⁰

| | |
|---------------------------------|--|
| Agency | UNHCR |
| Project Title | Making community radio |
| Sector | Education/Community Services/Livelihood |
| Overall Objective | Employability of refugee population improved |
| Project Purpose | Refugees are capacitated to plan, run and manage a community radio station |
| Beneficiaries | Secondary School Graduates from the camps and the local community, at least 25% of them female |
| Implementing Partner(s) | Filmaid International ⁶¹ |
| Project Duration | 18 months |
| Project Location: Dadaab | Project contributing to: Result № 2 |

Summary of Need/Gap Identified:

Radio can be an important tool for the information, communication and education of any given community as well as for the building of a community identity. It offers also the potential to contribute to the empowerment of certain groups such as women and people with disabilities who can use radio as a tool towards identity building. So far, no radio station exists within and for the Dadaab refugee community of 140.000 or for the local community around the camp. At the same time, the expertise and know-how of writing, editing and running a radio programme and of managing a radio station will be in demand in the process of building some form of a civic society in Somalia.

Filmaid International, already an implementation partner in Kakuma, is well acquainted with the utilisation of different media in development. Filmaid International will be providing/organizing the necessary expertise and assure the quality of the training provided.

Core Activities Proposed:

- Prepare content of training covering both journalistic/script writing aspects, technical aspects and the running and management of a radio station
- Prepare profile expected from successful applicants for training
- Identify appropriately qualified trainer
- Announce new training programmes to secondary school graduates in the camps and Dadaab community, apply practical test (e.g. writing scripts, undertaking interviews) to applicants and select the suitable ones in line with profile developed (total of 12 trainees; 3 per camp, 3 from Dadaab, 25% female).
- Implement journalistic training programme for six months, focusing on skills such as reporting, writing, interviewing, editing etc.

⁶⁰ This proposal needs further review and discussion with Filmaid International or potential other implementation partner, in particular in regard to the budget.

⁶¹ For follow up contact Mr. Charles Otieno: cotieno@filmaidinternational.org

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- Implement management training for six months, focusing on desk-top publishing, printing, distribution, marketing, budgeting, acquisition of ads, development of a business plan etc. as well as teambuilding and team-management
- Coach the trainees for one year in the actual planning, producing, airing and management of a community radio programme for the refugee community and Dadaab village
- Assess the potential for recovering a significant part of the costs for running the community radio through selling airtime (public announcements, vacancy announcements, commercial announcements, family announcements such as funeral, marriage etc.)

Outcome Expected/Indicators:

- At least 9 trainees remain committed to work on a community radio station after termination of the project.
- Female journalists
- By the end of the project, at least 6 community groups from the camps or Dadaab township produce their own programme once per month, with assistance from the trained youth
- At the end of the project, at least 50% of the running costs of the community radio are covered by fees for private and business ads aired on the community radio

Suggested Implementing Costs: 92,000 US

| | | |
|---|-------|-------------|
| – Trainer/Coach in Radio Journalism, Radio Production and Management of a Community Radio | 18 wm | 36,000 US\$ |
| – Low-power FM transmitter | | 10,000 US\$ |
| – Other technical installations for producing and airing radio programmes | | 10,000 US\$ |
| – Office Rent/Electricity | | 2,500 US\$ |
| – 3 computers, 1 printer | | 4,000 US\$ |
| – Transport fees ⁶² (200 Ksh per day per person; 9 persons, 400 days) | | 10,500 US\$ |
| – Miscellaneous | | 3,000 US\$ |
| – Monitoring and Evaluation | | 4,000 US\$ |
| – Implementing agency overheads including project management | | 12,000 US\$ |

⁶² There will be one office at IFO as the centrally located camp (or – if feasible, in Dadaab village). Transport will be necessary to allow trainees from the other camps to learn/work at that office).

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PROJECT DESCRIPTION D 8

| | |
|---------------------------------|--|
| Agency | UNHCR |
| Project Title | Building skills in cooking and catering |
| Sector | Community Services/Livelihood Promotion |
| Overall Objective | Employability of refugee population improved |
| Project Purpose | Young refugees are skilled in appropriate and healthy ways of cooking, catering and food hygiene and can respond to range of demands (local community, camp community, country of origin; African and Western Cuisine) |
| Beneficiaries | Trainees from the refugee communities at Dadaab and youth from the local community (16 per year) |
| Implementing Partner(s) | UNHCR Community Services/Catering Committee Trainers are senior staff of the kitchen at UNHCR compound Dadaab |
| Project Duration | 24 months |
| Project Location: Dadaab | Project contributing to: Result № 2 |

Summary of Need/Gap Identified:

Catering and cooking are services that are in demand in the refugee camps as well as in the countries of origin. So far, no training programme meets these needs. Selected youth, at least 1/3 of them female, will be trained by senior staff of the kitchen at UNHCR compound Dadaab to respond, after graduation from the training programme, to a wide range of clients and their preferences for African or Western Cuisine. The staff have been upgraded and qualified to act as trainers under a previous project. That previous project has also developed a syllabus for a six months training, outlining all aspects of cooking, catering and food hygiene to be covered during the training period. The six months training will be offered to two groups of four trainees, 3 from the refugee communities at Dadaab and 1 from the local community⁶³. These groups will be trained in two shifts in order to allow a relevant number of youth to benefit from this training. At the end of the training, trainees will have to take an internal test (practice and theory) to be given and graded by the UNHCR Catering Committee. If passing the test, trainees will receive an internal certificate from the Catering Committee at UNHCR Dadaab. Trainees will also receive a basic training in entrepreneurship in order to facilitate to enter self-employment should they wish to do so. Trainers are refugee workers at the Dadaab UNHCR compound. They will give the training as part of their overall work schedule and will not be paid for the training. They will, however, receive an incentive at the end of the six months training period for every trainee who has passed the test.

⁶³ In line with the schedule of the kitchen (6am to 9 pm), this training requires the presence of trainees on the compound. Funds will therefore be made available, if need occurs, in order to allow the building of additional shelter for these trainees.

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Core Activities Proposed:

- Develop selection criteria for participation in training
- Select trainees
- Develop a training plan in line with the existing syllabus, specifying the role of each trainer and the time-table for trainees, considering the “two-shift” system and the needs of the kitchen to provide three meals a day
- Establish interaction with camp-based entrepreneurship development programme (CARE) and organize respective training sessions
- Develop a test (practice and theory) and give it to trainees at the end of the training period
- Hand over internal certificate to successful trainees

Outcome Expected/Indicators:

- 16 trainees trained per year for a period of six months (at least six female; four of the trainees to be from Dadaab community)
- At least 14 trainees pass the final test

Suggested Implementing Costs: US\$ 10.650

| | |
|--|------------|
| – Training material practice (20 US\$/month/trainee) | US\$ 3.840 |
| – Training material theory (10 US\$/month/trainee) | US\$ 1.920 |
| – Incentive for Head Trainer (800 KSh for each trainee passed) up to | US\$ 350 |
| – Incentive for 3 other trainers (700 KSh for each trainee passed) up to | US\$ 900 |
| – One week entrepreneurship training 500 US\$ x 4 | US\$ 2.000 |
| – Miscellaneous | US\$ 590 |
| – Agency overheads | US\$ 1.200 |

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PROJECT DESCRIPTION D 9

Project adaptable to and relevant for Kakuma as well

| | |
|---------------------------------|--|
| Agency | UNHCR |
| Project Title | Skills Development for school drop-outs and long-term unemployed youth |
| Sector | Community Services/Livelihood Promotion |
| Overall Objective | Employability of refugee population improved |
| Project Purpose | Competencies of school drop-outs increased in accordance with income opportunities |
| Beneficiaries | Direct: At least 200 school drop outs per year (at least 40% of them female) |
| Implementing Partner(s) | GTZ ⁶⁴ |
| Project Duration | 30 months (6 months preparation; 24 months implementation) |
| Project Location: Dadaab | Project contributing to: Result № 3 |

Summary of Need/Gap Identified:

In the three Dadaab refugee camps, there are currently approximately 2000 young people per year who leave the camp-based school system. These include drop-outs from primary schools; primary school graduates and secondary school graduates. Only about 200 of them have the opportunity to attend tertiary education or some form of vocational training. For the approximately annual 1,000 schools drop outs and primary school leavers, who do not achieve the high marks necessary to attend secondary education, very few skill development programmes are currently existing, managed by CARE (carpentry, tailoring, welding, typing, masonry, woodcarving, tye and die, production of mobility aids), offering a maximum of 250 places per year. Therefore, an estimated 750 of school drop-outs and primary school leavers annually are without any programme and loiter the camp streets and markets. This creates significant social problems for their families as well as for the community at large. Their idleness also reduces dramatically their opportunities to lead in the future a productive life and to earn their own income.

It is therefore of utmost importance to provide these young people with employment-relevant practical skills that respond to market demands and offer them an opportunity to make some income, either in the camps or after repatriation.

GTZ has a proven experience in planning, implementing and monitoring employment-relevant skills development programmes for disadvantaged target groups. These courses offer a nine months practical skills training, encompassing remedial basic education for school-drop outs as well as an entrepreneurship promotion component that prepares the youth to start their own micro-entrepreneurial activities after completion of the training course.

⁶⁴ A substantial financial contribution is possible under the BMZ-GTZ-UNHCR Partnership Programme. For follow-up contact heidi.gutsche@gtz.de

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The training courses to be offered will be selected from the following skill training areas not available in the camps so far: electricity, welding, plumbing, beauty / hairdressing, bakery products, food processing, processing of life-stock products, shoemaking, garbage collection and recycling. These are skills for which high demand is anticipated in Somalia⁶⁵. The final selection of the trades will be undertaken during the preparation of the fully fledged project document and in consultation with the refugee community and other implementation partners.

Core Activities Proposed:

- Preparatory Phase (6 months):

- Prepare fully-fledged project document
- Undertake training needs analysis to define content of skills upgrading programmes
- Adapt existing GTZ training programmes/materials for short skills development programmes and develop new ones when needed/justified
- Select trainers
- Define selection criteria for future trainees
- Select camp-based training sites together with trainers
- Procure tools and materials as required

- Implementation Phase (24 months)

- Undertake skills training in the defined skills programmes (at least 40% of them being female; minorities to be participating in line with their percentage-wise presentation in the camps)
- Provide remedial basic education for school-drop outs/illiterates
- Give entrepreneurship training during last two months of training
- Link trainees to micro-finance services as offered by CARE
- Monitor and evaluate training programmes

Outcome Expected:

- At least 200 school drop outs per year (at least 40% of them female) finalise a 9 months skills development training.
- At least 60% of course graduates use their skills six months after graduation
- Six months after graduation, at least 50% of course graduates earn at least an average of 70 KSh/day in using the skills acquired.

Suggested Implementing Costs: 741,000

| | |
|---|--------------|
| - Preparation of full-fledged project document | US\$ 7,000 |
| - Construction of mobile training shelters | US\$ 30,000 |
| - Development/adaptation of programme/syllabus for training courses | US\$ 30,000 |
| - Training Coordinator (24 wm) | US\$ 120,000 |
| - Administrative support (72wm) | US\$ 40,000 |
| - Other staff cost (watchmen, cleaners etc) | US\$ 14,000 |
| - Trainers (288 wm) | US\$ 240,000 |
| - Technical Consultants (9wm) | US\$ 45,000 |
| - Tools and training materials | US\$ 50,000 |

⁶⁵ See: European Commission, Kenya Delegation, Somalia Operations: Support to Employment Promotion in Somalia – Feasibility Study Report June 2004.

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| - Post-training start-up kits | (2x200x200 US\$) | US\$ 80,000 |
| - Miscellaneous | | US\$ 5,000 |
| - Agency overheads, including M&E | | US\$ 80,000 |

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PROJECT DESCRIPTION D 10

| | |
|---------------------------------|---|
| Agency | UNHCR |
| Project Title | Enterprise-based Training |
| Sector | Livelihood Promotion |
| Objectives | Micro-Enterprises in the camp markets offer training in skills that respond to market demands |
| Beneficiaries | Direct: At least 3 job coaches per camp (to be selected from senior camp population with significant previous work experience). Idle school drop-outs who so far had no opportunity to learn a viable skill. Indirect: Micro-enterprises who will benefit from support offered by job coaches and from additional labour provided by trainees. . |
| Implementing Partner(s) | to be identified by the UNV specialist in Vocational Training and Employment Promotion ⁶⁶ |
| Project Duration | 26 months |
| Project Location: Dadaab | Project contributing to: Result № 3 |

Summary of Need/Gap Identified:

Enterprise-based training offers a viable and cost-effective form of training. Its great strength is its closeness to the market and the desires of customers. Enterprise-based training has been practiced in Somalia, and, according to a recent survey, also in the camps, approximately one third of micro enterprises train youth, mostly from their own family. This notwithstanding, of the people trained in enterprises, roughly one third are neither family nor clan members.

In spite of its obvious advantages, enterprise-based training is prone to a lack of quality, slow learning progress, absence of structure and possible abuse of the trainee, in particular if he/she is not a family member. Support services are required to assure the quality of the training outcome. These support services assist the micro-entrepreneurs in the training process, monitors training progress and can, if appropriately qualified, support certain aspects of entrepreneurship development.

An entrepreneurship training (Start/Improve Your own Business – ILO), to be funded from other sources, will have to be integrated with the enterprise-based skills training and will both benefit the micro-entrepreneurs as well as the trainees.

Activities Proposed:

- Selection of implementation partner
- Screening of camp markets for viable enterprise-based training sites⁶⁷
- Preparation of job profile for job coach position
- Selection of future job coaches from among senior refugee population with working experience

⁶⁶ This position is planned under the proposal “Support to skills development and income-generating activities in Dadaab camps”. That proposal has already been submitted under the CPA project.

⁶⁷ Assessment forms of the enterprise-based survey mentioned above are on file at UNHCR Community Service. These can serve as a first orientation in this task.

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- Preparation of 3 weeks training programme (content and logistics) of future job coaches
- Identification of trainer for training of job coaches
- Training of 9 job coaches (two men, one woman) per camp⁶⁸
- Creation of three positions for job coaches per camp
- Direct supervision of job coaches in the first three months of their assignment
- Creation of linkages with entrepreneurship development programmes (S/IYB)⁶⁹
- Coaching of at least 45 existing enterprise-based trainees per camp
- Identification of at least 15 new enterprise-based training sites per camp and their coaching
- Monitoring and evaluation of the programme

Outcome Expected:

- At least three job coaches per camp trained and employed
- At least 60 trainees per camp coached in enterprise-based training until the end of the project period
- At least 30 micro-entrepreneurs per camp have participated in an “improve your business training” and 75% of them judge this training as useful three months after its end.
- All enterprise-based trainees have participated in a “start your business training” and 50% of them judge this training as useful three months after its end.

Suggested Implementing Costs: US\$ 61.000

| | |
|---|-------------|
| - Programme preparation including preparation of full-fledged project document, screening of markets, selection of future job coaches and preparation of training programme for job coaches | US\$ 8.000 |
| - Trainer for job coaches (4 wm ⁷⁰), including travel and accommodation | US\$ 13.000 |
| - 9 job coaches x 24 wm x 7.000 KSh | US\$ 22.000 |
| - tools and training materials | US\$ 3.000 |
| - miscellaneous | US\$ 1.500 |
| - Monitoring and Evaluation | US\$ 5.000 |
| - Implementing agency overheads including project management | US\$ 8.500 |

⁶⁸ It is possible to add potential future job coaches from Dadaab community as well

⁶⁹ to be funded under other components of this programme

⁷⁰ the four wm include preparation of the actual training programme and the supervision of job coaches after training.

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PROJECT DESCRIPTION D 11⁷¹

| | |
|---------------------------------|---|
| Agency | UNHCR |
| Project Title | Posho Mill Grinding Machines |
| Sector | Community Services |
| Objectives | <ul style="list-style-type: none"> ○ Make posho service accessible, available and affordable to all the refugee community ○ Create employment and increase household income for the refugee youth and women |
| Beneficiaries | <p>Direct: Up to 63 refugees (25 male/38 female) in the three Dadaab camps (ownership of the machines & employment as security guards)</p> <p>Indirect: 9,000 (4,600 men & 4,400 women) 48.9% of the camp population is female.</p> <p>Most of the beneficiaries are likely to be the minority nationalities, which constitute 3% of the entire population. (4,140)</p> |
| Implementing Partner(s) | CARE |
| Project Duration | 6 months |
| Project Location: Dadaab | Project contributing to: Result № 3 |

Summary of Need/Gap Identified:

Posho is a staple food for the Somali community in the Dadaab camps. Posho is under constant demand. However, currently, Posho mill grinding machines are of short supply and many refugees see the absence of these services as an inconvenience.

The provision of one Posho mill-grinding machine to three cooperatives (one per camp) will respond to the existing high demand in the camps. It is therefore anticipated, that cooperatives and their members will make sufficient income for paying for the Grinding Machines (which are given to them on a loan basis only), and the running costs and can contribute to the income of their families. At the same time, they provide an important service to the camp communities.

The money recovered from the Cooperatives will be used to expand the project by purchasing additional posho mills as the need arises. Alternatively, the repaid money could be used for start-up of other micro-businesses.

Activities Proposed:

- Selection of cooperative members
- Purchase and installation of Grinding Machines
- Training in running and maintaining Grinding Machines
- Business Training
- Coaching and Monitoring of Cooperatives

⁷¹ Already approved for funding under the SPC-project.

Outcome Expected:

- Grinding mill services available to camp communities
- At least 63 cooperative members contribute to the income of their families

Suggested Implementing Costs: US\$ 20,000 (inclusive training costs)

- 8,000 US\$ for 3 Posho Mill Machines (Diesel-powered engines; US\$ 2660 each)
- 800 US\$ start-up fuel costs
- 500 US\$ Installation costs
- 5,300 US\$ creation of 3 shelters for Posho Mill Machines
- 1,600 US\$ Training and Business Training for 60 persons
- 1,000 US\$ miscellaneous
- 2,800 US\$ Support Cost and monitoring

PROJECT DESCRIPTION D 12⁷²

| | |
|---------------------------------|---|
| Agency | UNHCR |
| Project Title | Empowerment of refugee women in Dadaab through training in henna manicure and hairstyling |
| Sector | Community Services/Livelihood Promotion |
| Objectives | Refugee women can offer traditional henna manicure and hairstyling in the camps thus contributing to the income of their families and enhancing their social status in the refugee community. |
| Beneficiaries | Direct: At least 10 women per camp (to be selected from school drop outs and from primary school leavers) Indirect: All women in the camps who have increased self-esteem. |
| Implementing Partner(s) | CARE Somali Trainer(s) to be identified in Garissa or Nairobi |
| Project Duration | 6 months |
| Project Location: Dadaab | Project contributing to: Result № 3 |

Summary of Need/Gap Identified:

Refugee women in the Dadaab camps regret the absence of traditional henna manicure and hairstyling, which used to form an important part of their life cycle. It is said that the absence of these services leads a considerable number of women to go (illegally) to Nairobi for these services in case of important highlights in their life cycle such as weddings, spending a considerable part of their family budget on that occasion. The presence of traditional henna manicure and hairstyling services in the camps therefore would respond to an obvious market demand. The trained women are likely to make a significant contribution to the family budget and will achieve an enhanced status in the family as well as in the community at large. Their skills are also likely to be demanded after repatriation to Somalia. The skills training will have to be followed up by an entrepreneurship training (Start Your own Business – ILO) to be funded from other sources.

This project will supplement the activities of a CARE initiated project that aims to establish a beauty saloon to be located at the public area of the UN compound. As it is targeting mainly agency staff, it will not directly compete with women trained in the camps under this project and who are expected to establish any micro-business in the camps proper.

Activities Proposed:

- Selection of trainer
- Selection of trainees and training sites
- Provision of training tools and materials
- Training of a total of 30 women in the Dadaab camps

⁷² Already approved for funding under the SPC-project.

Outcome Expected:

- At least 10 women per camp (to be selected from school drop outs and from primary school leavers) have the technical skill to offer traditional henna manicure and hairstyling.
- At least six women per camp successfully apply for support from the CARE Micro-Finance services.

Suggested Implementing Costs: US\$ 5.000

- 2.000 US\$ 3 w/m trainer, including travel and accommodation
- 400 US\$ preparatory mission by trainer
- 600 US\$ tools and training materials
- 400 US\$ miscellaneous
- 500 US\$ Monitoring and Evaluation
- 900 US\$ Implementing agency overheads including project management

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PROJECT DESCRIPTION D 13

| | |
|---------------------------------|--|
| Agency | UNHCR |
| Project Title | Building housekeeping skills |
| Sector | Community Services/Livelihood Promotion |
| Objectives | Young refugees provide quality services in housekeeping |
| Beneficiaries | Trainees from the refugee communities at Dadaab and youth from the local community (16 per year) |
| Implementing Partner(s) | UNHCR Community Services |
| Project Duration | 12 months (4 training cycles of three months) |
| Project Location: Dadaab | Project contributing to: Result № 3 |

Summary of Need/Gap Identified:

Housekeeping services will in demand in countries of repatriation both in hotel/guesthouses as well as in households of the local well-to-do and the expatriate community alike. The UNHCR compound at Dadaab offers a suitable training environment for these skills as it provides on a daily base a “real” learning environment by providing services to the compound’s tenants. This training environment has not been utilized so far, though. An initial project⁷³ will have upgraded and formalize the skills of the current housekeeping staff at the UNHCR compound and will have prepared a three months training syllabus. The staff will then act as trainers for youth from the refugee camps and Dadaab town in a client-oriented learning environment. This will prepare the youth, after completion of the three months training programme, to respond to the service needs of clients in commercial or private residences.

Activities Proposed:

- Develop selection criteria for participation in training
- Select trainees
- Develop a training plan in line with the existing syllabus, specifying the role of each trainer and the time-table for trainees,
- Develop a test (practice and theory) and give it to trainees at the end of the training period
- Hand over internal certificate to successful trainees

Outcome Expected:

- 16 trainees trained per year for a period of six months (at least six female; four of the trainees to be from Dadaab community)
- At least 14 trainees pass the final test

It is likely that the skills acquired will have limited demand in the camp environment. Priority among the refugee community should be given therefore to refugees who show a strong interest in repatriation.

⁷³ This initial project is submitted under Result 4.

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Suggested Implementing Costs: US\$ 3.850

| | |
|--|------------|
| – Training material practice (10 US\$/month/trainee) | US\$ 500 |
| – Travel costs for trainees from camps to compound | US\$ 1.000 |
| – Lunch costs for trainees | US\$ 800 |
| – Incentive for Head Trainer (700 KSh for each trainee passed) up to | US\$ 200 |
| – Incentive for 3 other trainers (500 KSh for each trainee passed) up to | US\$ 350 |
| – Miscellaneous | US\$ 500 |
| – Agency overheads | US\$ 500 |

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PROJECT DESCRIPTION D 14

| | |
|---------------------------------|--|
| Agency | UNHCR |
| Project Title | Capacity Building in Micro-Finance |
| Sector | Livelihood/IGA |
| Overall Objective | Employability of refugee population improved |
| Project Purpose | Micro-Finance services in the camps respond the need of camp population and are in lien with international standards |
| Beneficiaries | Direct: CARE Micro-Finance staff Indirect: Micro-Entrepreneurs and Start-Ups in the three Dadaab Camps |
| Implementing Partner(s) | ILO ⁷⁴ , in cooperation with CARE |
| Project Duration | 6 months |
| Project Location: Dadaab | Project contributing to: Result № 4 |

Summary of Need/Gap Identified:

Micro-Finance services are a critical component in any strategy for promoting income generation activities and entrepreneurial development. It comprises the following core elements: Saving by the services' client, assessment of the business potential of his/her a business idea, the provision of a loan, loan-related business advice and support including follow-up on the business performance and the repayment schedule. Micro-Finance is considered as a (self-financing) service for pay, not as a social favour granted to disadvantaged groups.

CARE has recently introduced a micro-finance concept⁷⁵ and switched from a more traditional revolving loan-fund to a more market-oriented approach. It currently manages a total of 9465 beneficiaries in 189 loan groups, 166 of them being active. Since the start of the Micro-Finance Programme in 2004, CARE has disbursed US\$ 72.200.

CARE has a qualified Micro-Finance Coordinator in each camp. He is assisted by a (semi-qualified) Micro-Finance Assistant who supervises a team of up to five Micro-Finance Workers who do the core of the field work in the camps. Credit Assistants are Secondary School Graduates who have been introduced to basic concepts of micro finance, but have so far had no formal training of any sort. Their most urgent capacity building needs in regard to micro-finance services refer to assessment, loan-monitoring, marketing, bookkeeping and customer care. The proposed activities will capacitate Credit Assistants to better meet the needs of their clients and will contribute to bringing the CARE Micro-Finance Programme up to international standards.

Core Activities Proposed:

- Develop terms of reference and recruit two qualified micro-finance/entrepreneurship professionals from Kenya or neighbouring country

⁷⁴ Follow up with Mr. Stephen Muthua, ILO ASIST Nairobi, stephenm@unops.org

⁷⁵ See: CARE Dadaab: Microfinance Policy. April 2005.

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- Review CARE Micro Finance Programme and analyse training needs of Micro-Finance Workers and other relevant CARE staff
- Prepare training programme for Micro-Finance Workers (2 weeks) and implement it in the camp environment
- Supervise Micro-Finance Workers on the job (2 weeks)

Outcome Expected/Indicators:

- Three months after end of training, active loan groups report on an improvement of service quality provided by Micro-Finance Workers
- Micro-Finance Assistants' work performance reports of Micro-Finance Workers have improved 6 to 12 months after end of training.
- 9 months after end of training repayment rate has improved to 95% and is maintained for at least six consecutive months.

Suggested Implementing Costs: US\$ 27.000

- | | |
|---|-------------|
| – Two micro-finance/entrepreneurship professionals (1.5 wm each, including programme preparation, travel and accommodation) | US\$ 18.000 |
| – SIYB ⁷⁶ /Micro-Finance Learning Materials | US\$ 2.500 |
| – Two weeks training cost at Dadaab for 9 to 12 people | US\$ 1.000 |
| – miscellaneous | US\$ 2.000 |
| – Implementing agency project support costs and monitoring | US\$ 3.500 |

⁷⁶ Start/Improve your Business.

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PROJECT DESCRIPTION D 15

| | |
|---------------------------------|--|
| Agency | UNHCR |
| Project Title | Enhancing Internet Access |
| Sector | Education/Community Services/Livelihood |
| Overall Objective | Employability of refugee population improved |
| Project Purpose | Enhanced Internet Access enables local community and refugees better access to information and educational resources |
| Beneficiaries | Local and camp population |
| Implementing Partner(s) | Posta Kenya/Care |
| Project Duration | 24 months |
| Project Location: Dadaab | Project contributing to: Result № 4 |

Summary of Need/Gap Identified:

The Internet, as the key instrument of the knowledge society, has become an indispensable tool for information sharing, learning, communication and increased access to education for any given community. In a cost-efficient way, it promotes economic development and contributes to the growth of communities.

While not a single Internet service is available in one of the camps, the local post-office at Dadaab provides a public Internet-access. It provides of two workstations only, though, and has limited opening hours. Users pay 100 KSh for 85 minutes on-line time. Besides a few locals, refugees take up the transport costs in order to use this service. Usually, clients have to wait considerable time in order to have access to one of the two terminals.

These Internet services at Dadaab are run and managed by Posta Kenya, the public national postal company, represented by the Provincial Postmaster based in Garissa. This project, in cooperation with Posta Kenya, will enhance the Internet service at Dadaab. It will offer additional number of work stations as well an educational component by attaching an “Internet Tutor” to the post office who will assist users in the navigation of the net. This will help users to make better, more efficient use of their precious on-line time and will help them when searching educational webpages. Furthermore, a ‘voucher scheme’ will be developed that will allow, on a time-limited basis, individualized access for students who do not have the purchasing power to buy on-line time⁷⁷. This will increase the educational value of the enhanced internet service.

Posta Kenya (Garissa) has already expressed informally its interest in enhancing Internet access in Dadaab. CARE will undertake all further interaction with Posta Kenya in the enhancement of the services and will monitor the work of the Internet Tutor.

⁷⁷ For example, students could receive an on-line voucher worth 100 KSh each second months that would enable them to navigate free of charge for 85 Minutes. The voucher would be clearly linked to refugee ID/ration card to minimize the risk that it will be sold.

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Core Activities Proposed:

- Develop jointly with Posta Kenya a plan for the physical enlargement of the building structure currently housing the Internet service
- Procure six additional terminals for the internet service and install them⁷⁸.
- Prepare profile for Internet Tutor
- Identify two appropriately qualified Internet Tutors
- Develop with Posta Kenya a schedule with improved opening hours for the Internet service at Dadaab post office.
- Provide Internet Tutoring for a period of 24 months
- Develop ‘voucher scheme’ that can facilitate internet access for impoverished refugees who do not have the purchasing power to buy on-line time.
- Actively promote the use of the Internet among female students
- Monitor progress of project

Outcome Expected/Indicators:

- Utilisation rate of the public Internet increases by 10% monthly for the first six months after the opening of the extended service
- At least 1/3 of Internet users are female
- Internet tutors receive an average of 500 requests for assistance per month

Suggested Implementing Costs: 84.000 US\$

| | |
|---|-------------|
| – Construction of extension of infrastructure housing the internet access | 10.000 US\$ |
| – Procurement of six Internet terminals and two printers and their installation | 13.000 US\$ |
| – 2 Internet Tutors, (each 24 wm) ⁷⁹ | 36.000 US\$ |
| – 3.000 Vouchers per school year (total of 6.000 vouchers at 100 KSh each) | 9.000 US\$ |
| – Miscellaneous | 3.000 US\$ |
| – Monitoring and Evaluation | 3.000 US\$ |
| – Implementing agency overheads including project management | 10.000 US\$ |
| – | |

⁷⁸ Connection license to be assured and covered by Posta Kenya in line with the rules and regulations already covering existing services.

⁷⁹ Can be reduced to 6.000 US\$ if two qualified incentive workers can be identified (or trained beforehand)

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PROJECT DESCRIPTION D 16⁸⁰

| | |
|---------------------------------|--|
| Agency | UNHCR |
| Project Title | Capacity building in catering and cooking |
| Sector | Community Services/Livelihood Promotion |
| Objectives | A core group of trainers in catering and cooking is qualified to provide training to young refugees in appropriate and healthy ways of cooking, catering and food hygiene. |
| Beneficiaries | Direct: At least four refugee staff at the kitchen of the UNHCR compound Dadaab Indirect: Future trainees from the refugee communities at Dadaab and youth from the local community (16 per year) |
| Implementing Partner(s) | UNHCR Community Services Trainer to be identified in Nairobi |
| Project Duration | 4 months |
| Project Location: Dadaab | Project contributing to: Result № 2 |

Summary of Need/Gap Identified:

Catering and cooking are services that are in demand in the refugee camps as well as in the countries of origin. So far, no training programme meets these needs. At the same time, a certain basic know-how and expertise in catering, cooking and food hygiene has been gathered by refugee staff at the kitchen of the UNHCR compound at Dadaab. This kitchen offers a suitable training environment as it caters both for local (African) as well as Western tastes. This training environment has not been utilized so far, though. The project will upgrade the skills of the current staff at the UNHCR kitchen to capacitate them for training, on a regular base, youth from the refugee camps and Dadaab town in a client-oriented catering environment. This will prepare the youth to respond, after graduation from the training programme, to a wide range of clients and their preferences.

Activities Proposed:

- Selection of trainer
- Preparation of skills upgrading programme/training of trainers programme for refugee staff at the kitchen of the UNHCR compound Dadaab
- Implementation of skills upgrading programme/training of trainers programme at Dadaab
- Development of a syllabus for a six months training of trainees from the refugee communities at Dadaab and youth from the local community and printing of the syllabus

Outcome Expected:

A group of at least four refugee workers trained/upgraded in cooking and catering in line with the demands of African and Western cuisine. After this qualification, they will be training, on a regular six months schedule, two groups of four trainees, 3 from the refugee communities at Dadaab and 1 from the local community⁸¹. These groups will be trained in two shifts in order to

⁸⁰ Already approved from funding under the SPC-project.

⁸¹ In line with the schedule of the kitchen (6am to 9 pm), this training requires the presence of trainees on the compound. Funds will therefore be made available, if need occurs, under the separate proposal mentioned above in order to allow the building of additional shelter for these trainees.

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allow a relevant number of youth to benefit from this training. The actual training cycle will be covered by a separate proposal.

Suggested Implementing Costs: US\$ 6.900

- 3.000 US\$ 3 w/m trainer, including travel and accommodation
- 500 US\$ preparatory mission by trainer
- 1.000 US\$ upgrading cooking utensils and kitchen equipment
- 500 US\$ learning tools and training materials
- 1.000 US\$ Development of a syllabus “cooking/catering” for a six months training of trainees
- 300 US\$ miscellaneous
- 600 US\$ agency overheads

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camps

PROJECT DESCRIPTION D 17

| | |
|---------------------------------|---|
| Agency | UNHCR |
| Project Title | Capacity Building in housekeeping |
| Sector | Community Services/Livelihood Promotion |
| Objectives | A core group of trainers in housekeeping is qualified to provide training to young refugees in quality provision of housekeeping services |
| Beneficiaries | Direct: At least four refugee staff at UNHCR compound Dadaab Indirect: Future trainees from the refugee communities at Dadaab and youth from the local community (16 per year) |
| Implementing Partner(s) | UNHCR Community Services Trainer to be identified in Nairobi |
| Project Duration | 2 months |
| Project Location: Dadaab | Project contributing to: Result № 4 |

Summary of Need/Gap Identified:

Housekeeping services will in demand in countries of repatriation both in hotel/guesthouses as well as in households of the local well-to-do and the expatriate community alike. A basic know-how in house-keeping skills has been gathered by refugee staff at the UNHCR compound at Dadaab. This compound offers a suitable training environment as it provides on a daily base a “real” learning environment by providing services to the compound’s tenants. This training environment has not been utilized so far, though. The project will upgrade and formalize to some extent the skills of the current housekeeping staff at the UNHCR compound, capacitating them in this way for training, on a regular base, youth from the refugee camps and Dadaab town in a client-oriented learning environment. This will prepare the youth, after completion of the three months training programme, to respond to the service needs of clients in commercial or private residences.

Activities Proposed:

- Selection of trainer
- Preparation of skills upgrading programme/training of trainers programme for refugee housekeeping staff at the UNHCR compound Dadaab
- Implementation of skills upgrading programme/training of trainers programme at Dadaab
- Development of a syllabus for a three months training of trainees from the refugee communities at Dadaab and youth from the local community and printing of the syllabus

Outcome Expected:

A group of at least four refugee workers trained/upgraded in housekeeping skills, including standards of hygiene and client-orientation. After this qualification, they will be training, on a regular three months schedule, two groups of four trainees, 3 from the refugee communities at Dadaab and 1 from the local community. Priority will be given to school-drop outs and primary school leavers.

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It is likely that the skills acquired will have limited demand in the camp environment. Priority should be given therefore for refugees who show a strong interest in repatriation. The actual training cycle will be covered by a separate proposal.

Suggested Implementing Costs: US\$ 5.500

- 1.300 US\$ 1 wm trainer, including travel and accommodation
- 500 US\$ preparatory mission by trainer
- 1.000 US\$ upgrading of housekeeping tools and equipment
- 600 US\$ learning tools and training materials
- 900 US\$ Development of a syllabus “housekeeping” for a three months training of trainees
- 500 US\$ miscellaneous
- 700 US\$ agency overheads

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PROJECT DESCRIPTION D 18

| | |
|---------------------------------|---|
| Agency | UNHCR |
| Project Title | Vocational Rehabilitation and CBR |
| Sector | Community Services/Livelihoods |
| Objectives | Improved perspectives for economic self-reliance of disabled refugees |
| Beneficiaries | Direct: Up to 20 CBR incentive workers from CARE and GTZ Indirect: Up to 3.000 disabled refugees in the three Dadaab camps |
| Implementing Partner(s) | CARE/UNHCR Community Services/ILO |
| Project Duration | 3 months (including preparation phase) |
| Project Location: Dadaab | Project contributing to: Result № 4 |

Summary of Need/Gap Identified:

Latest statistics indicate a total number of 2,869 persons with disabilities (pwd) in the three Dadaab camps (1,531 male, 1,337 female)⁸². Pwd receive the general basic health services as well as a number of specific therapeutic and educational interventions (physiotherapy, orientation and mobility, occupational therapy, daily living skills). 1,402 children, all Somali, (65% boys, 35% girls) with some forms of disabilities (917 male; 485 female) attend the camp based special education (3.6% blind, 9.3% deaf, 5.6% mentally handicapped, 34.6% physically handicapped, 46.9 with speech disability). However, only 26 pwd (4 females) receive any form of vocational training, a further 110 pwd participate in some form of economic activity.

Community-based rehabilitation (CBR) with and for pwd at Dadaab has recently received new attention by the enhanced cooperation with *Bethany Kids at Kijabe Hospital*. This NGO will be undertaking capacity building for a total of 20 staff from CARE and GTZ who are undertaking the major interventions with pwd in the camp environment. This capacity building, though, focuses on medical, social and educational aspects only and does not consider socio-economic aspects including skills development.

The proposed project will introduce a socio-economic dimension to the new CBR-programme in Dadaab. It will provide participants (who are already working for GTZ and CARE) with a basic understanding for promoting, as part of their CBR-work, the integration of pwd into on-going and future skills development and entrepreneurial activities in the camps and will provide these staff with the necessary skills for (physically and socially) adapting places of learning, training and work for pwd. After this capacity building, staff will be able to facilitate the participation of pwd in mainstream programmes in the camp community.

At least 30% of participants in the capacity building programme will be pwd themselves (half of them being female). This will contribute to their empowerment and will permit them to contribute to the development of the disability community.

⁸² CARE: June 2005 Situation Report

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Activities Proposed:

- Selection of trainer
- Preparation of training programme under the guidance of the selected trainer and preparation of training workshop
- Implementation of 3 day training workshop in Dadaab (26 participants; at least 6 of them pwd; half of the pwd being female)
- Two weeks field work with coaching of participants in assessing economic opportunities for pwd and/or facilitating their participation in skills development and entrepreneurial activities in the camps. This will include action-oriented instruction on how to make programmes (physically and socially) accessible for pwd.
- Preparation of a small guide (booklet) for CBR workers and for staff in skills and entrepreneurship development programmes on how to integrate disabled refugees in a camp environment
- Monitoring of programme success

Outcome Expected:

- Six months after the end of the capacity building, the number of pwd in skills development and vocational training programmes has at least doubled (compared to the June 2005 data).
- At least 1/3 of pwd in training are female
- At least 200 pwd participate in economic activities 9 months after the end of the capacity building.
- At least half of the pwd participating in the capacity building are hired by implementing partners to support CBR activities in the camps.
- 18 months after the end of the capacity building, the Guide on skills development and entrepreneurship promotion of disabled refugees in a camp situation is used in at least three other countries

Suggested Implementing Costs: US\$ 13.000

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|--|------------|
| - 0.5 wm ILO expert for the preparation of the training programme | |
| - (includes monitoring and quality control) | US\$ 6.000 |
| - 2 wm Voc.Rehab/CBR expert (national) (includes coaching and drafting of booklet) | |
| | US\$ 3.000 |
| - 3 days capacity building workshop and 2 weeks coaching for 26 participants (including transport) | US\$ 1.000 |
| - miscellaneous (including printing of booklet) | US\$ 1.500 |
| - Support Cost and Monitoring | US\$ 1.500 |

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PROJECT DESCRIPTION D 19⁸³

| | |
|---------------------------------|--|
| Agency | UNHCR |
| Project Title | Skills upgrading in the tailoring sector in Dadaab |
| Sector | Community Services/Livelihood Promotion |
| Objectives | Tailors in the camps can respond to quality standards as set by the Nike-project |
| Beneficiaries | Direct: 15 tailors (to be selected from existing micro-enterprises and income generating schemes in the camps and from the local community). |
| Implementing Partner(s) | CARE Trainer(s) to be identified in Garissa or Nairobi |
| Project Duration | 3 months |
| Project Location: Dadaab | Project contributing to: Result № 4 |

Summary of Need/Gap Identified:

The Nike-project in Dadaab on culturally appropriate female sportswear has developed designs that have met a lot of interest in the camps and respond to certain demands in the camps as well as in the wider Muslim community. However, tailors in the camps do not have the technical skills to respond to the quality standards set by the Nike Project Team. The training will give a selected number of tailors the opportunity to improve their own skills. This will allow them to harness the potential niche market created by the Nike-Project not only in the camps but even more promising after repatriation.

Activities Proposed:

- Selection of trainers
- Selection of trainees (at least half of them female) and training site
- Skills upgrading of a total of 15 tailors (12 from Dadaab camps; 3 from the local community)

Outcome Expected:

The skills of 15 tailors are upgraded to the extent that they can respond to quality standards as established in the context of the Nike-Project.

Suggested Implementing Costs: US\$ 4.500

- 2.000 US\$ 3 w/m trainers (2 trainers) , including travel and accommodation
- 600 US\$ preparatory mission by trainers
- 500 US\$ tools and training materials
- 300 US\$ miscellaneous
- 300 US\$ Monitoring and Evaluation
- 800 US\$ Implementing agency overheads including project management

⁸³ Already approved for funding under the SPC-project.

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PROJECT DESCRIPTION D 20

| | |
|---------------------------------|---|
| Agency | UNHCR |
| Project Title | Vocational Guidance and Vocational Counseling for refugee youth in Dadaab-camps |
| Sector | Education/Community Services |
| Overall Objective | Employability of refugee population improved |
| Project Purpose | Provision of vocational guidance and counselling services provide refugee youth with a realistic picture of post-school learning and training options |
| Beneficiaries | Primary Students (standard 7 and 8) Secondary Students (form 3 and 4) Idle school leavers |
| Implementing Partner(s) | CARE |
| Project Duration | 24 months |
| Project Location: Dadaab | Project contributing to: Result № 5 |

Summary of Need/Gap Identified:

In spite of some efforts at Secondary School level (Form 4), currently, the majority of young people in the camp-based schools are prompted towards academic achievements. As positive as the strong emphasis on and motivation for education is, it sends out a message conveying the image of a University career being the non-plus-ultra, and this without any clear professional profile associated. Non-academic options do not seem to play a role in the perspectives of secondary school students and many senior primary school students. There is a clear bias towards white-collar work. The lack of exposure to the “real world”, including “real” labour markets, robs young people of the opportunity to get to know many skills and trades that may be in demand on labour markets and thereby offering a promising future.

Many girls continue to be ill-advised by parents and communities on options for acquiring skills. They may be directed only towards traditional skills (tailoring, weaving etc.) that may have limited income and employment potential or may be excluded from skills development in general. For them, vocational guidance is also a means to motivate them for staying in the educational system and a learning environment, preventing early marriages and pregnancies. It is in this special context, that vocational guidance services have been mentioned in the draft CPA⁸⁴.

In the camp situation, even at the best of all situations, there will always be a residual group of youngsters being idle, this being after school or after skills development. Here, vocational counseling could offer some orientation how to cope with this situation without losing one’s own creative potential and motivation.

Vocational counseling can also play an important role in linking refugee graduates, both from camp-based skills development as well as from trainings outside the camps, with income and

⁸⁴ See CPA Chapter 11, Point 11.1.3 which suggest that “Career guidance counselling should be offered by trained Career Guidance Counsellors to refugee females so as to guide them in making decisions on the type of vocational skills training they can benefit from now and in the future.”

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employment opportunities gradually opening up in Somalia. Such a support may in fact help to increase the likelihood of voluntary repatriation as more and more may prefer an economic opportunity in parts of the country with a minimum level of security to an idle existence in camps which are stable but largely destitute. Such support would include linking qualified post-trainees with demands for qualified staff coming from Somalia—based NGOs and UN-agencies as well as to the ILO LED-programmes in Somalia.

The project will recruit a qualified Kenyan vocational guidance specialist. He/she will be based within CARE Education Sector to facilitate the integration of vocational guidance services in the school system. The Vocational Guidance Specialist will train senior refugees with significant work experience in their country of origin as vocational guidance assistants. Under the direct monitoring and supervision of the Vocational Guidance Specialist, the Vocational Guidance Assistants will work in the camp-based primary (class 7 and 8) and secondary (class 11 and 12) schools, offering orientation to female and male youth in the process of making choices on their future. This service can also be offered to the schools in Dadaab. Particular efforts will be undertaken to hire women for the position of Vocational Guidance Assistants as this is likely to enhance the impact of guidance services on girls.

In cooperation with community services, career counseling will be offered to idle youth who do not find any structured activity after school. Taking into account the limited opportunities for training or work in the camps, this counseling will try to convey appropriate coping strategies to youth who find themselves in an apparent “dead end”. These coping strategies will include referral to community-self help groups, sports associations, youth associations etc.

Core Activities Proposed:

- Develop terms of reference and recruit qualified vocational counseling professional from Kenya
- Develop terms of reference and required profile for vocational guidance assistants
- Recruit vocational guidance assistants (2 per camp; particular efforts will be undertaken to identify one woman per camp for this position)
- Train vocational guidance assistants
- Develop appropriate information tools and media for primary and for secondary level
- Provide refresher training for Secondary School Teachers who already offer vocational guidance to Form 4 students.
- Establish and implement vocational guidance services
- Support careers fairs as planned by CARE
- Establish a system monitoring vocational guidance services rendered
- Develop a strategy for the provision of vocational counseling to idle youth (school drop-outs as well as school leavers)
- Develop a strategy for providing linkage services for graduates of different training programmes to income and employment opportunities in Somalia
- Implement and monitor strategy

Outcome Expected/Indicators:

- Each class 7&8 (Primary School) and class 11&12 receives at least two vocational counseling group sessions per school-year

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- In each camp, at least two vocational counseling group sessions per school-year have been undertaken with each Parents-Teacher Association (PTA)
- Each vocational guidance assistant has rendered at least 100 individual vocational guidance sessions per school year
- Each vocational guidance assistant has rendered at least 75 individual vocational counseling sessions per year.
- Income/employment opportunities are identified inside Somalia for at least 50 qualified refugees after 12 months and additional 75 qualified refugees after 24 months of project implementation

Suggested Implementing Costs: US\$ 81.500

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| – One vocational guidance specialist (24 wm) | US\$ 24.000 |
| – 6 refugee vocational guidance assistants (144 wm at 9.000 KSh) | US\$ 17.500 |
| – development and production of information tools and media | US\$ 3.000 |
| – Training of trainers and in-service-training | US\$ 5.000 |
| – Office equipment (4 laptops, desk, chair etc.) | US\$ 9.000 |
| – office running and communication costs (4 offices, 2.500\$/year) | US\$ 10.000 |
| – miscellaneous | US\$ 2.000 |
| – Implementing agency project support costs and monitoring | US\$ 11.000 |

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PROJECT DESCRIPTION D 21⁸⁵

| | |
|---------------------------------|--|
| Agency | UNHCR |
| Project Title | Support to skills development and income-generating activities in Dadaab camps |
| Sector | Community Services/Livelihood Promotion |
| Overall Objective | Employability of refugee population improved |
| Project Purpose | A skills development and income generation strategy for refugees in Dadaab camps is developed, implemented and monitored. |
| Beneficiaries | Direct beneficiaries: Refugees taking part in different skills development, income-generating and micro-finance programmes to be implemented in the three Dadaab-camps; female refugees and persons with disabilities will receive particular attention; Indirect beneficiaries: members of the local community who will be associated with a number of activities |
| Implementing Partner(s) | UNV, CARE, GTZ and others to be specified |
| Project Duration | 24 months |
| Project Location: Dadaab | Project contributing to: Results № 1 to 5 |

Summary of Need/Gap Identified:

There is quite a number of on-going skills development, income-generating and micro-finance programmes in the three Dadaab-camps, mainly implemented by CARE. However, on the operational level, the UNHCR SOD so far does not have a clearly recognisable strategy towards these development issues. This lack of comprehensive approach leads to an unsatisfactory degree of fragmentation of relevant activities which are not necessarily driven by market demands and are not guided by transparent quality benchmarks. This asks for a focal point on skills development, income-generating and micro-finance programmes who can

- provide programme guidance to all concerned implementation partners and their relevant activities,
- coordinate among and between these activities,
- guide concerned staff and develop jointly with implementation partners quality standards and
- help in their monitoring.

⁸⁵ Already submitted under the CPA-project.

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A UNV specialist in Vocational Training and Employment Promotion will be embedded within UNHCR SO Dadaab (SOD) and will be the required focal point for all activities related to skills development, income generation and micro-finance in the Dadaab camps. Furthermore, ILO will provide short-term expertise to monitor the development of the overall programme in line with the findings and recommendations of the UNHCR-ILO partnership through technical cooperation and to evaluate progress made.

Core Activities Proposed:

- ⇒ Assist the Head of SOD in all programming and implementation issues related to skills development, income-generating and micro-finance programmes
- ⇒ Screen new proposals for their market-orientation and viability
- ⇒ Provide overall technical assistance to implementing partners in regard to their activities on skills development, income-generating and micro-finance
- ⇒ Support the coordination among these implementation partners and between the partners and UNHC; in this regard, hold monthly coordination meetings
- ⇒ Develop a monitoring tool and schedule, discuss it with relevant implementing partners, assure regular application of the monitoring tool, document monitoring results and transmit them to the Head of SOD as well as to implementing partners
- ⇒ Elaborate a skills development and income generation strategy for refugees in Dadaab
- ⇒ Assure the quality of relevant programmes by
 - Establishing quality benchmarks jointly with implementing partners
 - Organizing and implementing capacity building for UNHCR staff and staff of implementing partners on selected issues related to skills development, income-generating and micro-finance programmes
 - Coaching staff if so requested
- ⇒ Prepare the relevant reports to UNHCR BO Nairobi as requested by donors
- ⇒ Advise the BO Nairobi in all programming and funding matters concerning skills development, income-generating and micro-finance programmes

Outcome Expected/Indicators:

- A skills development and income generation strategy for refugees in Dadaab camps agreed on by Head SOD, implementation partners and UNHCR BO Nairobi
- The strategy includes measurable targets for increasing the participation of women and of persons with disabilities in skills development, income-generating and micro-finance programmes
- At least four staff capacity building activities held per year and evaluated positively by at least 80% of participants

Suggested Implementing Costs: US\$ 150,000

- One UNV Specialist in Vocational Training and Employment Promotion (24 wm) US\$ 80.000

**ILO-UNHCR PARTNERSHIP THROUGH TECHNICAL
COOPERATION**

Self-reliance and sustainable livelihoods for refugees in Kakuma and
Dadaab camps

- Lump sum of 5.000 US\$ yearly for capacity building/in-service training
- US\$ 10.000
- 4 w/m short-term ILO expertise for overall project monitoring and evaluation
- US\$ 60.000

- UNHCR SOD will provide office, computer as well as transport in and to the
Camps

ILO-UNHCR PARTNERSHIP THROUGH TECHNICAL COOPERATION

Self-reliance and sustainable livelihoods for refugees in Kakuma and Dadaab camps

ANNEX D V

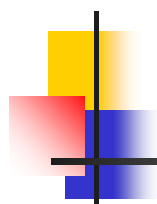


Support to Local Community

| Sector | Period | Summary of Activities | Conservative Value |
|-----------|--------------|--|--------------------|
| EDUCATION | 1997 to Date | <ul style="list-style-type: none"> • Renovation/Electrification of Dadaab Primary School. • Free Education for 30 local students in Ifo refugee primary schools. • Distribution of 4,400 textbooks and 375 desks to five local primary schools. • Construction of dining hall/kitchen for Liboi primary school. • Construction of 2 classrooms, donation of 200 bags of cements, laboratory equipment, and textbooks for Dadaab Secondary. • | US\$. 55,000.00 |
| HEALTH | 1992 to Date | <ul style="list-style-type: none"> • Construction of two classrooms each at Yumbis and Borehole 5 village in Jaraiilla division. • 0% of the local community receive free medical services and drugs at the refugee hospitals and health centre. • Construction/electrification and equipment for the Dadaab health centre. • Donation of Ambulance for the Dadaab health centre. • Construction of a maternity ward for the Liboi health centre. | US\$. 204,000.00 |

ILO-UNHCR PARTNERSHIP THROUGH TECHNICAL COOPERATION

Self-reliance and sustainable livelihoods for refugees in Kakuma and Dadaab camps



Support to Local Community

| Sector | Period | Summary of Activities | Conservative Value |
|----------------------------------|--------------|---|--------------------|
| WATER | 1992 to Date | <ul style="list-style-type: none"> • Drilling, equipment and maintenance of 27 boreholes in Northeastern province. Installation of water at the Dadaab primary school. • Drilling of one borehole, installation of 1.2km of pipeline, three communal tap stands, a generator and water tank for Dadaab town residents. • Rehabilitation and equipment for 10 livestock boreholes in Dadaab and Jarajilla division. | US\$. 518,500.00 |
| ENVIRONMENT/ FIREWOOD PROJECT | 1995 to Date | <ul style="list-style-type: none"> • Construction of a water storage tank at Al-Jugum by IINDP. • Environmental protection, rehabilitation, afforestation, energy conservation and management. • Construction of cattle crushes, water pans in the local community. • Firewood purchase/transportation contracts awarded to the local community. | US\$. 8,952,568.00 |

ILO-UNHCR PARTNERSHIP THROUGH TECHNICAL COOPERATION

Self-reliance and sustainable livelihoods for refugees in Kakuma and Dadaab camps



Support to Local Community

| Sector | Period | Summary of Activities | Conservative Value |
|---------------------|--------------|--|-----------------------|
| INFRASTRUCTURE | 1995 to Date | <ul style="list-style-type: none"> • Repair of Ifo-Dadaab road/and the local road network in Dadaab. • Extensive repairs of the Garissa –Dadaab road after the EL-Nino floods. • Repair the Dadaab-Ifo-Dagahaley road. • Donation of earth moving equipment to the Government. | US\$.871,939.00 |
| SECURITY/ ADMIN. | 1992 to Date | <ul style="list-style-type: none"> • Tarmac of 1.4kms of the Dadaab airstrip. • Monthly security incentive payment. • Construction of police 14 roomed police barracks in the camps. • Construction of complete police station in Dadaab. • Construction of mobile court and facilitation of mobile court sessions. • Donation of over 25 police patrol vehicles over the years. • Donation of communication equipment. • Donation of computers to DO and Police in Dadaab and the DC in Garissa. • Donation of generators to police posts/station. | US\$. 1,069,434.00 |