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Evaluation of Phase Two of the Project Promoting Life Skills and Livelihoods in Kakuma, Kenya

Contract no. 81056882

Members of a Learning Group (Host Community)

Final Evaluation Report
December 2018

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Table of Content:

Abbreviations

AAH	African Action Help
ASAL	Arid and Semi-Arid Lands
BG	Business Group
CBO	Community Based Organisation
CBT	Community Based Trainer
CRRF	Comprehensive Refugee Responsive Framework
DB	Don Bosco
DRC	Danish Refugee Council
ET	Evaluation Team (H. Sager, G. Beltrani, A. Munene)
GBV	Gender Based Violence
GIP	General Implementation Plan
GIZ	German International Cooperation Agency
GoK	Government of Kenya
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
IDA	International Development Association
IFC	International Finance Corporation
IOM	International Organization for Migration
KES	Kenyan Schilling
L&N	Literacy & Numeracy Training
LG	Learning Group
LogFrame	Logical Framework Planning Matrix
MG	Mavuno Group
MRM	Monitoring and Result Measurement
NAP	National Action Plan
NGO	Non-Governmental Organisation
NITA	National Industrial Training Authority
ProDoc	Project Document
PSC	Project Steering Committee
S4L	Skills for Life Project
SC	Swisscontact
SCO	Swiss Cooperation Office (SDC), Nairobi
SD	Skills Development
SDC	Swiss Agency for Development and Cooperation
STD	Sexually transmitted diseases
ToT	Training of Trainers
TVET	Technical and Vocational Education and Training
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNHCR	United Nations High Commission for Refugees
VSD	Vocational Skill Development
VTC	Vocational Training Centre
YPO	Yearly Plan of Operation

Executive Summary

The second phase of the SDC funded project *Promoting Life Skills and Livelihoods* (S4L) in located in Turkana West, focussing on Kakuma town and refugee camp. The project goal is "*increased income generating capabilities of refugees and host community in Kakuma*". The project is aiming to support equally the host community and the refugees, and also equally woman and men. Within SDC the project is regarded as a flagship project and expectations in its outcomes are high. The intention to assess a possible up-scaling and/or a replication of the unique approach (project model) in other difficult contexts (e.g. other protracted refugee situations) has been included in the evaluation, which will provide some ideas and potential directions for decision making.

The *innovative and unique model* the project is using includes; i) combining outreach to refugees and the host community; ii) practice orientation and informality of the training; iii) the combination of life skills, technical skills, business start-up support and creation of a community based finance system; iv) supporting quick earning opportunities; and v) relevance and adaptation to the beneficiaries' realities. Training is provided in Learning Groups (LG), that later advance into Business Groups (BG) and Mavuno Groups[1] (MG). This comprehensive project model has also sparked widespread interest among donors, other projects and the local authorities, and is in general regarded as innovative and very promising. Based on previous market assessments the S4L has developed 15 training packages for different trades to ensure that the trained beneficiaries are equipped with good potential to succeed in the local market. A thorough selection process is ensuring the motivation of the LG participants. The LGs are trained by trainers from the private sector to ensure relevance of the training. They are supported by junior trainers from the community and assisted by Community Based Trainers (CBT). The CBT are the contact, the advisors and the coaches of the beneficiaries over the whole support period. The informal and short trainings with the possibility to start earning income a few months after enrolling are very attractive for the host community and refugees. All BGs receive a start-up support by the project in the form of equipment, tools and consumables.

Target population:
Kakuma camp: 147'168
Kakuma town: 60'000
Turkana West: 240'000

The holistic approach has *provided the key to a successful project*, and for most beneficiaries the *project is delivering good outcomes* which proves the high relevance of the chosen model. So far 2'013 people (1'232 woman and 781 men) have been enrolled for training and 1'539 (828 (54%) refugees and 990 (64%) woman) have finalised the training. Some of the 72 implemented LGs are still ongoing. The project was able to form 63 Business Groups (BG) and 80 Mavuno Groups (MG). At the time of the evaluation 48 BGs with 367 members were still active, and all MGs are still operational.

The data shows that despite of the project support to the business start-up *only half of the LG graduates participate in the subsequent BG*. The reasons for not participating are not systematically assessed, it might be that some graduates prefer to open their own business, other might not get along with the group, or might simply leave the area. Over time, the number of BGs members reduce again significantly. The project is not informed about the reasons for leaving a BG, and because there is no tracer system in place, there is no data on former BG members.

The *project data on income therefore is based on current BG members only,* it neglects all "leavers", incl. founders of successful micro-businesses (19) or people that find a paid job (20, mainly among the host community). Hence, it is estimated that the project *substantially underestimates the additional income generated*. The *total income generated by BG members based on project data is between 4.5 and 6.5*

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[1] A community based saving and lending scheme

million KES (between CHF 45'000 and 65'000). In comparison the project costs until end of June 2018 have been CHF 1'981'000.

Above data is already indicating *the biggest challenge the project has – the monitoring of the outcomes*. Despite the project has invested a lot in a Monitoring and Result Measurement System (MRM), the system is providing only partial data of beneficiaries staying in the realm the project, and even that data has to be questioned (the Evaluation Team (ET) got several incomplete data sets and with obviously wrong data).

Another challenge the project is facing is the context; there is a market, but, the *buying power of potential customers is low and facility rent and prices for consumables are high*. In addition, the quantitative targets set seem too high for the project timeframe and budget. This is felt the most by the CBTs, who have to select and coach a high number of beneficiaries.

The project has *also other shortcomings*; e.g. the *project documentation* is not coherent, *planning and budgeting* is not existent on a yearly or half-yearly base, the *project steering* is inadequate, and an understandable *project model* (describing the project approach and implementation) is not available yet. The current steering model is reflecting a contribution type cooperation, not a mandate. Therefore, SCO and SC had a more collaborative approach in the decision making. Some budgeting and planning must have taken place on a needs basis, but these planning tools were not presented to the evaluation.

This means that regardless of a *high relevance* and *good effectiveness* of the project, the *efficiency is not high*. Further, the project has started to work with local partners on a mandate base, but their capacities and capabilities are not sufficient to take over project implementation, hence, *sustainability is not given* at the moment.

Therefore, while the ET is convinced that the project is of high value and is using an innovative model with high potential, it is also of the opinion that *a number of corrections need to be introduced to get a better understanding if the project can and shall be replicated*. The evaluation report includes *29 recommendations*, of which several need to be introduced in the current phase or prior to a next phase, while others should be implemented in case of a follow-up project. The most important recommendations are:

R1: The ET is recommending to *continue the S4L project via a third phase* under the following conditions: i) efficiency and sustainability of the project will be improved; ii) the project ensures the delivery of reliable data to assess relevance and impact of the S4L model; and iii) steering, management and monitoring structures are clarified and streamlined. Up-scaling or replication in other areas (in Kenya or elsewhere) must be based on solid proof of economic and social benefits for the target groups.

R2: The *SDC office in Nairobi (SCO) needs to take full responsibility for project steering*, therefore clear directives on what to do during the remaining time of phase two and in a potential next phase must be communicated by SCO Nairobi. Requests not covered by the current mandate have to be negotiated with the implementing agency.

R3: The project Monitoring and Result Measurement System *MRM* (not the LogFrame) needs to be *revised and streamlined*: only data that is of value shall be assessed, and data that provides indication on results (outcomes) over time needs to be introduced. The indicators need to be clearly explained. Indicators to measure non-monetarized outcomes need to be strengthened. Data shall be tracked consistently, checked for plausibility and analysed (e.g. analysis of reasons why people leave learning groups and business groups). It is recommended that the donor is seconding an external support to ensure the relevance of the MRM and its alignment with donor expectations; budget could be taken from budget item 3.4 "external MRM review".

R4: The *S4L model needs to be further developed and documented*. A simplified overview should be created as a basis. Guidelines for replication or up-scaling need to be developed and made available to the donor and interested parties. More details can be found below in the sub-section project model (page 2, 5, 14, 20 and 49).

R5: The ***economic benefits of the S4L model*** shall be assessed and necessary steps to improve the model in view of promoting its replication, but also in view of contributing to convincing the Kenyan authorities that the refugees are also a source of economic potential, shall be proposed.

R6: ***A new phase shall only be considered if the recommendations 2 to 5 have been implemented*** to the full contentment of the donor.

R7: The ***project shall keep its specific focus*** on the informal education for the target groups, but shall open the current age brackets. The project shall maintain its unique decentralized approach (trainings in the communities) and use the S4L model and guidelines to develop ProDoc, LogFrame planning and reporting. All documentation shall be structured in the same manner and kept as straight and simple as possible. Despite the difficult environment, the systematic and systemic involvement of local partners needs to be strengthened to ensure sustainability.

R8: The ***selection of trade specific training*** shall be revised considering the evolving market needs in Kakuma and Turkana West (e.g. an increasing demand for plumbers, water technicians, installers of solar systems) and potential market needs in countries of origin of the refugees (mainly South Sudan and Somalia). Trades which require the use of dangerous materials (e.g. soap and detergent making) or overpriced materials shall be avoided to support safety of individuals and sustainability of business.

At the end of the report five scenarios are described to support SDC in the discussion on a ***way forward with the Skills for Life Model***. The scenario A is limited to the continuation of the S4L project in Kakuma, the scenario B and C would need to be included in the SDC country program for Kenya, and the scenarios D and E describe a potential application of the model in the region or even further.

> Scenario A) Continuation and learning
>
> Scenario B) Strengthening the project model in a similar frame
>
> Scenario C) Replication of the project approach in Kenia
>
> Scenario D) Replication of the project approach in the region (Horn of Africa)
>
> Scenario E) Replication of the project approach in other contexts

The scenarios C to E will need further, detailed examination.

1. Project History and Context

The Horn of Africa is affected by 3 major protracted conflicts: the fragmentation of Somalia, the separation of Sudan and South Sudan, and the Ethiopia/Eritrea dispute. The Somali conflict and the crisis in South Sudan are at the core of the fragility in the Arid and Semi-Arid Lands (ASAL) Region of Somalia, Southern Ethiopia, and Northern Kenya, with a strong regional impact on the neighbouring regions.

In 2013 The Swiss Agency for Development and Cooperation (SDC) mandated Swisscontact in consortium with Norwegian Refugee Council to design and implement a pilot project promoting Life Skills and Livelihoods (Skill for Life, S4L) in Kakuma, Kenya, the location of the second largest refugee camp in the country.

In the area of Turkana West, where Kakuma is located, the population is estimated to consist of approximately 240'000 local people and a large number of refugees living in the Kakuma camp and the Kalobeyei integrated settlement. The population of refugees in Kakuma camp was at 148'000[2] in June 2018. The target group of the S4L project were youth between 16 and 25 years of age from host and refugee communities. The aim was to address at least 50% woman and to have an equal share of refugees and host community members.

The S4L pilot project developed an innovative approach (project model) combining technical, financial, business, entrepreneurship and life skill training with support for business start-up and a saving and lending system. The project developed 15 curricula, based on assessed needs in the market and interests of the target group.

Education level target group (Source: IFC study)
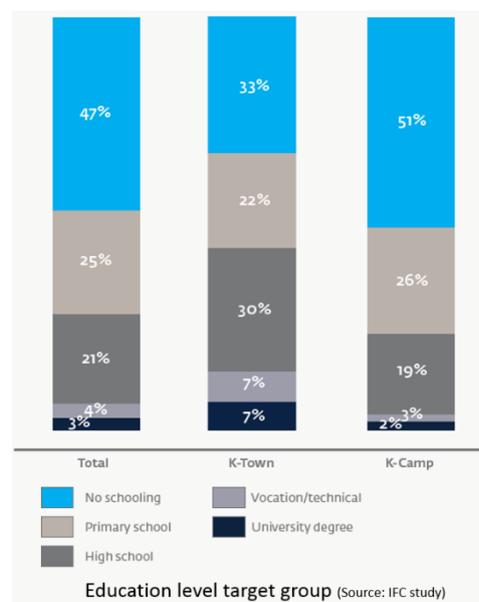
During the pilot phase more than 500 people were trained and graduates were able to create additional income and 15 Mavuno groups supported saving and were providing loans. Although the results were on a small scale, they proved that the project model was worth to be scaled-up to a bigger size project.

After a bridging phase (June 2015 to June 2016) Swisscontact was entrusted to implement the second phase of the S4L project in Kakuma and Turkana West.

2. The Project in a Nutshell

The second phase of S4L started its operations in July 2016 and will run until June 2019. The project had a total budget of CHF 3'009'340 of which CHF 1'227'556 were fiduciary funds, used for project activities to the direct benefit of the target group.

The S4L is financed by the Swiss Agency for Development and Cooperation (SDC). The project is supervised by the Swiss Coordination Office at the Embassy of Switzerland in Nairobi, Kenya.

The project steering is entrusted to a Project Steering Committee.

Whereas the first phase of the project was implemented by a consortium, the second phase of S4L is implemented by Swisscontact.

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[2] UNHCR, June 17th 2018

Project Structure

> **Project Goal: Income generating capabilities of refugees and host community in Kakuma are increased through enhancing their technical, financial, life and literacy skills for improved livelihoods of refugees and host community.** (Credit Proposal 11.4.2016)

To work towards the project goal, four project outcomes with corresponding outputs and indicators were defined. The outcome IV was designed to ensure the further development of the project model to make the project approach replicable and ready for up-scaling (according to Credit Proposal: Guidelines, manuals etc. on low cost and modular skills provision for replication in other refugee/fragile contexts are developed).

The project includes a Monitoring and Result Measurement (MRM) system supported by different external experts. The ProDoc foresaw monthly team planning and review mechanisms and an annual review.
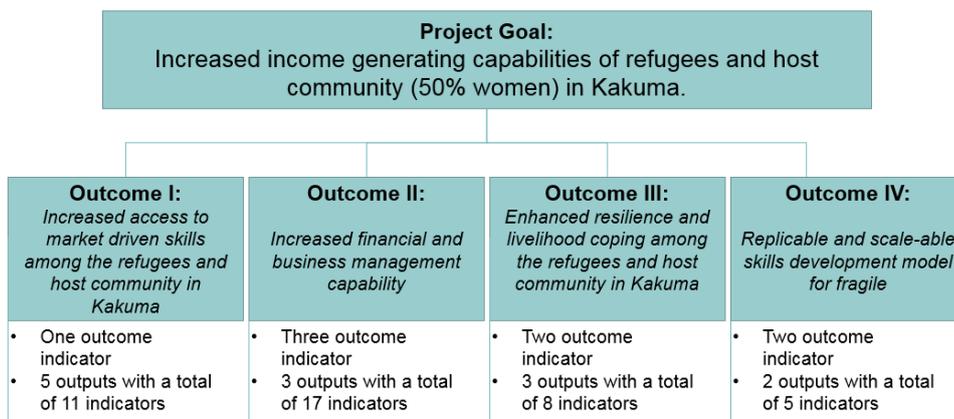

Target group

The proposed target in phase 2 of the S4L is 2,500 individuals (50:50 male/ female and 20% young mothers) of age between 16 and 25 years, with limited education and low literacy levels. 50% of beneficiaries should come from the host community, the other 50% should be refugees. A limited number of individuals above the age range may also be included. The project area is defined in the proposal as Kakuma town and refugee camp.

The Project Model applied

The project applied the model developed during the pilot phase of the project.
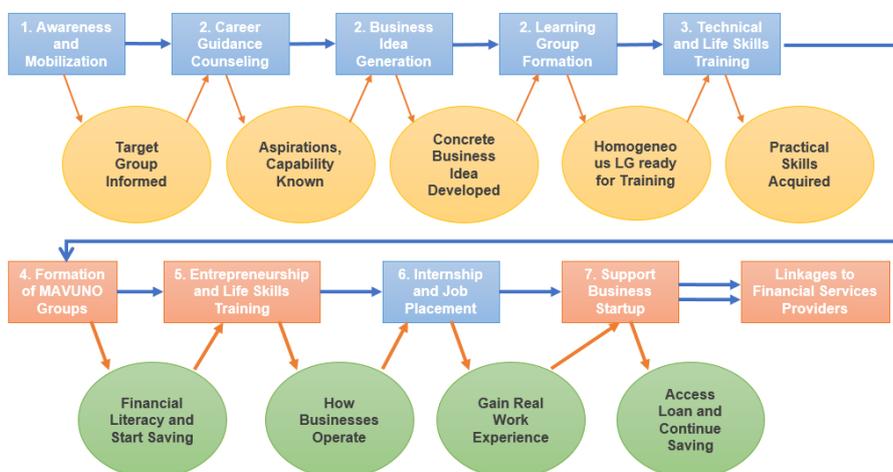
The beneficiaries had the opportunity to select technical training in 15 technical fields, which are listed in the findings.

3. Purpose and Objective of the Evaluation

The Terms of Reference (ToR) provide the framework for the evaluation of the second phase of the SDC funded project "Promoting Life Skills and Livelihoods in Kakuma, Kenya (S4L)". The time frame evaluated is the second phase between 1st June 2016 and 30th June 2019 with a total budget of CHF 3.05 Mio.

The evaluation should give an insight in the project's second phase achievements so far and should inform the discussion on a possible way forward in defining and applying an effective and scalable skills development approach in a protracted displacement context, i.e. refugee camps.[3]

The objectives of the external evaluation is to:

1. Review the relevance, effectiveness and efficiency of the Skills4Life Project to date;
2. Identify and quantify any intended or unintended outcomes which may already be visible; and
3. Outline lessons learned and recommendations for the planning of a possible next project phase based on the current experience, but also under an angle of a possible longer term and scalable project approach (larger outreach) in the Kakuma refugee context (including host community).

The aspect of sustainability (long term perspective of the approach) was added as an objective in the course of the evaluation preparation. The complete ToR of the evaluation can be found in the annex.

4. Evaluation Approach and Methodology

The Evaluation Team (ET) consisting of Hugo Sager (HS), Guido Beltrani (GB) and Aurelia Munene (AM) conducted a summative evaluation to examine the extent to which anticipated outcomes have been achieved, to provide information about the value and impact of the program, and to determine the extent to which anticipated outputs were produced. The OECD DAC criteria are used as evaluation standard: (i) relevance, (ii) efficiency, (iii) effectiveness, (iv) impact, and (v) sustainability; thereby the ET was using the guiding questions provided in the ToR as an orientation.

The evaluation included desk review (relevant project documents, other literature on skills development in refugee contexts provided by the Swiss Cooperation Office/Swisscontact, government policies and guidelines, SDC strategy papers), the in-country mission including a field visit of three days to the Kakuma refugee camp (28.11. – 8.12.2018), and a review and reporting phase after the in-country mission. The ET did undertake site visits, interviews and exchanges with relevant stakeholders, and conduct focus group discussions organised by the S4L project.

The ET worked in close cooperation with the SDC office in Nairobi (the Swiss Cooperation Office (SCO)) and the project implementer (Swisscontact (SC)). The ET interviewed beneficiaries, main partners, and stakeholders (other skills development initiatives, local authorities, UNHCR, Government Agencies).

At the end of the in-country mission, the ET held a debriefing with SCO management and Swisscontact at the Swiss Embassy in Nairobi (7.12.2018). Findings, conclusions and recommendations are captured in this evaluation report.

In the annex a listing of all meetings including main points discussed and the contact information of the organisation/person met can be found.

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[3] Terms of Reference SDC

5. Findings

To adequately embrace the complexity of the project the findings are presented in a general section and in a number of sub-chapters: i) Project Set-up, Steering and Monitoring; ii) Project Model; iii) Project Partners and Stakeholders; iv) Gender and Conflict Sensitivity; v) Learning Groups (LG) and Business Groups (BG); vi) Income Generation; vii) Mavuno (saving and lending) Groups (MG); and viii) Cost-income ratio / non-monetarized outcomes. The chapter will show, that the general appreciation of the project is very good, whereas the in-depth assessment is raising many questions.

General Findings

During its visit the ET made very positive observations on the project and got a very positive feed-back from all stakeholders interviewed.

F1:   The S4L is ***highly valued by local authorities and humanitarian partners***, mainly for its proximity to the beneficiaries and its practical orientation.

F2:   It is highly appreciated that the ***S4L also reaches out to the host communities*** (which are almost as vulnerable as the refugees) much more than other projects do (e.g. only 5% of beneficiaries of DRC projects are from the host community).

F3:   The ***Project Team*** is very engaged and has good connection to a young population with potential for business development (host community members and refugees).

F4:   The S4L team has developed ***relevant training packages based on previous market assessments*** with good potential in the local market. The ***informal*** and short trainings with the possibility to start ***earning income a few months*** after enrolling is very attractive for the host community and refugees. Both communities ***would appreciate a trade certification level 3 of the National Industrial Training Authority (NITA)***, seeing advantages of such a certification in Kenya, but likewise in the countries of origin of the refugees.

F5:   The beneficiaries interviewed stressed that the participation in ***S4L activities fostered a positive change in their live***.

Project Set-up, Steering and Monitoring

As in the evaluation of the first (pilot) phase of the project, the ET found several inconsistencies in structure and content of the project set-up, the project documentation and project steering. Although the project management is implementing the project in accordance with the LogFrame, the ET has some concerns whether i) the project steering is in accordance with SDC good practices; ii) the monitoring system actually supports the data required to assess the progress towards the goal; and iii) the project implementation is supporting the achievement of all project outcomes and outputs. The main findings in this area are:

F6:   The so called "ProDoc" (presented to the ET as ProDoc) is actually a technical proposal ("sale document") and has never been reviewed to become a ***Project Document*** (approved by the donor) that can be used for project management and steering. Further, the document only partly reflects the Credit Proposal (it is also dated prior to the Credit Proposal). ***Project structure and LogFrame do not follow the S4L model***, and are rather activity or output oriented than objective oriented.

F7:   The ***LogFrame and the project reporting structure differ from ProDoc and Credit Proposal structures***. Some parts of the project proposal (ProDoc) have not been followed-up properly, neither in the LogFrame nor in implementation (e.g. A-Academy, business support to 150 beneficiaries of phase I, monitoring and model development). How the current project set-up and LogFrame has been constructed out of the suggested project objectives and key areas described in the project proposal (see annex) cannot be comprehended by the ET.

F8: The project proposal (ProDoc) does propose a **Project Steering Committee** (PSC) consisting of donor and implementer. The different roles and responsibilities of implementer and donor have not been sufficiently considered. Including the implementer in the steering is creating a conflict of interest and weakens the position of the donor. The PSC did meet only twice in the form of a stakeholder meeting, but it did not approve yearly budget and operation plans, discuss progress, and introduced corrective measures where needed (e.g. LogFrame outputs, indicators, etc.). There is **no approved project planning and budgeting on a yearly base**. Project reports and expenditures are not approved/discharged by the PSC

F9: The **monitoring system** is output oriented and does not provide data that allows ascertaining the outcomes (income created, number of beneficiaries with additional income, and sustainability of income). Indicators are overlapping and partly not clear, they do not serve the purpose of understanding development towards the goal. On one hand there is data collected that is not really needed, on the other hand the data set available is neither complete nor checked on plausibility.

F10: The project budget foresees **external MRM reviews** and CHF 26'000 out of CHF 39'000 should have been allocated between 2016 and end of June 2018 to this purpose. These external MRM reviews did **not take place** so far. This has been a missed opportunity to timely improve the MRM system.

Project Model

The model presented by the project team (see page 2) describes a linear approach, which de facto is not reflecting realities.

The Typical Learning Group Cycle

F11: The project is **using an innovative and unique approach** including; i) outreach to refugees and the host community; ii) the informality of the training; iii) the combination of life skills, technical skills and creation of a community based finance system; iv) quick earning opportunities; and, v) relevance and adaptation to the beneficiary realities.
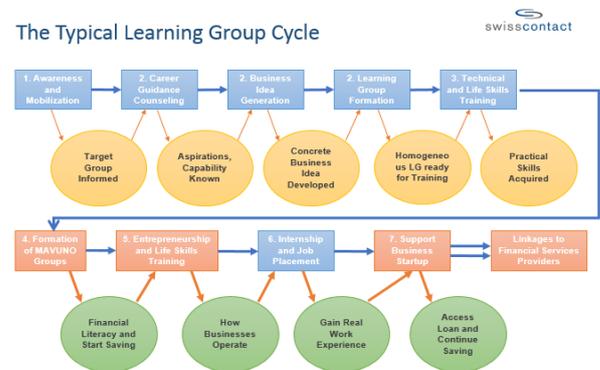
F12: The **S4L model is unique and its combination is addressing the needs** of the beneficiaries and takes the context in account. A further **development** of the model, as suggested in outcome IV, has **not taken place** yet; the model is still the same as the one presented during the pilot phase.

F13: In reality, many processes are taking place in parallel, therefore the serial **model presented is not up to date** anymore. The **UNHCR** has embraced the **S4L model**, and **DRC and GIZ** are interested in **replication of the S4L model**, but there is **no S4L model description with corresponding implementation guidelines**, which would allow to replicate the model outside the current project.

F14: The interviews revealed that the **transition from LG to BG and MG is rather critical**. The project provides equipment, tools and materials to the BGs. Some LGs split in different BGs and MGs, and the distribution of tools and materials is not clearly regulated, which is sometimes leading to friction and might be one reason why people leave the group.

F15: The support to the LGs, BGs and MGs is mainly the responsibility of Community Based Trainers (CBTs). The ET considers the **CBTs as key facilitators** for the success of the S4L. The CBTs have a very wide range of tasks, including the collection of most monitoring data, and **no training in business consulting**.

F16: **Monitoring data (additional income, employment rate, duration of income creation) is only collected from BGs**, not from individuals. This weakens the credibility of results and makes it impossible to understand the project impact in detail, because several individuals decided to leave the BGs, but are still engaged in self-entrepreneurship or paid employment.
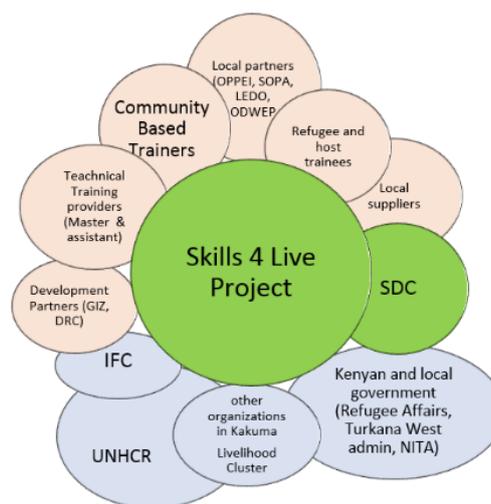
Project Partners and Stakeholders

F17: The project has established *cooperation with development partners* (GIZ, DRC) and the local authorities. There were discussions on potential cooperation, but no concrete joint activities developed so far.

F18: Implementation of *project activities* by local partners (Oropoi Pastoralists Poverty Eradication Initiative (OPPEI), Seeds of Peace Africa (SOPA), Lokichoggio Emuriakin Development Organization (LEDO), Orphans Disabled Widows and Educational Programs (ODWEP)) is on mandate base. The capabilities of local partners need to be further developed to introduce real cooperation or even handing over certain project activities.

F19: Discussions on *skills certification* with the National Industrial Training Authority (**NITA**) have started and some first mutual understanding has been reached. A future certification would cost between KES 5'000 and KES 7'500 per graduate. Testing procedures and facilities still need to be agreed on.

F20: The *average age of the beneficiaries is 26 years*. This does not correspond with the defined target group, but addresses the most interested segment in the host and refugee communities.

Age Range	% of Beneficiaries.	Number of beneficiaries
40-49	3%	60
31-39	17%	342
26-30	30%	604
16-25	50%	1007

Please see also the annex on Project partners and stakeholders providing a complete overview.

Gender and Conflict Sensitivity

The evaluation on gender performance was guided by the following questions: i) How was gender mainstreamed at all levels of the project?; ii) How was gender monitoring incorporated in the monitoring framework and how was it carried out?; iii) What was the outcome of these interventions in relation to the project goal?

F21: The project has a *proactive consideration for gender*. An example is the commissioning of a gender analysis in December 2016[4], which examined gender dynamics of host and refugee communities in Kakuma. However, it is unclear how the findings influenced the project design and implementation.

F22: *Gender equality* is strong in the project: e.g., during the mobilization phase, men and women were targeted on a 50:50 basis. The ET has noted that *inclusion of women is taken seriously* by the project. The demand for skills development by women is high (including those above the target age bracket of 16-25 years. Further, the project has 64% women graduating from learning groups and 84% women participating in Mavuno groups.

F23: Further, the *flexible and practical learning sessions*, the selection of venues and timing in accordance to the needs of women, the inclusion of training assistants as language translators, and allowing mothers to come with their babies to the learning sessions has *enhanced gender equity*.

F24: The *social and life skills training manual* has a unit on *sexual and reproductive health* where the topic of *Gender Based Violence (GBV)* is addressed. However, it does not contain details on the referral pathways women or men can access in the camp or host community if they face GBV. To what extent GBV affects participation of the beneficiaries is neither monitored nor documented by the project. The project is participating in the inter-agency GBV coordination/working group.

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[4] Swisscontact, Gender analysis report – Kakuma December 2016

F25: The project proposal included a systematic **Conflict Sensitive Program Management** (CSPM) analysis and the development of conflict monitoring tools to enhance the project operations; this **has not been done**.

Please see also the annex on gender and conflict sensitivity, which provides a more detailed assessment on the issues.

Learning Groups (LG) and Business Groups (BG)

Aggregated data on training and income activities:

	Trades	# Learning Groups	Learning Group Statistics						Business Groups			
			Enrolled			Graduated			Initial		Still fully active	
			Male	Female	Total	Male	Female	Total	Groups	Members	Groups**	Members*
1	Bakery	7	10	191	201	6	164	170	11	139	6	70
2	Barber	5	96	3	99	63	1	64	5	61	4	18
3	Bead & Jewellery	3	6	76	82	4	61	65	1	13	1	3
4	Carpentry	1	20	0	20	20	0	20	1	20	1	4
5	Computer repair	6	188	15	203	159	13	172	7	92	7	46
6	Detergent making	2	20	38	58	0	22	22	0	0	0	0
7	Electrical Wiring	1	29	0	29	20	0	20	1	20	1	2
8	Hairdressing	13	19	399	418	15	329	344	9	124	9	50
9	Motor Vehicle	1	29	3	32	14	2	16	1	19	0	6
10	Phone Repair	7	180	6	186	134	6	140	11	130	8	65
11	Motorcycle Repair	5	104	0	104	73	0	73	4	51	0	15
12	Poultry	3	7	68	75	32	4	36	1	16	0	0
13	Screen Printing	1	25	3	28	0	0	0	0	0	0	0
14	Tailoring	16	45	416	461	36	349	385	11	175	11	88
15	Weaving	1	3	14	17	1	11	12	0	0	0	0
	Total	72	781	1232	2013	577	962	1539	63	860	48	367

* estimation by MRM, cannot be verified with data
** data of Sept. & Oct. 2018 available

F26: The S4L training consisting of a **unique package of technical, business and life skills**, and the combination of different benefits for target groups (higher income, women empowerment, increased social cohesion and peaceful coexistence between refugees and host community as well as among refugees themselves, increased self-esteem, business start-up support) makes the S4L approach **very attractive and highly regarded**.

F27: The **training curricula** are relevant and have catered for both cognitive and inter-personal skills of the participants. The approach has shown good impact of the training for the participating women.

F28: The ET witnessed a **strong cooperation between the project and the local community**, not only as target group of the training, but also as provider of goods and services, as contributor to the training via Community Based Trainers (CBT), suppliers and junior trainers. S4L provides almost equal support to refugees and host communities, and reaches out to the latter in the entire sub-county; this results in **high acceptance and relevance of the project among the community and the local authorities**. There is no other project which is targeting refugees and host community and therefore is also bridging between the communities like S4L.

F29: Out of the **2'013 people enrolled** in the LGs, 1'068 (53%) came from the refugee community and 1'232 **(61%) were female**. Out of the **1'539 people that graduated** from the LGs, 828 (54%) came from the refugee community and 962 **(63%) were female**. The data shows that female are less likely to quit the training in the LGs and that refugees are more likely to graduate that participants from the host community. The project has not systematically assessed the reasons for discontinuation in the LGs.

F30: The **MRM system collected a large number** of data on the beneficiaries (baseline), their ideas and their wishes with regard to future access to finance. This process **consumed quite some resources**; as much it is helping to understand the aspiration of the interviewed target group, most of the baseline **data reflects rather desire than reality**. As individuals have not been traced this baseline data cannot be used for a direct assessment. The distribution data of memberships in business

groups (male/female ratio, and host/refugee ratio) has been *several times revised* and seems not to be sufficient solid to allow a statement by the ET. The project stated that 1'343 LG graduates transitioned into self-employment (to BGs). The detailed data provided by the MRM shows that only 860 LG graduates became BG members. The *ET is not in the position to judge which data is correct*.

F31: *The longer people stay in the different steps of the S4L process, the more blurred and inexact the data becomes* (e.g. i) the reason why people left the LG has not been statistically assessed; ii) the reason why some graduates did not join a BG is unknown; iii) people that did not join the BG were not monitored; and, iv) why people left the BG is not monitored). According to the ET, the available monitoring data (see table above) provides a plausible picture, but probably does not completely reflect the reality.

F32: Despite the project supports the business start-up with material, equipment and tools, the data suggest that *only half of the LG graduates participate in the subsequent BG*. The *reasons* for not participating are *not systematically assessed*, it might be that some graduates prefer to open their own business, other might not get along with the group, or others might simply leave the area. The start-up support might be one reason for LG graduates to join a BG, as *over time, the number of BGs members reduce significantly*. The project is not informed about the reasons for leaving a BG, and as there is *no tracer system in place*, there is no data on former BG members.

F33: *Only very few graduates* from the host community *found wage employment*. The S4L project claimed that *20 persons have found employment*, but there is no data on income or duration of the employment. *Internship has been provided to 13 trainees*, all in 2017, who were not followed anymore after joining the internship scheme. In general, it seems to be extremely difficult to find internship places in the context of Turkana West.

Income Generation

The income data provided by the project had to be corrected several times. Up to date no complete and coherent set of data has been provided. Therefore, the ET tried to provide the best possible cumulated data, which is based on several tables provided by the project implementer.

Learning Group/Trade	# of LG	Total income host	Total income refugees	Total income*	No of BGs	Active memb. month	ø Income/group up	ø Income /mt. /member
Bakery	7	713'397	597'635	1'231'032	11	654	111'912	1'882
Barber	5	62'080	5'770	66'355	5	143	13'271	464
Beadworks & Jewellery	3	124'200	0	52'700	1	197	52'700	268
Carpentry	1	44'055	0	51'655	1	156	51'655	331
Computer repair	6	6'010	573'890	477'465	7	791	68'209	604
Detergent making	2	0	0	0	0	0	0	0
Electrical Wiring	1	434'300	0	133'000	1	118	133'000	1'127
Hairdressing	13	367'190	788'310	665'145	9	1'499	73'905	444
Motor Vehicle	1	115'000	0	155'560	1	71	155'560	2'191
Phone Repair	7	7'450	560'586	512'130	11	691	46'557	741
Motorcycle Repair	5	234'810	69'230	140'410	4	254	35'103	553
Poultry	3	16'800	0	0	1	16	0	0
Screen Printing	1	0	0	0	0	0	0	0
Tailoring	16	760'650	541'765	930'605	11	2'312	84'600	403
Weaving	1	0	0	0	0	0	0	0
Total	72	2'885'942	3'137'186	4'416'057	63	6'902	70'096	640
Total Income based on data 1.12.2018		6'023'128						

* This data has been corrected by the project MRM on the 11.12.2018 and was used for the calculations. Income specific for refugees and host was not corrected and is presented here for informative reasons.

F34: The *project data on income is based on BG members only,* it neglects all "leavers", incl. founders of successful micro-businesses (19) or people that find a paid job (20, mainly among the host

community), *and therefore, it substantially underestimates the income generated*. The *total income generated by BG members over a time of 18 month is estimated between 4.5 and 6.5 million KES (between CHF 45'000 and 65'000)*.

F35: *Disaggregated income by female BG members is not available*. The ET was informed that more women are in the BGs than man, but the *more lucrative trades* (Motor Vehicle Mechanics, Electric Wiring) *are man-dominated, with the exception of bakery*. To make a thorough gender-disaggregated data analysis would require considerable efforts!

F36: In *September and October 2018 only 367 business group members were active*; this is just 24% (or every 4th) of beneficiaries that graduated from LGs. Above graphic shows *a general decrease of income since July 2018*, this despite a bigger number of BGs being active. A reason for the decline could be that several business groups enter in a phase where the consumable donated by the project are used; the need to *purchase consumables on their own could lead to a progressively decreasing net income*. In addition to the costs for consumables, most BGs have to pay incredibly *high rent for very basic business facilities* (in Kakuma town KES 10'000 to 20'000 per month; in the Camp KES 5'000 to 10'000 per month).

F37: Above data shows that the project participants *started to create income by April 2017*. The project required the previous nine month for the review of curricula, awareness building, selection of participants, career guidance and forming of Learning Groups.

F38: The project data does not allow a statement with regard to business expenditure as *only net income is provided by the MRM data*. The start-up support includes some consumables and equipment; there is no data that shows what happens if those consumables are used or equipment is broken or lost.

Mavuno (saving and lending) Groups (MG)

The Mavuno groups (MG) – as the business groups (BG) – evolve mainly from the learning groups. As for the BG it is also possible to have several MG out of one LG. The beneficiaries can be member of several MG.

	Total Members	Female	Total Savings (KES)	Total Loans (KES)	No of groups
Total Host	846	742	8'726'496	30'350'065	58
Total Refugee	211	150	249'595	549'910	22
Total	**1'057**	**892**	**8'976'091**	**30'899'975**	**80**

F39: In *September 2018* there were *48 S4L MG active*. *Overall 80 MG have been established* by the project out of 72 LGs. The first MG became active in December 2016. The groups lend their savings

to group members with 10% interest per month. ***Women are counting for 84% of the MG members***. The data available does not link the MG with the LG it evolved from.

F40: Within the 23 month of MG activity, the members of the MGs achieved a total ***savings of KES 8'976'091*** (~ CHF 90'000); these savings have provided a total of ***KES 30'899'975*** (~ CHF 309'000) of ***loans*** of one month duration[5].

F41: In average the ***loans*** were paid back after ***3.5 month***. The interest on savings paid to the MG members in 2017 was KES 905,912.00 (~ CHF 9'000, shared by 418 members), while the projected total cumulative interest paid in 2018 is KES 2,375,022.00 (~ CHF 24'000, shared by 1'057 members). The total ***interest created*** for the MG members is ***KES 3'280'000*** (~ CHF 32'000). The earnings are shared once a year by the group members.

F42: The Mavuno system on one side allows the members (mainly women) to ***"hide" savings*** from family members and to ***create additional income***, and on the other side ***allows participants to get loans without collaterals***.

F43: As many of the MG members would not qualify for bank loans (about 14% interest per annum) the Mavuno system is ***very popular among the host community***. The rate of women in the refugee MGs is with 71% clearly lower than the rate of women (88%) within the host community groups.

Cost-Income ratio / non-monetarized outcomes

It is very clear to the ET that a cost versus benefit calculation will include only aspects that can be easily monetarized. Moreover, it will not take into consideration costs and benefits that would occur if the project would not take place.

Benchmark data for the calculation of ***cost-income ratio*** (based on the data available, combined with educated estimations):
- Project ***cost for all provided training ~ CHF 141'500***.
- Income created by the ***BGs ~ CHF 45'000*** divided by 18 month; CHF 2'500/ month.
- Income by ***individuals not in the BGs ~ CHF 20'000*** (estimation by ET); CHF 1'100/month.
- Current monthly income created resulting from project activities CHF 3'600/month.

F44: Return on training costs: Expenditures for training CHF 141'500 divided by current monthly income CHF 3'600/month = 39 month or
3 years and 3 month to regain investment in training

F45: If the total project costs (without costs for model development) are taken into consideration, the time to equate the costs will be CHF 2.7 million divided by CHF 3'600/month = 750 month or
more than 60 years to compensate all project expenses.

Non-monetarized outcome:

F46: S4L «brings the trainings to the people» and ***minimises access barriers***; e.g. the decentral organization of trainings ***reduces the transport costs*** for participants.

F47: Next to the ***increased self-esteem*** the project also provides a contribution to ***peaceful coexistence*** and therefore to conflict prevention in the camp and the host communities.

F48: The increased level of education and the skills provided is ***improving the employability of the people*** (also in case of return to their home country) and ***promotes women's empowerment***. In addition the side effects of improved knowledge about sexually transmitted and other diseases, which is part of the training on life skills, helps to ***save future health costs***.

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[5] the exchange rate 100 KES = 1 CHF is used (at the time of reporting: www.oanda.com 103.5 KES = 1 CHF)

6. Achievements with regard to the LogFrame

As mentioned in the previous chapter, the LogFrame (project planning matrix) has been the basis for the external evaluation. The LogFrame was also used as the main guiding tool for the project monitoring system and the project implementation.

The LogFrame is not based on the project model (project approach) and quite a number of indicators are measuring the same beneficiaries and are overlapping. The overlapping indicators in conjunction with the incomplete monitoring data result in a partly unclear assessment.

Goal	Indicators	Findings by ET
Increased income generating capabilities of refugees and host community (50% women) in Kakuma	• 2500 direct beneficiaries • 2000 direct beneficiaries (80% of targeted outreach of 2500) gain / improve wage employment and self-employment by end of 2019 • 1500 direct beneficiaries (60% of 2500) realize 100% additional income from employment and self-employment by Dec. 2019	• The project so far has provided career guidance to 2'600 and enrolled 2'013 beneficiaries. • 1'539 beneficiaries finalized the training in the LGs, which, according to the definition adopted by the project, makes them "work ready" (the ET disagrees with this definition). 20 beneficiaries found wage employment and 860 joined a BG. There is a large number of beneficiaries that are not traced. • The additional income generated has been revised by MRM over time and cannot be attributed to a clear number of beneficiaries. It is not clear if this indicator includes income from Mavuno groups, and how the data for the indicator is calculated (baseline, duration of data tracing, tracing system, etc.).
ET Assessment: In the opinion of the ET, at the goal level the project is **behind schedule**. E.g. the data provided by the project tells that only 867 beneficiaries were able to acquire wage employment or self-employment. Taking into consideration that the project only traced beneficiaries being members of a business group, it could well be that the **number of beneficiaries** with additional income due to project activities **is higher than reported**. The formulation of the goal and its indicators look not really as a goal, rather as the outcome of a training process.		

Outcome	Indicators	Findings by ET
Outcome 1: Increased access to market driven skills among the refugees and host community in Kakuma	• 2,350 beneficiaries (50% from the refugee camp and 50 % female) gain employable skills • 150 from the current phase improve their employable skills	• The project should have defined what employable skill means; just to claim that graduating from LG means to have employable skills is in the opinion of the ET not correct. So far 1'539 people have graduated from LG. • The follow-up with graduates from the pilot phase did not take place.
ET Assessment: The project has **delivered most outputs** that should lead to the outcome (number of curricula, number of career guidance, number of trainees enrolled) **and is seen as an example how to deliver relevant practical skills** for income generation. However, with some outputs (number of LGs, number of trainees graduated, internships, skills recognition) the project is behind the targets and **most probably will not be able to reach the targets by the end of the project phase**. Moreover, the project has no leverage to achieve some of the targets; e.g. there are no employers in the position to provide meaningful internships, the recognition of the training needs to be provided by the Kenyan authorities with accreditation and examination. Indicators are not sufficiently linked with the defined goal (income based on the received skill training).		
Outcome 2: Improve financial behaviour and business management capability	• 2000 (100 learning groups) beneficiaries start saving and accessing loans and financial advisory services from Mavuno groups and other formal financial service providers. • No. of business enterprises initiated and sustained by the beneficiaries (target = 100 learning groups) • Increased financial literacy among the beneficiaries	• The current number of MG members is 1'057, to reach the envisioned number of 2'000 seems not to be realistic. No figure related to formal financial services can be attributed to the project. • The project stated that 100 MG have been established, while data reveals that only 62 BG with initially 860 members have been formed. There is no indicator or data to evaluate; i) how long a MG creates income for the loan-givers; ii) why many members leave a MG; and iii) how income for the loan-givers is shared. • The training and membership in Mavuno groups has enabled more than 1'000 beneficiaries to have access to a saving and lending system.
ET Assessment: The project was **very successful with the establishment of the MGs**. Despite the **targets set** in the LogFrame will most **probably not to be reached** and the quality of **financial literacy still remains on average rather low**, the **impact** created by the project **for the beneficiaries is remarkable**.		

Outcome	Indicators	Findings by ET
Outcome 3: Enhanced resilience and livelihood coping among the refugees and host community in Kakuma	• Increased participation of the beneficiaries in social and economic development activities • % of beneficiaries of life skills applying the learned skills	• A project survey showed that more than 50% of the beneficiaries joined social groups. There is no baseline data available. • The same project survey shows that a majority of S4L trainees are aware of and demand rights and services they should get (~ 70%).
ET Assessment: The **combination of life skills with technical and financial literacy skills is a key success factor** for the project. The project is also doing a **great job in networking** in Kakuma and the Turkana West area, but the number and quality of partners is rather small and **training them would be required** to achieve at least some sustainability. The training and services provided by partners is on a contract base and still very limited. The **Community Based Trainers (CBT) are the key players** in service delivery.		
Outcome 4: Replicable and scale-able skills development model for fragile contexts	• Lessons learnt/case studies documented and shared • Model tools developed and documented	• The project has conducted one survey, but has not drawn lessons learned so far. • The model in place during the pilot phase has not been adjusted. Trials with e-learning have shown little success and were stopped without an assessment for the reasons of failure.
ET Assessment: It seems that this **outcome has not received much attention** by the project. The establishment of the monitoring framework was also part of this outcome. **Activities to ensure quality and development** of the model (e.g. curricula validation, MRM review, steering committee meetings, etc.) **have not taken place – or only to a limited extent**.		

A detailed self-assessment by the project management can be found in the annex. The ET has worked very closely with the project to understand the presented data. In the course of the evaluation the self-assessment data was several times corrected or relativized. The ET is not further commenting the attached self-assessment.

7. DAC Criteria

The findings (chapter 5 and 6) and the conclusions (chapter 8 and 9) are the basis for the assessment of the DAC criteria. Although the findings and conclusions do provide the answers to the guiding questions, the ET would like to present shortly the essence of the assessment with regard to the DAC criteria.

Project Relevance – very relevant

The general orientation of the project, which is fully in line with the spirit of the nexus and clearly responds to the needs of the local partners and humanitarian actors in case of protracted displacements is relevant. The combination of training, the topics and support provided is relevant to market opportunities and to the situation of beneficiaries. The informal and short trainings in close vicinity to the beneficiaries, with the possibility to start earning income a few months after enrolling are attractive.

To address host and refugee communities in a similar and balanced manner has not only supported a better understanding between the groups, but also earned high acceptance among development partners and authorities.

Project Effectiveness – good, but less than half of the beneficiaries harvest results

The project has motivated the beneficiaries to become active in economic life and to get some additional income, and had an impact on social participation. Also, the Mavuno saving and lending scheme did provide a vehicle to save and get access to loans. Therefore, the S4L had the desired effect for some of the beneficiaries.

Still a large number of beneficiaries (1'153 out of 2'013 enrolled, or 57%) did not become a member of a business group – and only 367 out of 2'013 enrolled, or 18%, are still active members of a business group. In view of providing tangible and measurable benefits to the majority of the targeted beneficiaries the project was not effective. There seems to be a large array of factors influencing the achievement or non-

achievement of outcomes. Major positive factors were for sure the close vicinity to the target group, the support by CBTs, the practice orientation combined with entrepreneurship and life skills. An important negative factor was the insufficient support in the transition from learning to setting-up a business (a.o. insufficient equipment if compared to the number of members of the business group, lack of a clear business plan, lack of marketing efforts, no strategy on how to cope with the very high costs of renting business premises).

Project Efficiency – low, but potential to improve

Efficiency is difficult to measure and the tendency is that very different things are compared to another. The S4L approach and outcome is particularly difficult to assess, as there are no similar approaches.

On one hand, the 59% share of internal costs (staffing, administration and project facilities) in the budget, the costs per trained beneficiary of KES 30'000 (considering a time engagement of only 50% over 3 month)[6], and the low ration of beneficiaries joining business groups would clearly be arguments to assess efficiency at a low level. On the other hand, the project is providing training close to the beneficiaries, has (other than in other projects) to pay rent for the training facilities, has a smaller teacher/student ratio (1/25 vs. 1/50 in other projects), has more practical orientation and therefore higher trainer costs, supports graduates with start-up equipment, tools and materials, and provides follow-up support; all these arguments are to be also taken into account when assessing the efficiency of the project.

Overall, the monetarized efficiency is low and must be significantly improved. But, considering the second set of arguments above and the fact that the project must still be considered a pilot, the verdict must be put into perspective.

Sustainability – currently not given

The S4L approach is seen as very promising by development partners and some would like to replicate it. But the unclear model and the high costs make it difficult, especially for local partners, to replicate or scale up the model. The engagement of local partners in the project (with exception of beneficiaries) as assistant trainers or community based trainers, or local service providers to foster local ownership and sustainability has been limited. However, the transfer of knowledge and methodology to local partners has been initiated. The significant level of drop-outs after the creation of business groups (typically, over 50%) is a limiting factor for both effectiveness and sustainability of the project. At the current stage the project has not created sustainability at the systemic level, also at the individual level of beneficiaries the approach seems only sustainable for some. In addition the data delivered by the MRM system is incomplete and does not allow clear statements on sustainability for individuals.

Impact – too early to judge

The project with its innovative approach can be seen as a positive input to discussion on training and income creation for refugees and host communities. If this input will bear a positive impact on future projects needs to be seen. Further, to make a statement on the project impact at beneficiary level, the monitoring data needs to be more robust and should also consider outcome over time.

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[6] KES 40'000 for training at Don Bosco and KES 45'000 for training at DRC (both 8 month including NITA trade certification).

8. Conclusions

This chapter follows the same structure as the chapter *"Findings"*. The conclusions made are based on above findings.

General Conclusion

C1: The ***unique approach*** (including; i) outreach to refugees and the host community; ii) the informality of the training; iii) the combination of life skills, technical skills and creation of a community based finance system; iv) quick earning opportunities; and, v) relevance and adaptation to the beneficiary realities) has ***provided the key to a successful project***. The ***project is delivering good outcomes*** and is highly estimated by local authorities, humanitarian partners and the beneficiaries, this proves the high relevance of the chosen approach.

C2: The project ***is providing opportunities for the beneficiaries*** and fosters positive change in their lives and the communities. But, the ***economic viability*** of the S4L model (the "business case") ***remains to be proved***; this poses a serious hindrance to a large-scale replication of the approach.

C3: There is still ***room for improvement***, especially in the areas of ***project steering, planning and monitoring, and the development of an easily understandable project model***. The potential of the S4L model is by far not reached yet, and improvements are possible in particular with regard to efficiency, sustainability and impact.

Project Set-up, Steering and Monitoring

C4: The necessary ***project documentation*** (ProDoc, LogFrame, planning & budgeting) ***is inconsistent*** and does not follow the model used during the pilot phase. The different documents do partly conflict with each other and therefore make ***project supervision and steering, management and monitoring very difficult***. Formalities were lacking, which led to misunderstanding and mix of roles.

C5: ***Mechanisms to improve*** and adjust the documentation and therefore improve the basic framework were ***not put in place properly or not implemented*** and further developed.

C6: The ***overlapping of monitoring data*** (LG, BG and MG memberships), the traceability of beneficiaries and the large array of data collected made ***the monitoring system too cumbersome*** to provide relevant and reliable data.

Project Model

C7: The ***combination of the training is the unique selling criteria*** of the S4L project, there is no other project in such a context that is combining social and health issues as well as technical education, is creating community based financial services and business start-up support, and thereby addressing refugees and host communities.

C8: The project approach has been adjusted during implementation, but further development and documentation has not taken place. The ***absence of a clear overview of the S4L model*** and corresponding implementation guidelines makes it impossible to replicate the model outside the current project. The direct relation between LGs and BGs is clear, the link with the MGs is more difficult to understand.

C9: The ***CBTs***, providing crucial services across all interventions, ***need to be strengthened***.

Project Partners and Stakeholders

C10: A lack in ***capacity of local partners is the main reason for limited partner participation*** in project activities. Most of potential local partner organisations have very limited funding (if at all) and need to acquire mandates to survive. The S4L project ***appreciates their local knowledge and network***, but seems not have the required capacities to provide additional training to contribute to the development of these partners.

C11: The *capacity of stakeholders and the potential of local partners is considered as limited*, but a systematic, holistic assessment of potential partners has not been made.

Gender and Conflict Sensitivity

C12: *Gender monitoring has taken place* to some extent, but has not been embedded into the project design. Recommendations from the *project internal gender analysis* have not been implemented. Plans for additional support for *gender mainstreaming and gender training* have been proposed, but not yet implemented.

C13: The CBTs are playing a decisive role, but gender balance within the CBT team is not given (women are underrepresented as in the whole project team) and the CBTs are short of capacity to deal with all the tasks and needs at hand.

C14: Despite the fact that only approximately 50% of the LG graduates join the BGs and more than half of them leave the BGs over time, the *transition and retention barriers* affecting women and men to do business (in groups or individual) are not systematically assessed.

C15: *Women's access and control over resources*, and the impact of *Gender Based Violence (GBV)* (reported by CBTs) is not systematically assessed.

C16: *Conflict Sensitive Program Management* (CSPM) as proposed in the ProDoc has not been implemented and conflict monitoring tools are to the knowledge of the ET not in use.

Learning Groups (LG) and Business Groups (BG)

C17: The *LG is the core of the S4L model* (approach). The *beneficiaries are keen to join* S4L LGs and, to a lesser extent, the subsequent BGs. The close cooperation with and understanding of the beneficiary communities is the base for the trust required to implement the S4L project. The *approach is relevant and highly accepted* by beneficiaries, development partners and authorities.

C18: The *transition from LG to BG* (and MG) is very challenging; the project loses track of too many beneficiaries at this stage. The various factors are, a.o: insufficient equipment if compared to the number of members of the business group, lack of a clear business plan, lack of marketing efforts, very high costs of renting premises and lack of a strategy on how to support the beneficiaries in dealing with this challenge.

C19: The *number of beneficiaries engaged in paid work* or internships is very low (lower than e.g. the 77 graduates of the DRC project). The main factors for this are the lack of jobs on offer (no market), required work permits (partly not available for refugees), and the lack of a recognized (NITA) certification.

Income Generation

C20: The *additional income created* (in average KES 640 per BG member and month) as a consequence of participation in S4L *is small* compared e.g. to the salaries paid by the project, but in addition with the non-monetary benefits very *much appreciated by the beneficiaries*.

C21: If the income generated by *all LG graduates would be traced and monitored* the overall picture would *significantly improve*. Too many leave the S4L model without a clear understanding of the reasons being developed by the project. The cost side of doing business in a protracted refugee context needs to be analysed better.

C22: The positive *impact of vocational skills trainings on returns is not proven* in the given context, however, in view of a socio-economic integration of the refugees in Kakuma, and also in case of repatriations (the origin countries need skilled labour) VSD is valued. According to UNHCR, those that depend only on humanitarian assistance face the biggest difficulties in case of repatriation situations.

Mavuno (saving and lending) Groups (MG)

C23: The *saving and lending component (Mavuno) of the S4L model is providing the envisaged saving and lending opportunities*. The host community is clearly more successful with the model than the refugees, the reason is seen in a more robust host community.

C24: The accumulated monthly *saving reached CHF 87'000*, and the accumulated monthly *loans even CHF 300'000*. Despite this impressive numbers, the *envisaged number of Mavuno group members will not be reached*.

C25: Mavuno is *highly appreciated by women* (84% of members). The system allows them to create additional income for their household.

C26: The *sustainability* of the MAVUNO Groups has been *questioned as there is only a weak legal base*. The alternative of transforming them in SACCOs (Saving and Credit Cooperatives) seems to be difficult for refugees from a legal perspective.

Non-monetarized outcomes / cost-income ratio

C27: The non-monetarized project *outcome for the beneficiaries* – especially for women – are *considered high by development partners, authorities and the target group*. The S4L project increases self-esteem, promotes women's empowerment and the peaceful coexistence of different communities, helps saving health costs and avoids potential future social costs.

C28: *In case of returns,* the value of *VSD and life skills*, as well as the *experience gained* are considered as highly valuable for refugees.

C29: The monitored *income created is marginal if compared with the total project costs*, but this should *not be seen as a main indicator for failure*. Not all income has been monitored by the project and non-monetarized outcomes are not included. There is a need to define clearly what, how and how long should be monitored to get a better understanding of the long-term effects of the project.

LogFrame and Progress

Conclusions with regard to the project objective:

C30: The *project approach is valuable; income capacities, access to finance, resilience and livelihood of beneficiaries have improved.* The quality of project services is good.

C31: The *aim of SDC to further test and improve the S4L Model* during the second phase has so far *not been taken up by the implementer*, the monitoring system is weak (no tracer system, relevant data is not monitored) and the model has not been further developed.

C32: In different aspects the *project progress is behind the envisaged quantitative targets*. The reasons for the delay are manifold, but the ET is of the opinion that ambitious target setting and inadequate operation planning and budgeting account significantly to the delays.

C33: The project needs to pay *more attention on sustainability*. Currently, there are no other players in sight that could take over at least certain functions of the S4L project. The main reason for that is the limited financial capacity and capabilities of the organisations in the area.

Conclusions with regard to outcome 1:

C34: The project has delivered *appropriate and relevant skill training* combined with life skills and financial literacy. The project team has developed a relevant training packages and is – partly through local partners – delivering them to the target group.

C35: The *quantitative targets will most probably not be reached*. The formulation of the outcome is too much focusing on training delivery (output level) instead of outcome for the participants.

C36: The ET considers *aiming for waged employment* in the Kakuma or Turkana West context as rather *unrealistic*; self-employment or active participation in the local market (by providing services or products) seems to be a more realistic objective for the majority of beneficiaries. In the current

situation, *skills recognition is not the first priority* for the refugees, but in case of return to their country of origin it might be of high value. For the host community a *NITA trade level 3 certification* would be important already now.

Conclusions with regard to outcome 2:

C37: This outcome includes also the training for and the establishment of *Mavuno groups*. The saving and lending scheme is one of the *key success factors of the project* and is very popular. The ET is convinced that *combining LGs – BGs – MGs is a winning approach*, which, however, should be pursued in a *more systemic* manner, following a clear model.

C38: The project is *behind schedule* and the targets might not be reached.

C39: As for outcome 1, the *key is not in quantity but in quality*. The *21 Mavuno groups, which have been formed independently from the project* show that the approach is *welcomed and relevant*. However, the existing *documentation and monitoring* of the impact for the beneficiaries is *not telling the whole story*. Especially impact monitoring and tracer data collection shows potential for improvement.

Conclusions with regard to outcome 3:

C40: The *resilience and livelihood of the beneficiaries* joining the program *has improved in general*. The key is again the combination of different training and support.

C41: The project needs to pay *more attention on sustainability*, currently there are no other players in sight to at least take over certain functions of the S4L. The main reasons for that is financial capacity and capabilities of the organisations in the area.

C42: As in the other areas a *tracer system is not in place* and *monitoring data gets incomplete* the further beneficiaries are from training completion.

Conclusions with regard to outcome 4:

C43: The project and the implementing organisation have *not followed-up on model development and documentation*. The results of the survey conducted are not available in a systematic manner, and tracing and monitoring does not allow to make solid statements. This has to be *considered as an important missed opportunity* for both Swisscontact and SDC, taking into consideration the considerable attention that the project has recently received in view of its alleged potential for replication in other contexts.

9. Key Success Factors and Challenges

An evaluation has to be critical and therefore the general impression of an evaluation report is often rather negative. This chapter provides an opportunity to highlight again that the Kenyan authorities, the development partners and most importantly the beneficiaries are all very convinced by the project approach and by the project results.

The ET is likewise of the opinion that the project approach and the work of the project team have to be seen as a new, innovative approach combining life skills, technical skills, start-up support and access to saving and lending in an appropriate manner, but that the project has also weaknesses and challenges that need to be understood and tackled.

Key success factors

1. *Practice orientation and project model adapted to the context.* The project approach, which includes a comprehensive beneficiaries' selection process and combines a unique package of technical, business and life skills, and the general orientation of the project are fully in line with the spirit of the nexus and clearly respond to the needs of the local partners and humanitarian actors in case of protracted displacements.

2. ***Flexible, informal and short trainings.*** The trainings take place in close distance from the beneficiaries and allow to start earning income a few months after enrolling; they also provide a combination of different benefits for target groups (higher income, women empowerment, increased social cohesion and peaceful coexistence between refugees and host community as well as among refugees themselves, increased self-esteem).
3. ***Well-grounded, market oriented training offer***. This provides almost equal support to refugees and host communities, and reaches out to the latter in the entire sub-county, increasing acceptance and relevance of the project.
4. ***A motivated project team with good understanding of the local "social fabric"*** – refugees and host communities, but also within the refugees and within the host community itself. The project has established a strong cooperation with the local community – not only as target group of the training, but also as provider of goods and services, as contributor to the training via Community Based Trainers, etc.

Challenge
1. ***A project organisation, steering and management*** based on incongruent project documentation. This results in a sub-optimal monitoring system, which provides an incomplete picture of the project results.
2. ***The missing description of the project model***, showing the project approach in a simplified and understandable manner. Such a description, if available, would enable others to replicate the approach.
3. ***A limited reflection of the project model*** (approach), and the failure to identify weaknesses and to propose and introduce the required changes. This concerns e.g. problems in the transition from LG to BG, the risk that some beneficiaries join the project only to get the material ("Start-up kit"), and the limited allocation of material if compared to the number of members of the business groups.
4. ***Lack of project guidance***, supporting and challenging the management and implementing team on a regular base without taking over the project management or by-passing project steering.

10. Recommendations

The high number of findings (48 + LogFrame assessment) and conclusions (43) already shows that the ET was in the position to address a wide spectrum of issues and had productive discussions with stakeholders and the implementing team. Only this exchange and the openness of the project team made it possible to develop the recommendations below.

The report lists a number of recommendation; the most important ones are presented in the sub-chapter *General Recommendations* and in the *Executive Summary*. The sub-chapter *Specific Recommendations* is describing detailed propositions to be considered by SDC.

General Recommendations

R1:   The ET is recommending to ***continue the S4L project via a third phase*** under the following conditions: i) efficiency and sustainability of the project will be improved; ii) the project ensures the delivery of reliable data to assess relevance and impact of the S4L model; and iii) steering, management and monitoring structures are clarified and streamlined. Up-scaling or replication in other areas (in Kenya or elsewhere) must be based on solid proof of economic and social benefits for the target groups.

Recommendations for the remaining six month of the S4L phase II

R2:   The ***SDC office in Nairobi (SCO) needs to take full responsibility for project steering***, therefore clear directives on what to do during the remaining time of phase two and in a potential next phase must

be communicated by SCO Nairobi. Requests not covered by the current mandate have to be negotiated with the implementing agency.

R3: The project monitoring frame **MRM** (not the LogFrame – that does not make sense for 6 months) needs to be **revised and streamlined**, only data that is of value shall be assessed and data that provides indication on results (outcomes) over time needs to be introduced. The indicators need to be clearly explained. Indicators to measure non-monetarized outcomes need to be strengthened. Data shall be tracked consistently over time, checked for plausibility and analysed (e.g. analysis of reasons why people leave learning groups and business groups). It is recommended that the donor is seconding an external support to ensure the relevance of the MRM and its alignment with donor expectations; budget could be taken from budget item 3.4 "external MRM review".

R4: The **S4L model needs to be further developed and documented**. A simplified overview should be created as a basis. Guidelines for replication or up-scaling need to be developed and made available to the donor and interested parties.

R5: The **economic viability of the S4L model** shall be assessed and necessary steps to improve the model in view of promoting its replication, but also in view of contributing to convincing the Kenyan authorities that the refugees are also a source of economic potential, shall be proposed.

Recommendations for a new S4L phase

R6: A new phase shall only be considered if the recommendations 2 to 5 have been implemented to the full contentment of the donor.

R7: The **project shall keep its specific focus** on the informal education for the target groups, but shall open the current age brackets. The project shall maintain its unique decentralized approach (trainings in the communities) and use the S4L model and guidelines to develop ProDoc, LogFrame planning and reporting. All documentation shall be structured in the same manner and kept as straight and simple as possible. Despite the difficult environment, the systematic and systemic involvement of local partners needs to be strengthened to ensure sustainability.

R8: The **selection of trade specific training** shall be revised considering the evolving market needs in Kakuma and Turkana West (e.g. an increasing demand for plumbers, water technicians, installers of solar systems) and potential market needs in countries of origin of the refugees (mainly South Sudan and Somalia). Trades which require the use of dangerous materials (e.g. soap and detergent making) or overpriced materials shall be avoided to support safety of individuals and sustainability of business.

Specific Recommendations

Project Set-up, Steering and Monitoring

R9: **Project steering** (approval of the ProDoc and LogFrame[7], approval of yearly (or half-yearly) plan of operation (YPO) and yearly (or half-yearly) budget, and approval of operational and financial project reports) needs to be taken over by the donor. The ET recommends to set-up either a SCO internal steering team, or a SCO-led steering committee including other development partners. A formal platform for project steering needs to be installed, e.g. using semi-annual meetings (with protocol). If deemed beneficial, an external expert could be engaged for mentoring and steering purposes (see also footnote 7).

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[7] The LogFrame needs to include all relevant indicators the donor would like to see for future strategic decisions and project steering. The project shall review the indicators in each operational report and propose improvements, and monitor (only) the approved indicators. If deemed necessary an external specialist shall be mandated by SDC.

R10: The ***project documentation*** (ProDoc and LogFrame, including monitoring frame) needs to be ***revised and streamlined***. The S4L model shall be the basis for the development of new project documentation. The monitoring shall be geared towards collecting information of value for progress monitoring, and project and strategic steering. Therefore, data providing indication on results (outcomes) over time needs to be introduced and corresponding indicators need to be clearly defined.

R11: For a potential next phase, an extension or an up-scaling of the project, ***an inception phase*** should be ***introduced***. The inception phase shall serve to develop the final ProDoc based on the credit proposal. The final ProDoc including the corresponding LogFrame needs to be developed by the implementing agency and approved by the SCO.

Project Model

R12: A model is only of use if it is able to ensure a better understanding of complex matters. Therefore, the ***S4L model needs to be further developed, simplified and adjusted*** to reflect the currently implemented approach. Implementation guidelines need to be developed and continuously improved to direct and monitor project implementation, and to enable third parties to implement (and adjust) the approach in other settings/regions. The model then has to be consequently used to create the necessary project documentation and tools. See the annex *Example of simplified model* for an example how a basic model could be used.

R13: The possibility to ***include a follow-up training*** for complex trades (e.g. phone repairs) in a modular form shall be foreseen. Further, the project has to explore how to include a ***NITA trade 3 certificate*** in the project model (at least for beneficiaries with basic knowledge of national languages in Kenya). NITA certificates are recognized also in neighboring countries and can be an advantage in case of repatriation of refugees. In case a NITA certificate is included in the project model, SDC should actively advocate for the creation of a ***Kakuma certification center*** to be used by NITA to certify graduates of different projects in the area.

R14: ***Project outcomes and outputs need to be focused*** and adjusted to the resources available and to the context. E.g. the project should not try to prepare beneficiaries for internships or waged employment if the context does not provide opportunities to do so, and/or other projects are focused on training for waged employment. In such a case (as it is currently in Kakuma) the project should concentrate on self-employment.

Project Partners and Stakeholders

R15: Despite the difficult environment, the ***systematic and systemic involvement of local partners*** should be strengthened. As a basis a ***systematic stakeholder assessment*** describing the potential of local partners has to be conducted before or during the inception phase of a potential project continuation. The assessment shall also highlight how the ***capacity of local project partners and stakeholders*** can be systematically ***enhanced by training and practical engagement***.

R16: The project shall develop a ***specific plan how to strengthen sustainability*** by cooperating and engaging more local partners.

R17: The number of (female) ***Community Based Trainers should be increased.*** In each project area ***a team of two CBTs*** (mixed gender) should work to ensure all beneficiaries of all gender can be served and the capacities required for support and monitoring is available.

Gender and Conflict Sensitivity

R18: ***Gender monitoring has to be embedded into the project design*** together with critical gender indicators. Recommendations from the gender analysis, like ***gender training for the CBTs and***

communities have to be implemented. Plans for additional support for ***gender mainstreaming and gender training***, which were proposed already in phase II, have to be included. Within the project team the CBTs are playing a decisive role. In a potential continuation/replication the ***CBT team should be gender balanced*** and for each area a team of two should be employed (see also R17).

R19: The project should ***analyse and document transition and retention barriers*** affecting women and men in the business groups and individuals running their own businesses. With approximately 50% of the participants leaving the business groups this information is critical for enhancing project impact.

R20: As women begin to acquire/make decisions about their businesses or saving, a study on ***women's access and control over resources*** should be commissioned. E.g. if and why women may face violence or barriers from their spouses or male family members who may want to control their 'new' income. The better the project understands women's struggle in negotiating for control of their own resources, the better gender issues can be addressed.

R21: ***Conflict Sensitive Program Management*** (CSPM) and conflict monitoring tools have to be defined and integrated in a potential future ProDoc and LogFrame to adequately address CSPM in future Project operations.

For further details and guiding questions on gender monitoring please see the respective annex.

Learning Groups (LG), Business Groups (BG) and Mavuno Groups (MG)

R22: At the result level the ***MGs have to be included in the model***. The project ***model shall reflect the development trajectory*** beneficiaries go through. Therefore, the model and the project monitoring shall be more "beneficiary-centered" and clearly "accompany" the beneficiaries along the different stages of the model, avoiding double-counting (e.g. counting a single beneficiary as both a member of a BG and a MG), and showing instead progress over time. The ET is less concerned about the drop-outs than of not understanding the factors for success of the beneficiaries. It needs to be clarified what the project and the donor would like and need to know about the beneficiaries at the different stages of the model.

Income Generation

R23: The ***monitoring system has to include and collect the data of all beneficiaries that have participated in LGs***. The possibility to estimate the ***overall income created*** based on the monitoring of a representative number of beneficiaries and an appropriate calculation model should be checked. Further, it needs to be clarified what income is included and monitored (e.g. shall the interest on savings be included in the overall income?), and how and over what time it is monitored. Based on that, a model for "income created as a consequence of S4L activities" shall be defined. The data collected must be checked on plausibility and deviations have to be analysed and documented.

R24: The ***business groups and individuals shall be accompanied for a longer period of time*** and shall be provided with advise on issues like cost minimization, marketing and access to new markets, access to capital, etc. For that reason the project shall either hire business development staff with experience in similar contexts or train the CBTs to enable them to provide such support. The latter would then lead to additional requirement (e.g. a team of 3 CBTs per area).

R25: To avoid conflicts in the transition phase from LG to BG the project shall ***review the provision of start-up support*** (equipment, tools, material) in order to address the mismatch between the available equipment items and the number of members of the business groups. This could be achieved by increasing the start-up support to provide for more groups and/or even individuals, but will have cost implications. It is recommended to clarify at the beginning of the LG what equipment and tools the project can provide per BGs and individuals. Consumables could be provided with a

steadily decreasing volume over a longer period of time (in exchange to monitoring data) by introducing a voucher scheme with local suppliers.

R26: The **payment of the rent for business premises is a massive cost factor**, in particular for businesses located in Kakuma town. The project should consider to tackle more actively this market bottleneck. In the camp SDC or the project should lobby at UNHCR for the **creation of business areas** where cheap room for businesses could be created.

Non-monetarized outcomes / cost-income ratio

R27: The implementer and the donor have to agree **what and how needs to be monitored** before the project starts. A draft LogFrame is a good tool to define indicators and means of verification (what and how). This basic monitoring frame should be kept as simple as possible and SMART indicators should be used. In case a cost–income ratio shall be used it needs to be agreed how this will be calculated; the project has to make the required data available.

R28: For **outcomes which cannot be quantified and are difficult to measure** (e.g. self-esteem, access barriers, empowerment, etc.) the project shall commission regular surveys to provide the required information. The scope of such surveys needs to be clearly defined in advance and the results need to be presented in an easily understandable manner.

LogFrame

R29: As mentioned several times above, the **LogFrame needs to be reviewed** on the basis of an easily understandable S4L model. The **LogFrame** should reflect a clear impact logic and include the data that is needed to achieve the outcomes and the goal with SMART indicators and clearly defined means of verification. The indicators shall be used as the points of reference to evaluate the project performance.

11. Way forward

The Skills 4 Live Project (S4L) is considered by SDC as one of the flagship projects in fragile contexts and skills development in Africa. One of SDC's objectives in the second phase was to gain more knowledge about the applicability and impact of the project model in order to make educated decisions on a potential up-scaling or replication in other regions. This chapter will provide scenarios which are considered feasible by the ET, in order to support the decision making process within SDC with regard to possible scaling-up and replication of the model.

Scenario A) Continuation and learning

The project approach still needs to clearly proof impact and sustainability over time. Based on these considerations, the project parameters (outreach, project area, and budget) would be kept at the same level in this scenario. During the third phase, the S4L project would focus on introducing the recommendations approved by the donor. This would provide the opportunity to better understand the impact of the project in the long run, collect the required data and build on the existing results.

Resources: Scenario A would need another 2 to 3 years and a budget of approximately CHF 2-3 million.

Scenario B) Strengthening the project model in a similar frame

The scenario B would include scenario A, but the approach would be strengthened by introducing complementary interventions in the Kakuma (resp. in Kenya) with two additional intervention lines, which are described below. It is important to notice that, while these additional activity lines could be theoretically included in a future set-up of the S4L project, in a more realistic variant they would be included in the SDC country program for Kenya via different projects.

1. Targeted contribution to policy dialogue on issues related to the socio-economic integration of refugees, combined with capacity building of Kenyan authorities; the latter shall focus rather on regional and local authorities.
   Rational: The county authorities are very open towards the issues promoted by the project. There is a convergence of interests between the interest of the local authorities and population and the socio-economic integration of refugees. In particular, the donors' interventions in Kakuma benefit not only the refugees, but also the host community – in terms of socio-economic development and of visibility at the national level. Moreover, the socio-economic development of the refugees contributes to local public revenues (e.g. payment for business licenses and taxes).

2. Facilitating a market based approach and a stronger presence of the private sector in Kakuma. This is foreseen within the planned project "Private sector solutions for refugees and host communities", to be implemented by IFC starting from 2019. Some challenges have to be addressed in this area (specifically with regard to the window 1 of the IFC project, which targets incoming companies / SMEs):
   - Ensuring synergies between the incoming companies and the local entrepreneurs. Ideally, local entrepreneurs would be included into the value chains of incoming companies (and not be crowded out by them); as a minimum, local entrepreneurs shall be able to maintain their income, even in case that their business would be excluded from the market due to the presence of new actors. The SCO/S4L project shall carefully assess whether synergies can be created not only with its training activities, but also with its business promotion activities (business groups).
   - In case of provision of services (e.g. secondary education, energy, etc.) by SMEs, their affordability for refugees and host communities shall be carefully assessed – also based on payments required already today (e.g. for attending secondary schools).
   - The inclusion of refugees in the value chains of new companies shall occur under decent working conditions; to this purpose, it will be important to revise the existing legal provisions in order to ensure that refugees have access to formal work (e.g. work permits; see intervention line 1).
   - Finally, a stronger presence of the private sector in Kakuma will lead to a decreased presence of humanitarian actors (which could also lead to a shrinking market) as well as to the need for them to adapt their modus operandi, avoiding e.g. a 100% subsidization of refugees. This will require a constructive attitude and a good cooperation between IFC and humanitarian actors.

Resources: Scenario B would require a realistic time-frame of 4-8 years. The budget required for policy dialogue and training of authorities are estimated at CHF 200'000 per year (total over 8 years CHF 1'600'000); the contribution to the market approach by IFC CHF 10 million (only SDC part); and the S4L project over 8 years around CHF 8 million; in total 19.6 million.

Replication of the project approach

Preliminary remark for all following scenarios: The evaluated S4L project includes a component (outcome 4 of the project): *"A replicable model (instruments and tools) for non-formal skills development in fragile contexts will have been elaborated, tested and documented".* This outcome aims at exploring the potential for replication of the project. At the moment of conducting the evaluation, no progress has been made towards documenting the model. In addition and as mentioned in the previous parts of this report the model implemented by the project is not identical with what is presented by the project. A large set of data is collected by the project, but these data cannot (yet) be used to describe the impact of the model towards the achievement of the project goal.

Remark: a replication of the project approach in other parts of Kenya (Scenario C) would likely be implemented via a separate set-up – therefore, it would not be included within the third phase of S4L project itself. The same applies also to a possible replication of the project approach in other countries (Scenarios D and E).

Scenario C) Replication of the project approach in other parts of Kenia

Several driving and some restraining factors for a replication of the S4L approach in Kenya have been identified:

Driving factors:
- Kenya is a Comprehensive Refugee Responsive Framework's (CRRF) pilot country. CRRF aims at easing pressure on the hosting countries of refugees by: i) increasing the self-reliance of refugees in situations of protracted displacements, ii) addressing host communities' needs, and iii) finding solutions for resettlements; i) and ii) are at the core of the S4L's objectives.
- The National Action Plan (NAP) of Kenya for CRRF is ready for approval by the Ministry of Interior.
- Donors are actively promoting the NAP, including financially (a.o. with a USD 100 million IDA window of the World Bank Group, combined with soft conditionalities for the policy environment). The new IFC project in Kakuma shall be accompanied by a piloting of new and more liberal modalities for the socio-economic integration of refugees at the regional level.
- A further reason for identifying a window of opportunity for a less restrictive Refugee Act as the one in force today is due to the fact that a new Act would provide the suitable legislative basis for the NAP.[8]
- The increased decentralisation (devolution) could be a driving factor for replication in those Kenyan counties where the county authorities are willing to promote the socio-economic integration and development of the refugees and their host communities.

Restraining factors:
- National authorities show generally a rather restrictive and security-focused approach towards refugees, combined with i) a cautious openness towards the socio-economic integration of refugees, as long as this benefits also the host communities, and ii) an expectation towards third countries (incl. Switzerland) to actively support resettlement approaches.
- The security conditions at other potential locations (e.g. Dadaab, the largest refugee camp in Kenya) are partly unfavourable for replicating the S4L approach, due to the formerly declared intention of the Government of Kenya to close down the camp and the proximity to the Somalian border.
- Based on these considerations, and in accordance to UNHCR recommendations, a replication of the S4L in Dadaab, might take place at a later stage (not before 2020), if and when
   - o The conditions in Dadaab become more favourable
   - o The impact and sustainability of the S4L approach is proven

Resources: To replicate the S4L at another location similar resources as to the continuation would be required; timeframe 4-8 years, budget CHF 6 to 8 million.

Scenario D) Replication of the project approach in the region (Horn of Africa)

Within the given mandate, the Evaluation Team is not in the position to make a thorough assessment of the contextual developments in the Horn of Africa that would allow a replication of the S4L approach. The following elements were mentioned by interview partners during the evaluation mission:

- **Ethiopia**: As it is the case for Kenya, Ethiopia is also a CRRF's pilot country; new political developments in Ethiopia point out at an increased openness towards the socio-economic integration of refugees (e.g. plans for a free movement policy for refugees from Eritrea and South Sudan, who have relatives in Ethiopia). This could provide a fertile ground for the replication of the S4L approach in Ethiopia. On the same time, it is important to ensure that an increased socio-economic integration of refugees doesn't go at cost of their basic rights (e.g. risk of being exploited as cheap labour force in growing industries, e.g. the textile industry).

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[8] Reminder: a new, less restrictive Refugee Act was already approved by the Kenyan Parliament, but rejected by the President and sent back for public consultations. The pending revision of the Refugee Act would be supportive not only of the options 1) Return and 2) Resettlement to a third country, but also of the option 3) Socio-economic integration of refugees in Kenya.

- **Somalia and Eritrea**: during the evaluation mission, no elements emerged that pointed out at a concrete window of opportunity for a replication of the S4L approach in these countries.

Scenario E) Replication of the project approach in other contexts

The innovative S4L approach might be suitable for replication in contexts where the following conditions for refugees are given:

- Conditions of protracted displacement.
- Favourable policies of the host countries, in particular right of employment or self-employment for refugees (in the host country or at least in the refugee camp), or concrete perspectives of return.
- At least basic level of literacy and numeracy of the refugees and the host community.
- Willingness to cooperate, both within the refugee community (incl. across ethnic groups) and within the host community.

Preconditions for a replication of the S4L approach are:

- A proof of the impact and sustainability of the S4L approach.
- A thorough assessment of the local market – from a private sector perspective.
- Setting the right incentives for the economic activities of refugees. In particular, the support for refugees shall not be eliminated in case of protracted displacement and of economic activation of the refugees, but transformed into other (and more sustainable) forms of support (e.g. access to loans, to insurances, etc.).

12. Appreciation

The Evaluation Team would like to express its gratitude and respect to all stakeholders involved in the evaluation, who have contributed to the findings and supported the ET to draw conclusions and elaborate recommendations. The SDC team in Kenya has been very helpful and did support the evaluation tremendously. Special thank goes to Ms. Lillian Kilwake for the amicable support before and during the mission. The team would also like to thank Ms. Séverine Weber and Mr. Thomas Oertle for the possibility to discuss the Kenyan context and to reflect together first impressions of the visit in Kakuma.

The ET would like to thank the S4L team (Alexander, Edward, Harrison and the whole team) for their openness and their hospitality during the ET's mission in Kenya. The questions and tasks forwarded by the ET have been an additional burden to their daily tasks, but the open discussions we had have hopefully also provided the S4L team with new insights to support the successful implementation of the remaining months of the S4L phase.

The Evaluation Team would like to express its gratitude and respect to all stakeholders involved in the evaluation. We very much appreciate and acknowledge the input and contribution of the many stakeholders which made this evaluation possible, especially the colleagues from the development partners and the Kenyan Government, but also the trainers, participants and project suppliers. We wish to all a successful continuation of the project.

Hagenwil, 10.2.2019

13. Annex

13.1 Evaluation ToR

Terms of references *(original text from SCO Nairobi)*

Contract no. 81056882 (B Mandate)
Evaluation of Phase Two of the Project Promoting Life Skills and Livelihoods in Kakuma, Kenya

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1. Purpose

The present Terms of Reference (ToR) provide the framework for the evaluation of the second phase of the SDC funded project "Promoting Life Skills and Livelihoods in Kakuma, Kenya (Skills 4 Life)". The project is being implemented by Swiss contact between 1st June 2016 and 30th June 2019 with a total budget of 3.05 Mio.

The evaluation should give an insight in the project's achievements so far and should inform the discussion on a possible way forward in defining and applying an effective and scalable skills development approach in a protracted displacement context i.e. refugee camp.

2. Context

The East and Horn of Africa is affected by 3 major protracted conflicts: the fragmentation of Somalia, the separation of Sudan/South Sudan, and the Ethiopia/Eritrea dispute. The Somali conflict is at the core of the fragility in the ASAL Region (Arid and Semi-Arid Lands) of Somalia, South-Eastern-Ethiopia, and North-Eastern Kenya, with a strong regional impact on the neighboring regions. The strongly interconnected socio-economic and ecological system of the ASAL is characterized by:

- extremely high level of fragility and vulnerability of the mainly agro-pastoralist population;
- multilayered conflicts stemming from competing political agendas, clan and/or border disputes, access to and use of natural resources (e.g. water, rangeland), etc.;
- Large regional migration flows due to conflict and poverty with millions of refugees and internally displaced persons (IDPs) in camps in Kenya, Ethiopia and Somalia or on their way to Europe.

Protracted conflict, chronic food insecurity and the lack of access to basic services (health etc.) have led to over 8.7 million IDPs and 4.4 million refugees with additional hundreds of thousands of migrant women, men and children transiting the region every year to Yemen, North Africa and beyond. Uganda hosts an estimated 1.3 million refugees. It is Africa's largest refugee hosting country and one of the top five worldwide while Kenya hosts 483 597 refugees, a large majority of them living in the refugee camps of Dadaab and Kakuma in the North of Kenya. Many refugees spent more than 20 years in the camps and are often exposed to sexual and Gender-based violence and have also suffered and/or witnessed extreme violence. The refugee caseload particularly in Kakuma Camp has increased substantially due to the ongoing conflict in South Sudan. Switzerland supports refugees in the refugee camps in Kenya mainly through its multilateral partners such as the UNHCR and WFP. UNHCR is responsible for the camp management (shelter, health, primary education etc.) whereas WFP covers food security aspects.

3. The "Skills 4 Life" Project

Kakuma refugee camp and Kakuma Town are situated in one of the poorest counties in Kenya, Turkana County, and a region with a significant nomadic population that is growing with commensurate increased economic activity. Turkana has amongst others a severe lack in formal and informal education and practical training opportunities.

In 2013, the SDC Cooperation Office for the SDC Regional Program Horn of Africa mandated Swisscontact to design and implement in a consortium with Norwegian Refugee Council a pilot skills development project in the Kakuma refugee camp and Turkana Town. The pilot phase was implemented between 2013 and 2016 and led to a first phase between June 2016 and June 2019.

The overall goal of the project is to strengthen the income generating capabilities of youth within the refugee and host community in Kakuma by enhancing technical, entrepreneurial, financial, life and literacy skills which will enable them to improve their livelihoods. Due to the longstanding existence of the camp and the increasing socio-economic inter-linkages with the host community, a diversity of livelihoods opportunities for refugees emerged over the years, which go beyond the simple reception of basic services (e.g. economic

opportunities). The project therefore aims at enhancing current and future (self-) employment opportunities, as well as the motivation and self-esteem of boys and girls growing up in the daily hardship of a refugee camp.

The beneficiaries of the project are unemployed youth from 15-35 years, from refugee (250 youth, 50% female, 50% male) and host community (250 youth, 50% female, 50% male). The project focuses on skills that are relevant with regard to the existing market opportunities in Kakuma, as well as in light of a possible return to refugees' home countries.

With a protracted refugee situation in the Horn of Africa, donors increasingly try to add a focus on longer term solutions for refugees who have been forced to live in camps for several years and to find durable solutions that reduce the need for traditional Humanitarian assistance. Therefore the pilot project and the first phase also serve to test a skills development approach adapted to a refugee and fragility context, and as a basis to possibly expand the approach in the Kakuma area, as well as to other regions with refugee camps (e.g. Dollo Ado refugee camp in Ethiopia).

4. Objectives and scope of the evaluation

The objectives of the external evaluation are to:

(1) Review the relevance, effectiveness and efficiency of the Skills4Life Project to date;
(2) Identify and quantify any intended or unintended outcomes which may already be visible; and
(3) Outline lessons learned and recommendations for the planning of a possible next project phase based on the current experience, but also under an angle of a possible longer term and scalable project approach (outreach) in the Kakuma refugee context (including host community).
(4) The evaluation will examine the overall project period from June 2016 until June 2019.

5. Guiding questions

The following non exhaustive tasks/key questions should be addressed:

Relevance

- Is the project relevant in relation to the needs and priorities of intended beneficiaries?

- To what extent are the objectives of the project still valid?

- How the project is positioned with other ongoing skills developments initiatives in the project area?

Effectiveness

- To what extent has the project's skills development component contributed to changes in the livelihood of refugees as well as the host community? Is there a difference in regard to the two target groups?

- How effective is the applied training methodology (Learning Group Model) combining technical training with life skills, numeracy, literacy, entrepreneurship and financial literacy training?

- Are the identified trades responding to current market needs?

- Has the project influenced the interest of the stakeholders and were their capacities improved, to what extend and how?

- What are the major factors influencing the achievement or non-achievement of the outcomes?

- What is the status of risks identified and assumptions held during the design of the project?

Efficiency

- Is the project design and setup efficient/effective in delivering the envisaged project objectives?

- Are/were trainers, curricula, training material, and training facilities of good quality?

- Have objectives been achieved on time?

- Where training activities cost-efficient, i.e. how economically have resources/inputs (funds, expertise, time, etc.) been converted to results?

- Were project activities coordinated with other skills training activities, both within the camp and outside?

Outcomes and Results

- Which outcomes (intended and unintended) have been achieved?

- How do the outcomes link and relate to each other?

- What factors played a role in achieving these outcomes?

Longer term perspective

- To what extend has local ownership been established? Inclusion in the CIDP, Ministries of youth, social protection programmes and county ministries

- What are the plans, if any, by Government, VSD partners or Humanitarian actors to upscale or replicate the project based on project results?

- What are the major factors that could be identified in this phase , that influence the achievement or non-achievement of the project's outcomes in terms of longer term benefits for the target group (not the project sustainability as such)?

- What are the prospects of the benefits of the project be sustained in future?

- How replicable is the project intervention? Under what condition/adjustment and in what context?

- What aspects of the project intervention could be considered innovation in the context?

- What potential exist to disseminate/upscale in similar contexts?

Gender and conflict sensitivity

- How has the second phase of implementation interacted with Gender and conflict sensitivity?

Lessons Learned and Recommendations

- What lessons can be learned from the implementation thus far in regard to its relevance, effectiveness, efficiency and ways of bringing about positive change?

- What are the recommendations for the design of a possible next project phase taking into account possible scaling up and increased outreach (e.g. changes needed in project design, focus areas, methodology, strategy, approach, implementation setup etc.)? What are options to provide refugees/host communities a longer term learning environment by going beyond the delivery of timely limited one time skills development modules?

6. Suggested Methodology

The evaluation should be conducted in close collaboration with relevant project (target group, SDC Cooperation Office Nairobi, Swisscontact, etc.) as well as other context stakeholder (other skills development initiatives, camp related authorities, UNHCR etc; (SDC and Swisscontact will provide a list).)
The evaluation shall include a desk review (relevant project documents, possibly other literature on skills development in refugee contexts) and an in-country mission including a field visit in the Kakuma refugee camps and interviews/exchanges with all relevant stakeholders.

An inception report outlining the evaluation approach, based on the desk study and the list of relevant stakeholders as well as a work plan for the mission should be elaborated before the in-country mission. Before the in-country mission an inception report outlining the

During the in country mission, SDC/Swisscontact will be supportive in the identification and arrangement of meetings with relevant stakeholder and in organising the field visits.

At the beginning and the end of the in-country mission, a briefing/debriefing will be organised. It is to be defined, if at the end of the mission a joint verification and outlook worKSHop with a broader group of stakeholder should be organised.

7. Deliverables

The following products are expected from the evaluation

1. An evaluation approach paper and a work plan (inception report) to be elaborated in consultation with the main stakeholders (SDC, Swisscontact,) ahead of the in-country mission. Joint approval required. The inception report should describe key stages of the review process and its time line and establish clear roles and responsibilities in the review process. To be submitted by 09th November 2018.

2. Draft final evaluation report to be submitted on or before 19th December 2018.

3. A final evaluation report (max. 20 pages, excl. annexes,) with an analytical review and recommendation part. The report should take the guiding question into account and be developed in view of the need to. To be submitted on or before 10th January 2019.

4. To be agreed upon: a validation and outlook worKSHop co-organised by SDC, Swisscontact and the evaluation team.

8. Review Team

For the evaluation SDC is looking for an expert with international experience. In addition, SDC/Swisscontact jointly will look for a local expert to assist the international expert.

The international expert is expected to be not only experienced in conducting project evaluations, but to have a sound theoretical and practical knowledge of Vocational Education systems as well as Vocational Skills Development (VSD). Proven experience in fragile contexts and/or the Horn of Africa region are an advantage.

Strong analytical capacity combined with ability to synthesize/communicate conclusions and recommendations and report-writing skills are a required. Be fluent in English and have ability to work in a team and to deliver high quality outputs on time.

9. Time Frame and Logistics

The maximum period for this evaluation by the international expert is 15 to 20 working days between November and December 2018. The allocation of working days to inception, desk review, field visits etc. will be agreed on basis of the inception report and the decision of conducting a verification workshop.

13.2 Mission Protocol

(original text by A. Munene)

Task	Interviewee	Discussion highlights
29th November – 1st December 2018 – Nairobi		
29.11. 8.00 am Evaluation team briefing meeting	− Evaluation team − Hugo Sager hugo.sager@bluewin.ch, Lead consultant − Guido Beltrani guido.beltrani@eda.admin.ch − Aurelia Munene – aureliamunene@gmail.com	− Introductions − Task allocation − Interview schedule review
10.00 am Meeting with SDC team	− Severine Weber- Deputy Head of Regional Cooperation Horn of Africa severine.weber@eda.admin.ch − Lillian Kilwake- Programme Officer, Migration and Protection-Kenya and Somalia -lillian.kilwake@eda.admin.ch − Lydia Waitugi- Governance and Migration lydia-nginya.wetugi@eda.admin.ch − Abdi Karin, programme officer food security - abdikarim-daud.aden@eda.admin.ch	− Briefing with Swiss Development Committee (SDC) − Skills 4 life project- SWOT analysis − Steering committee – SDC to take responsibility in steering − Refugee matters in the Kenyan context − Kenya is a pilot country for the CRRF. Nairobi Declaration is being discussed. − Replication of the skills 4 life model to other contexts
1.30 pm - 5.00 pm Meeting with Swisscontact Project team	− Harrison Wambua- Regional MRM Adviser - harrison.wambua@swisscontact.org − Alexander Kiptanui – Program Manager - alexander.kiptanui@swisscontact.org − Edward Onyuka – Technical Skills Coordinator - edward.onyuka@swisscontact.org − Faith Kosgei - MRM Coordinator	− Project presentation by Swisscontact (SC) − Project context , set up and structures − Project achievement and future options
30.11. 8.30 am Meeting with IFC	− Daniela Henrike Klau Panhans, International Finance corporation (IFC), Senior Operations Officer, Fragility, Conflict & Violence, dklaupanhans@worldbank.org	− Private sector entry in Kakuma market place (co-funding opportunities). Challenge fund. − A fragility assessment will be carried out prior. − Refugees need work permit to register businesses (still a challenge). − S4L through vocational training can provide the pipeline of local entrepreneurs.
11:00 am Meeting with National Industrial Training Authority	− William O. Mwanza, Deputy Project Coordinator, National Industrial Training Authority, wmwanza@nita.go.ke − Kabale Buda, Markerting officer,kbuda@nita.go.ke 0721841415 − Phyllis Kiplagat, pkiplagat@nita.go.ke − George Munene,gmunene@nita.go.ke − Kelvin Mutuli – kmutuli@nita.go.ke	− NITA is under the Ministry of Labor and regulates training in employment. − NITA focuses on assessing skills- Recognition of prior learning through competence based assessment. They certify three levels − Grade 1,2,3 which have a specific cost based on the grade. − NITA has discussed with S4L on the possibility of accreditation of the various trades. − The National Qualification Framework is in place and is being guided by the Kenya National Qualification Authority.
2.30 pm – 3.30 pm Meeting with Refugee Affairs Secretariat	− Mr. Kodeck Makori, Acting Commissioner , Refugee Affairs Secretariat (RAS), kodeckmose@yahoo.com	− RAS is currently engaged with CRRF process- awaiting feedback from government on submitted draft. Three CRRF pillars: Registration, Immediate and Long term need (integration systems between host and refugee) and Solutions. Refugee identity cards –proposed in the CRRF − National Government is in charge of registration of refugees, Refugee work permit still complex and business registration still complex. Licenses are being issued by the county government even without business registration. − Turkana County has included refugee matters in the County Integration Development Plans.

Task	Interviewee	Discussion highlights
1.12. 8.30 am Meeting with Swiss contact team	− Alexander Kiptanui, Program Manager, alexander.kiptanui@swisscontact.org − Edward Onyuka, Technical Skills Coordinator, edward.onyuka@swisscontact.org	− Discuss open question and identify additional information need − Correction of unclear data, presentation of new data − Handing over of electronic data set
1.30 pm - 4.30 pm Evaluation team reflection meeting	− Evaluation team	− ET reflection, open questions − Report format − Data collection in Kakuma − Review the schedule
**3rd – 5th December 2018 – Kakuma**	
9.30- 10.30 am Meeting with Kakuma project team	Swisscontact Skills 4 life Project manager, coordinators and project officers.	− ET reflection, open questions − Report format − Data collection in Kakuma − Review the schedule
10.45- 11.30 am Refugee Secretariat Affairs - Kakuma	− Kasili Mutambo Refugee Affairs Secretariat (RAS) Camp Manager- kasilimutambo@gmail.com − Wycliffe Ayoyi -Assistant county commissioner 1 ayoyi@yahoo.com	− RAs registers the refugees and oversees all camp operation in liaison with UNHCR − They provide movement passes for the refugees in the camp − Work permit for the refugees is free and they get in in 20 days − There 2400 refugees with formerly registered businesses in the Kakuma. − Conflicts between hosts and refugees are due to limited resources that is water and firewood. − Refugees at times employ host community members for domestic work or in their business and vice versa. − Social challenges include Gender based violence, rape and abandonment of families by the bread winner (often men) − Refugees have access to primary, secondary and tertiary education. There are 16 nurseries, 26 primary school, 6 secondary and 6 technical vocation schools in the area. − RAS appreciates Skills 4 life project and Swisscontact team for the skill development model that focus on market demanded trades, targets the uneducated and includes hosts and refugees on a 50- 50 basis.
11.45- 12.30pm Meeting with Ward Administration – Turkana West	− Zechariah Etukon, Deputy Sub County Administrator, Turkana West – etukon2005@yahoo.com − Andrew Kalimapus – Kakuma Ward administrator – kalimapus@yahoo.com	− They implement the mandate of Turkana West County, they supervise and coordinate partners working in the area. For example all partners should have their plan aligned to the County Integrated Development Plan. − They approximate from the 2009 census that Turkana west has 406,000 host members without refugees and Kakuma ward has approx. 120 000-150 000 host community. − There are 7 wards in Turkana West County. − 31 partners (NGO currently work in Kakuma) − Main challenges in the county is low literacy and how numeracy levels, young girls drop out of school − Refugees have an alien card which is the equivalent of the Kenyan National Identification card. Thus they can register businesses with it or pay for the licenses. − Women and youth host community members can access women and youth fund to help them participate in the market economy.

Task	Interviewee	Discussion highlights
12.45- 1.20 pm Meeting with Equity Bank	− Martin Gitobu Manager Kakuma Branch martingitobu@equity bank.co.ke	− The bank has 60,000 bank accounts and 30,000 of them belong to refugees (men and women). 20% of the refugee accounts are business accounts. The UNHCR card has been a key driver in the opening of the accounts. − Majority are individual and not group accounts − Bank can lend money against collateral which includes business assets, stock or machinery, borrowers need to be co-guaranteed. Maximum loan lent so far is 2.6 million. Interest rate 13.5% p.a. 96% of borrowers pay back. − Criteria for opening a group account must have 3 officials of the group as signatories. − For customers below 16 years they can come with a guardian but it is not common for them to have accounts. − For a refugee to open a bank account they need either the UNHCR proof of registration or the Alien card. − The bank will open a branch in Kalobyei − Refuges received remittances from their family members abroad amounting to KSH 20,000,000 per month this is through money gram or western union. − There are discussions with the IFC to give guarantee fund to the refugees will be based on the business type. − Kakuma 1-4 men most often open and operate bank account and in Kalobyei women commonly open the accounts. − Kenya commercial bank will be opening its Kakuma branch in 2019.
2.00- 3. 20 pm Meeting with UNHCR	− Edith Imbolokonye Livelihoods officer in Charge, UNHCR – ingutia@unhcr.org	− Focus areas: Business development services, financial inclusion grant and loans, Vocational skills and Agriculture. − UNHCR is implementing the Cash Based intervention (CBI) where 8000 heads of households have Bank cards. They also give USD 1500 per household for shelter. − Edith leads the Livelihoods Working Group that coordinates all activities in the camp and host communities. − Chairs the working group and ensures partners participate as planned to avoid duplication − Recommends that Skills 4 life participates received certification − Women led business do not last more 6 months so it's important to explore response market inclusion strategies. − Most businesses are male led.
3.30 -5 pm Meeting with Action Africa Health International (AAHI)	− Jacob Nyarwati Area Manager jnyarwat@actionafric ahelp.org	− AAHI is the lead partner in Kakuma refugee livelihoods sector under UNHCR funding and coordinates monthly thematic meetings and databases. − They carry our various livelihood projects like Agribusiness, market oriented programs like entrepreneurship training, they have given 3 Skills 4 life groups KSH 600,000, linking beneficiaries to a savings and credit cooperative society, Opening innovation incubation centres in Kakuma, One stop business centre in Kakuma opening markets (online) , talent development, opening a radio station in Kakuma − Skills 4 life can assess the impact of those trained and how they are integrated in the market.

Task	Interviewee	Discussion highlights
3.30 - 5 pm Meeting with Danish Refugee Council (DRC)	− Eliaf Mwehia DRC Training officer E.mwehia@drckenya.org	− Insights in DRC activities − Framework data on DRC trainings and costs − Elaboration of potential synergies and cooperation − Feed-back on S4L activities and impact
5.30 pm - 6.30 pm Meeting with GIZ	− Christof Brummel Head of Kakuma Operations christof.brummel@giz.de	− Explanation of GIZ activities in Kakuma, especially on TVET − Cooperation plans with S4L unfortunately were stopped by Swisscontact due to short timing − GIZ is still interest of working with S4L, but only if S4L contributes also financially
7.00 pm – 9 pm Meeting with UNHRC Head of Kakuma Office	− Tayyar Sukru Head of Sub office Kakuma cansizog@unhcr.org − Mohamed Shoman – Senior Operations Manager Sub office Kakuma - shoman@unhcr.org	− Overview of Kakuma and Kalobyei context − Market opportunities in Kakuma due to the refugees and the need to tap into the potential. − Discussed partnership with IFC (challenge fund)
4.12. 8.30-10.20 am Focus group discussion (host and refugees business group representatives)	− Chamulem Ekali- Soap making (Host) – date of graduation (DoG) 2017 − Sheila Akerit – Tailoring (Host) – DoG 2018 − Samuel Kamau – Electrician (Host) – DoG 30th April 2017 − Raphel Eyou – Poultry (Host) – DoG 2018 − Bahati Birogo – Hair dressing (refugee) – 2017 − Oketch Micheal – Phone repair (Refugee) 2018 − Fred Lokaba – Electrician (Host) DoG – 4th April 2017 − Namakongolyo Elizabeth – Computer repair (refugee) – DoG March 2017 − Mohamed Adan – Computer repair (refugees) DoG- 2017 − Rose John – Bakery – Refugee - DoG 2018 − Christopher Chingundo – Tailoring (refugee) – − Sabina Jones – Soap making (refugee) –2018	− Found out about Skills 4 life through an advertisement on the notice board in the community. − Majority were idle at home and they saw an opportunity to learn skills and make income. Others hope to use the skills learn when they go back to their country of origin − Almost all members reported that as they transitioned to business groups some members left the group due to various reasons. E.g. the tailor group had 30 members and 10 left, the phone repair were 24 now 17 are active, electricians were 20 -18 left. − Reasons for lost members are varied: for example: conflicts with the group mainly about the leadership, others not getting supplies locally like the soap group, others want to run their businesses privately , others felt the income from the group was limited. Others left when the supplies given during the training run out. − Members of the group run the business on allocated days. For example the computer group, they are 12 in group (3 ladies 9 men). They have saved KSH 20,000 per month from their profits to pay rent. They allocate 3 people to work per day. − One key challenge is members taking loans and some defaulting payments. It is difficult for the group members to trace these people. Group members end up with lower savings. − All of them are part of a Mavuno group and it supplements the profits they gain from their business. The savings help to buy supplies or pay business rent. − Support needed from Swisscontact includes: Phone repair they need more training on the new kinds of phone in the market. The soap group cannot get materials locally they need support to get them, the poultry group, the food is very expensive since it is has to come from far need for advice.
10.30-11.30 am Meeting with 4 Local business project suppliers	− Hanifa Cheruto – Motorcycle supplier – Kakuma − Peter Ekal – Electronics supplier − Consolata Ayani- Hairdressing product supplier − Samuel Mwangi – Motor vehicle and generator Supplier − Calystus Edolopu – Bead work supplier	− Procedure they follow to supply goods to Swisscontact is: They respond to an advertisement then bid (lowest bidder). They are paid 50% initially, then paid the rest when they deliver. − Recommendation: the materials given to the learning groups are limited in quantity therefore can bring conflict in the group. Need to increase materials − Have funding to help the new businesses afford materials after their initial stock runs out − Separate training materials from materials given to the learning group members − Formation of a savings and credit cooperative society so that the beneficiaries can minimize risk of losing their money and save better. − Need from more rigorous follow up of business groups after training. − Have smaller business groups of to have better management and accountability.

11.45- 12.45 pm Meeting with 3 successful individual beneficiaries	− Akal Nakain- Salon since 2016 (Host) − Maombi Irene- Dressmaker since 2018 (refugee) − Ada Mahan – Phone repairer since 2016 (refugee) − Abdul Karimi – Computer and Phone repair since 2017 (refugee) − Dariama Guye- Tailor since 2018 (refugee)	− Skills 4 life training was very useful for example life skill training, entrepreneur skills. − Some are successful due to the support they receive from their spouse in terms of capital and freedom to run their business. − Business groups split die to conflicts with groups mostly about accountability or some members being unmotivated.
2.00- 3.00 pm Focus Group discussion with Technical Service providers (teachers)	− Meshak Kipkor – Computer and phone repair – carried out (4 groups) − Linus Kipchichi- Motocycle repair – (2 groups) − Florence Walekhela – Bakery – (6 groups) − Jane Njeru – Hair Dressing (4 groups) − Innocent Hivirimana – Soap and detergent (4 groups) − Grace Kemunto – Tailoring (2 groups) − Mashad Abshara – Phone repair (1 group) (assistant trainer)	− They apply formally to Swisscontact and they are interviewed for the specific role − There is a master trainer and an assistant (refugee) to enhance sustainability − They mainly own their own business their the area they are training on − They develop the curriculum with Swiss contact team who checking the quality. Their training is equivalent to Grade 3 NITA. They focus on learning through practical work. Trainings are from 2 hours to whole day depending on the agreement with the beneficiaries. − They adapt the curriculum based on the market demands and they simplify it for the trainees. They train on personal safety. − Assistant trainers help to translate to the various trainees. − Life skill trainers are different and come to deliver their sessions. − One of the challenges is that the markets are unstable and is it difficult for the new business to survive for long.
3.10 - 5.10 pm Meeting with Community Based Trainers (CBT) - 5 host and 5 refugees	− Adam Ibrahim- Kalobei Length time in the project (2017) − James Kekomwa- Kakuma (2016) − Purity Adiko- Kakuma (2016) − Anne Kagwe – Kakuma town (2018) − Maua Josphine – Kakuma (2018) − Joseph Loli –Kalobei (2016) − Abdah Yaya- Kakuma 3 (2016) − Akim Arok- Kakuma 1 (2018) − Ayumar Annol Kakuma 4 (2018) − Emmauel Emuli Kakuma town (2018)	− Community Based Trainers work closely with the Project Assistants/Training Service Providers and the Coordinators to oversee field activities. − Their main function includes: Mobilizing potential trainees, providing career guidance services r with Swiss contact project assistants. Registration of participants and monitor their motivation before enrolment, identifying venues for learning, carrying out market assessment. They take detailed baseline information of trainee before the learning groups begin. − They undergo a 2 week training on Mavuno and financial sessions. − They monitor learner and trainer attendance and have reports. They check learner motivation and encourage them. Young mothers can come with their babies to the sessions. They monitor more than one group at a time. − They monitor individual businesses plus business groups − Some of the challenges facing the learners include Gender based violence affects women and they miss training. − Host CBT are paid KSH 12000 and Refugee CBT paid KSH 8000 (incentive workers UNHCR rate) − They use KOBO collect to collect and send data to Swisscontact. They monitor the business groups weekly. Meet Mavuno groups monthly. − Challenges faced by the trainees: high rent (KSH 15,000- 20,000) , some of the male spouses want to control the income of the women, alcohol consumption is high and leads to fights and abandonment in the home, the young mothers are sometimes married to men their age who are in school and hence no income, sometime women discontinue learning when they fall pregnant or are breastfeeding, men Mavuno groups do not last long due to work related demands and failure to repay loans

		− Recommend certification of the trainings, need for start-up capital to support the new businesses, support with materials since they are expensive for the new business. Support women with social skills and invite husband to come for meetings so that they know what their spouse is doing.
5.12. 8.30- 10.00 am Field visit of 5 2learning groups and 3 businesses	− Screen Printing learning group 17 members in the group − Soap Making learning group -23 members (all refugees) started 13th August 2018 − Motor Cycle Learning Group – 7 members − Fadhili Hair hairdressing business group in Kakuma town − Milinga Hairdressing in Kakuma 3 (individual business)	− Soap making group has saved so far KSH 25 000. − Fadhili salon (Hairdressing) started September 2018 and has 8 active members. They receive 3 clients per day or none. Their rent is KSH 10,000 and they have challenges paying for the rent. They still have the stock given by Swisscontact. They have a generator given to then by the project, Monthly profit is KSH 1000. They complement this by adding their Mavuno savings. Their greatest challenge is cost of rent, location of the business hence cannot attract many paying customers and marketing skills for their business and gaining customer trust. − Milliga Salon (Hairdressing) in Kakuma 3. Started in September 2018. He has employed 4 employees and is supported by the wife who fetches water for the salon and brings him food. Rent per month is KSH 5000. Makes a profit of KSH 2000 per day. Wants to open more salons in the camp.
10.00- 12.00pm Meeting with 3 Local project partners	− Oropoi Pastrolist Eradication Intiation (OPEI) – Home Gorwine – Program Coordinator 44: − LEDO – Maureen Masinde – Finance and Administration Manager − Seeds of Peace (SOPA) - Benson Otieno Program officer 45:	− They sign contracts with Swisscontact which pays for all their project cost. The partners mainly support with transport cost when they have to go for mobilization. − They carry out mobilization, career guidance, − OPEI is a new partner will start training soon. Based in Kakuma town (Host) − LEDO has carried out 6 training so far with 160 beneficiaries. Tailoring (2 business groups), hairdressing (2), phone repair (2), Motorbike repair (2) computer repair (1), Poultry (1). They have 10 active business groups out of 11 with 20 members per group. Their target is 8 more learning groups. They are based is Lokichgio and they adopt the Swisscontact Skills 4 life model. Money is released on a quarterly basis. − SOPA- as an organization they have projects in based in Turkana, Siaya, Dadaab, and Nairobi. For Skills for life they are based in Naam, Soget, Oropoi, Leta, Sonot and Lokipoto. Completed 7 learning groups. 154 beneficiaries. Trades include: Tailoring, Barber, Beads, Bakery. 46 members are on training. They have a 75% retention of business group members. They have more women in the trainings. − Challenges identified by the partners: Income generated by the businesses is low, location of the business in pastoralist communities is difficult, access to market hinders business growth, dependency on Mavuno savings and loans to boost the business. − Recommendations: increase the age group of trainees to 35 years. More office support to the partners by Swisscontact (monetary for administration and transport), have one CBT per group. More literacy and numeracy skills for the women.

13.3 Self-Assessment Project Team (original text by the project team)

INTERVENTION LOGIC (PROJECT DESCRIPTION)	KEY PERFORMANCE INDICATORS(KPIs)	Achievement as at October 2018	Remarks

OVERALL GOAL: Increased income generating capabilities of refugees and host community (50% women) in Kakuma.	• 2000 direct beneficiaries (80% of targeted outreach of 2500) gain employment and self-employment by end of 2019.
	• 1500 direct beneficiaries (60% of 2500) realize 100% additional income from employment and self-employment by Dec. 2019
		- 1.3% and 87.26% of the 1,539 trainees who completed trainings gained wage employment and transited into self-employment respectively.
		- Of the 1,343 who transited into self-employment 689 are still actively engaged in business.
		- Based on income data gathered from June 2017 – October 2018 beneficiary incomes has increased by 114.59% against the baseline
		   ○ Average annual baseline income: KES 5,304
		   ○ Current average income: KES 6,077.94
			• There are limited wage employment opportunities due to an under-developed private sector, which is compounded by the non-recognition of formal skills trainings.
			• Baseline data is drawn from data of the 1,878 beneficiaries who were enrolled and completed trainings.
			• All drop-outs were discarded in determining the average annual baseline income.
			• According to the IFC study (Kakuma as a Marketplace) average monthly income for refugees is KES 5,597. The low baseline income of S4L trainees can be attributed to the project's target group, who are mainly unemployed youth or youth involved in casual labour.

Outcome 1: Increased access to market driven skills among the refugees and host community in Kakuma	• 2,350 beneficiaries (50% from the refugee camp and 50 % female) gain employable skills	1,539 trainees (54.47% R[9] & 64.1% F[10]) of 1,878 gained employable skills.	• The project measures employability at two levels:
			   ○ % of trainees who successfully complete trainings
			   ○ % of trainees who gain employment (self and wage)

Output 1.1: Trade-based learning groups formed	• 122 learning groups formed	• 75 Learning Groups formed, with 66 having completed trainings and 6 LGs in progress and 3 LGs expected to commence trainings in December 2018.	• Dashboard of LGs facilitated attached. • The Project intends to work with partners to accelerate the delivery of outstanding trainings and has already signed partnership agreements with four partners (3 partners who had previously facilitated trainings and one new partner: 3 in the host community and 1 in the refugee camp). Plans for achieving the remaining targets: • Partners: 36 LGs (4 partners); and • SC: 11 LGs

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[9] R: Refugees
[10] F: Female

	• 2,350 beneficiaries receiving career guidance	• 2,600 beneficiaries benefitted from career guidance and counselling, with 2,013 out of the 2,600 having commenced or gone through the trainings.	• Of the 2,600, 2,013 have undergone trainings, with another 225 expected to commence trainings between December 2018 and January 2019. • The remaining 362 are expected to be targeted in the next cohort of trainings commencing in January 2019.
	• 12 awareness meetings conducted and participants in attendance	• 8 mass awareness campaigns conducted with 6,369 beneficiaries (61% refugees) mobilised.	•
Output 1.2: 2350 (50% from the refugees/50% female) receive technical vocational skills trainings.	• 2,350 technical training beneficiaries disaggregated by trade occupation and gender start and complete technical trainings;	• 2,013 enrolled and 1,539 of the 2,013 completed trainings	• See attached dashboard.
Output 1.3: At least 9 training packages/modules delivered and applied during technical trainings	• 9 occupational trade modules developed/reviewed and used to train.	• 24 curricula developed and 15 applied and the other nine are expected to be applied within the remainder of the project period.	Trainings are demand-driven and whereas the project team endeavors to ensure the trades are aligned to current and future market needs, potential trainees tend to have a fixed mindset on the skills trainings they prefer.
Output 1.4: 2350 technical training graduands gain practical skills through internship	• No. of internship offered by private, public and NGO partners	• 9 partners provided internships to 13 beneficiaries	Sajop Automobile Entreprises Charles Garage Elegance Saloon Rihum Computer Solutions UN Cyber Haro Tech Solutions Lopiding Hospital West Side Cyber Café Juluok Computer Training Centre
	• No. of trainees com-pleting the internships	• 12 trainees (25% R & 25% F) out of 13 completed internships.	
	• Trainees level of satisfaction with internships/the apprenticeship	• 75% of the beneficiaries sampled indicated they were either satisfied or very satisfied with their internship in relation to the hours and duration, of the internship, mentorship support received from the internship provider, relevance of the skills	- Of the 4 surveyed, only one indicated they had a written contract with the internship provider. - One beneficiary did not complete the internship and cited distance to the place of internship as well as minimal improvement of skills as the key reasons for not completing the internship.

		acquired, quality of the internship facilities and equipment, etc.	
Output 1.5: Increased recognition of skills competencies acquired by youth in the market	• Increased inclusion of graduands into self-employment and employment through skills recognition	• Discussions with the National Industrial Training Institute (NITA) concerning accreditation of S4L curricula is on-going. NITA conducted a site visit to project and subsequently, the curricula consultants and the Technical Skills Coordinator held discussions with NITA officials at their offices.	The accreditation process has been slow due to the lengthy consultations with NITA who are mandated to oversee skills recognition.
	• Increased income from the beneficiaries' businesses	• To date no beneficiary has been certified. However, 14 Motorcycle Repair & Maintenance graduates, all male and drawn from the host community were tested and recognized by Car and General Limited.	Aside from pursuing NITA accreditation the Project is also pursuing alternative recognition of graduate through the County Government. Discussions on the same are on going and it is expected that some graduates will be certified by June 2019.
	• A taskforce on skills accreditation if initiated	• No taskforce has been initiated.	• It was challenging finding local partners offering non-formal skills trainings to initiate a taskforce for skills accreditation. Consequently, the Project pursued accreditation on its own.

Outcome 2: Increased financial and business management capability	• 2000 (100 learning groups) beneficiaries start saving and accessing loans and financial advisory services from Mavuno groups and other formal financial service providers	• 717 direct beneficiaries (24.13% R & 77.13% F) accessing savings and loans from 57 Mavuno Groups (19 groups constituting of refugees). • Additionally, 313 community members (4.79% R & 91.37% F) are accessing savings and loans from 21 indirect Mavuno Groups.	• Not every member of a learning group automatically joins a Mavuno group. • Limited uptake of Mavuno concept among the refugee communities and more so among Muslims due to: ○ Mistrust ○ Religious factors ○ Mobility The indirect Mavuno Groups are groups initiated by community members based on the success of direct Mavuno Groups. In some instances, community members who did not benefit from project interventions also join direct Mavuno Groups.
	• No. of business enterprises initiated and sustained by the beneficiaries (Target =100 learning groups)	• 100 businesses established by 1,343 (45.94% R & 62.10% F), with 689 of the 1,343, being actively engaged in micro-businesses. • Of the 100 businesses established, 58 are made up of refugees with 80 of the 100 BGs active (48 in the refugee community).	•

	• Increased financial literacy among the beneficiaries	• Based on the findings of a recent rapid survey undertaken by the project, 72 out of the 193 beneficiaries sampled indicated they were operating a bank account. • Access to credit: 54.92% indicated they were accessing loans mainly though Mavuno Groups and the majority cited investment in business, education and medical expenses as being the key reasons for taking loans. Based on the baseline, a minute percentage of the beneficiaries were accessing credit. • Savings trends: 90.67% indicated they are saving (Mavuno, Banks, etc.) against the baseline which stood at 17.84%, with the majority citing future investment and emergencies as the main reason for saving. • Additionally, 95.85% of the 193 beneficiaries sampled indicated that it is wise to save and 60.62% disagreed with the idea that loans are risky, with the majority emphasizing that roans can only be risky if one does not have a plan on how to invest the loan in order to be able to pay back the loan.	Reasons for not operating a bank account: - High Bank charges (48%) - Limited access to banks (24.87%)
Output 2.1: Mavuno groups members save and borrow loans from the groups	• Annual saving for the groups disaggregated by gender and Host/Refugee community	**Host** **Savings** 2016: KES 21,900.00 2017: KES 1,636,549.00 2018: KES 9,359,378.00 **Refugee** **Savings** 2016: KES 33,700.00 2017: KES 271,480.00	•
	• Additional/new loans disbursed by the Mavuno groups to their members disaggregated by gender	**Host Loans** 2016: KES 31,600 (all female) 2017: (F): KES 5,217,886.00 KES 5,322,159.00 2018: (F): KES 24,214,884.00	

		KES 25,749,556.00	
		Refugees Loans 2017: (F) KES 45,820.00 KES 51,720.00 2018: (F): KES 749,815.00 KES 879,449.00	• Mavuno uptake in the camp was slow at the beginning, however, it is gradually picking up.
	• Level of satisfaction of the Mavuno Group Members with group leadership	• Out of the 193 beneficiaries sampled 120 are Mavuno Group members and 40% of the 120 indicated they were either very satisfied with Mavuno leadership and activities, while 18.33% and 3.33% indicated they were satisfied and fairly satisfied respectively.	• Overall, 58.33% of respondents were satisfied with Mavuno services. Dissatisfaction arose from the limited capital Mavuno Groups have at the start of cycles, which makes it difficult for members to access loans especially when they need to pay school fees or attend to emergencies.
	• 100 Mavuno groups formed, (membership disaggregated by gender, host and refugee community)	• 57 Direct groups with 717 members (24.13% R & 77.13% F), with 19 formed by refugee beneficiaries.	• There has been limited uptake of the Mavuno concept among the refugees, which can be attributed to various factors including mistrust, high mobility (repatriation, resettlement and inter-camp movement) as well as cultural and religious reasons. • The Project intends to adopt a sharia compliant model to attract Muslims and also use successful Mavuno Groups in the camp as role models for new groups.
	• 12 awareness and mobilization meetings conducted	8 mass awareness campaigns conducted with 6,369 beneficiaries (61% refugees) mobilised	Awareness and mobilization meetings are conducted for all the components under the technical skills component.
	• Indirect Mavuno groups formed in the refugee camp and host community	• 21 indirect groups formed by 313 community members (4.79% R & 91.37% F)	
	• Amount of savings and loans for the indirect Mavuno groups.	**Host Community** 2017 • Savings: KES 439,579 • Total Loans: 1,387,495 (all F) 2018 • Savings: KES 1,774,050 • Loans (F): KES 6,692,694 • Total Loans: KES 6,943,394 **Refugees** 2018 Savings: KES 7,500	

|		Loans (F): KES 6,000 Total Loans: KES 10,500	
Output 2.2: Business groups/members) access financial services via formal financial service providers	• No. of beneficiaries saving with formal financial service providers	• 182 beneficiaries (20.33% R & 80.77% F) are saving with formal financial services (Equity Bank and Kenya Commercial Bank)	• Only Equity and Kenya Commercial Bank have physical presence in Turkana West, with one other (Cooperative Bank) working through local agents.
	• No. of beneficiaries borrowing from formal service providers including government development funds.	• 74 beneficiaries (4.05% R & 85.14% F) are currently accessing credit from formal financial institutions (Equity and Kenya Commercial Bank), based on Mavuno data collected to date.	
	• No. of formal financial service providers serving the beneficiaries.	• Three financial service providers are serving beneficiaries (Equity Bank, Kenya Commercial Bank and the Uwezo Fund)	•
	• No of linkage meeting conducted between the trainings and local financial institutions	• 6 linkage meetings conducted o Enhanced uptake of services offered by formal financial service providers.	
Output 2.3: Entrepreneurship and business support facilitated	No. of beneficiaries gaining entrepreneurial skills (Target =2,350)	• 1,376 technical skills trainees (58.72% R & 60.90% F) gained entrepreneurial skills.	
	No. of entrepreneurship ToTs conducted (Target =6)	• Three ToTs undertaken (24 Resource persons, 50% F & 50% R).	One refresher training for the existing resource persons to be conducted before Feb 2019.
	No. of business enterprises receiving business coaching and mentoring (Target=100 business groups, including 150 beneficiaries of the pilot phase)	• 100 business groups received coaching. 15 business groups mentored. • 53 beneficiaries from the pilot phase received coaching.	Mentoring Tailoring: 5 Motorcycle Repair: 3 Hairdressing & Beauty: 2 Barbering: 1 Computer Repair: 2 Phone Repair: 2 Pilot Beneficiaries Akicha Weavers: 8 Matunda Bora: 5

			Computer Repair: 3 Bahar & Ramadhan Phone Repair: 2 Washa & Mama Shamu Bakery: 16 Mwaendeleo Hairdressing: 3 Nayanae Blacksmith: 8 Lokore Builders: 8
	No. of beneficiaries receiving business advisory services from private sector and the business advisory providers	• 3 business advisory worKSHops conducted between 156 beneficiaries (50% R & 57.69% F) and public and private sector business advisory service providers.	Business advisory service providers: • Trade Department, County Government • Social Services Department, County Government • Equity Bank • Kenya Commercial Bank • Uwezo Fund
	No. of business groups formed type of enterprises/micro and small businesses (Target=100)	• 100 businesses established by 1,343 (62.1% F & 53.16% R). • Of the 100, 57 are made up of refugees. 80 BGs active (45 in the refugee community).	

	No. of registered group SMEs, ownership gender disaggregated (Target =100 SMEs)	• 29 business groups registered.
		   o Refugees: 4 BGs, 55 members (55.54% F)
		   o Host: 25 BGs – 314 members (67.2% F)
		• Additionally, 43 business groups (22 refugee groups) were licensed.
			Change of registration policy for refugees' groups by the National Govt. has affected the registration of refugee-led businesses.

| Outcome 3: Enhanced resilience and livelihood coping among the refugees and host community in Kakuma	Increased participation of the beneficiaries in social and economic development activities	53.52% of the 213 beneficiaries sampled in a recent survey indicated they had joined a social group (women, youth, church, sports groups, etc.) since completing the S4L training, while others had also joined business-oriented groups other than those linked to the S4L Project.	
	% of beneficiaries of life skills applying the learned skills	Findings from the survey beneficiaries are demonstrating increased confidence in terms of demanding for services from duty bearers (68.08% of those surveyed) as well as standing up for their rights (71.83%). Additionally, there is marked improvement in terms of knowledge on sexual and reproductive health with the majority of the respondents demonstrating sound understanding of the major causes of HIV as well as prevention methods.	Additional funding to further enhance application of life skills among the beneficiaries.
Output 3.1: Life skills and psychosocial skills training delivered to 2500 targeted project beneficiaries	No. of beneficiaries trained on life skills and the modules	Life skills: 1,759 (55.25% R & 61.74% F) SRH: 1,321 (48.83% R & 64.42% F) Work readiness: 1,107 (49.14% R & 60.70% F)	
	No. of beneficiaries receiving psycho-social support from the refugee camp.	18 beneficiaries (94.44% R & 83.33% F) benefitted from psycho-social support.	• Weaving: 17 beneficiaries supported with sign language interpretation and transportation during training. Humanity & Inclusion (Handicap International) provided the services of a sing language interpreter while Swisscontact facilitated transportation. • Detergent Making: 1 beneficiary was given a wheelchair by the Humanity & Inclusion.
Output 3.2: Functional literacy and numeracy and computer skills delivered to 3,000 beneficiaries	% of beneficiaries acquiring basic literacy and numeracy capability	• 53.99% of 213 beneficiaries surveyed indicated they benefitted from literacy and numeracy (66.08% conventional and 33.91% conventional and digital). • 97.39% demonstrated good numeracy skills while 64.34% and 69.57% demonstrated good writing and reading skills respectively.	
	No. of beneficiaries of the literacy and numeracy training	• 1,415 beneficiaries – 72.23% F & 65.58% R) • 49.33% drawn from Technical Skills LGs	
Output 3.3: Enhanced social capital among the project beneficiaries	No. of collaborating business, public and NGOs partners serving the beneficiaries (Target=5)	• 5 implementing partners (LEDO, SOPA, OPPEI, SAVIC & ODWEP) • Department of Social Services • Humanity & Inclusion • Refugee Affairs Secretariat (RAS)	

	% of beneficiaries served by the partners and services received	• Services: Technical skills training, business support and social skills
		  o Implementing partners: 34.5% (679 beneficiaries – 72.46% F & 34.61% R)
		• Services: Entrepreneurship and business registration
		  o Department of Social Services: 18.88%
		• Services: Psycho-social support
		  o Humanity & Inclusion: 0.01%
		• Services: Travel permits and land
		  o RAS: 1.8%	

	Amount Mavuno groups' social funds utilized for social development and the need.	KES 6,900 of the social fund utilized to support group members to pay for medical bills.	Majority of the groups plough their social fund contributions to loans if they are not utilized to support group members.
	Memberships into association/groups	53.52% of the 213 beneficiaries sampled in a recent survey indicated they had joined a social group (women, youth, church, sports groups, etc.) since completing the S4L training, while others had also joined business-oriented groups other than those linked to the S4L Project.	

Outcome 4: Replicable and scale-able skills development model for fragile	Lessons learnt/case studies documented and shared.	1. SDC video documentation (https://www.youtube.com/watch?v=3aiqyFCU-mc)
		2. Case studies
		  o https://ela-newsportal.com/a-digital-intervention-to-successfully-train-literacy-and-numeracy-skills-in-kakuma-kenya/
		  o https://stories.swisscontact.org/right-recipe-to-mend-my-life
		3. CAPEX to be done in Nov/Dec
			Project Manager/Knowledge Content Management/ Monitoring, Results Measurement to follow up on CAPEX

	Model tools developed and documented	- Technical Skills Curricula - Entrepreneurship Manual - Integrated Social Skills Manual - Business coaching and mentoring framework to be developed - MRM manual under development	
Output 4.1: Monitoring and results measurement	Key performance indicators tracked and reported	• Generic results framework and indicator measurement plan including timelines in place	

framework established	through annual and semester reports	• Indicators tracked and reported b-annually and on a need basis.	
	Database established for the beneficiaries	• Database in place (baseline, access outreach, business groups, access to finance (Mavuno)	
	Case studies documented	• Beneficiary success stories documented and shared	Case studies to be documented by the KCM Officer and the Project team in the last semester
Output 4.2: Lessons learning platforms facilitated	3 Stakeholders meeting to share feed facilitated in Kakuma	- 2 stakeholder meetings undertaken	Additional stakeholders' meetings planned in the coming half year.
	Lessons learned shared in regional and global meetings/conferences and seminars	- Skills development interventions in migrant/refugee/IDP contexts (El-Salvador, 2018) - ICT in e-learning (Rwanda, 2018) - Savings and lending in fragile contexts (Rwanda, 2018) - Livelihoods development in fragile contexts (Morocco, 2017)	

13.4 Map of Kakuma
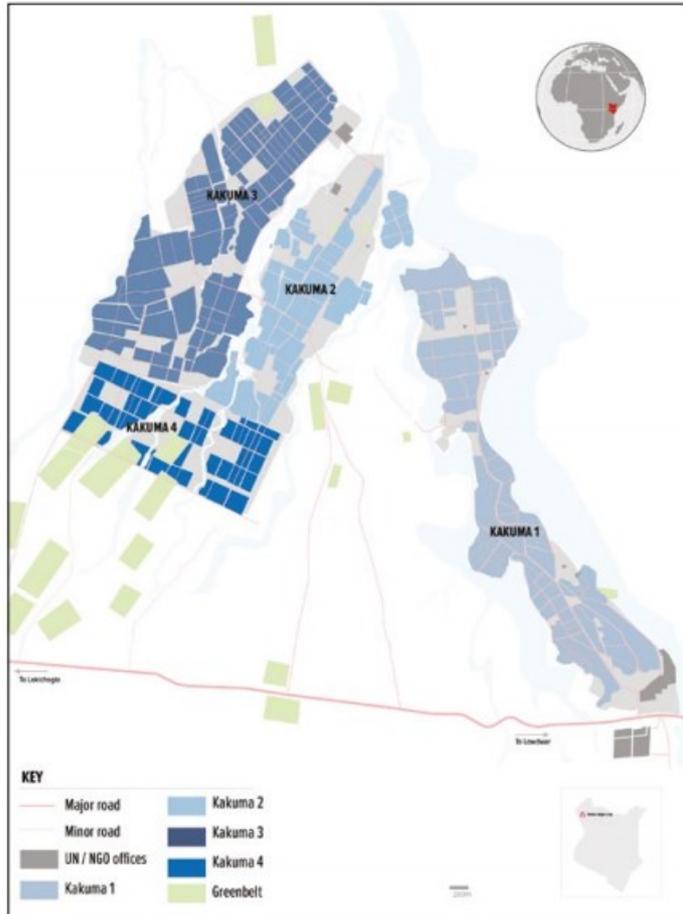
IEBC REVISED TURKANA WEST CONSTITUENCY COUNTY ASSEMBLY WARDS
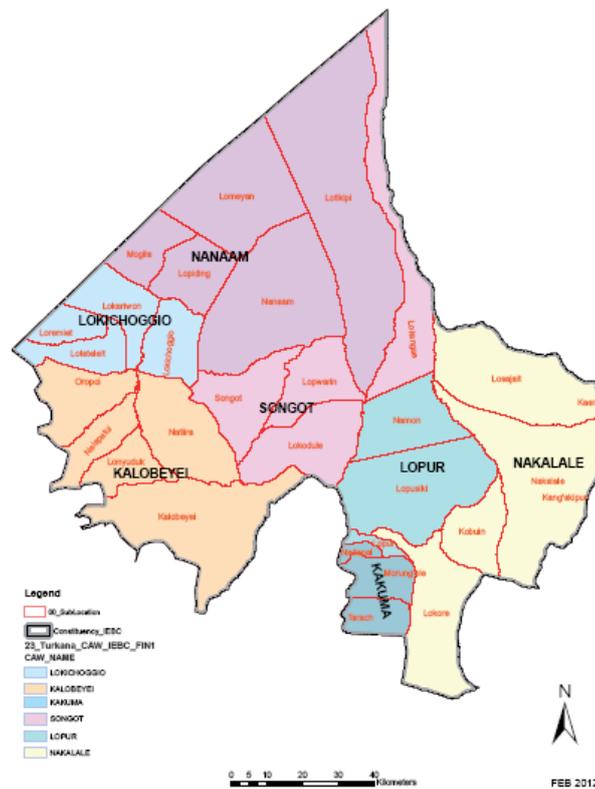
13.5 Demographics of Kakuma

UNHCR 17th of June 22018

Kakuma Camp Population Statistics by Country of Origin, Sex and Age Group

Kakuma

CoO	0 - 4 F	0 - 4 M	0 - 4 Total	5 -11 F	5 -11 M	5 -11 Total	12 - 17 F	12 - 17 M	12 - 17 Total	18 - 59 F	18 - 59 M	18 - 59 Total	60+ F	60+ M	60+ Total	Grand Total F	Grand Total M	Grand Total Unk.	Grand Total Total	%
SSD	4,915	5,063	9,978	9,111	10,770	19,881	7,230	11,346	18,576	14,650	16,275	30,925	743	258	1,001	36,649	43,712	0	80,361	(54.3%)
SOM	2,491	2,665	5,156	3,690	3,608	7,298	2,696	3,117	5,813	7,454	6,996	14,450	355	307	662	16,686	16,693	0	33,379	(22.6%)
COD	942	981	1,923	1,148	1,153	2,301	742	813	1,555	1,937	2,546	4,483	43	24	67	4,812	5,517	0	10,329	(7.0%)
SUD	299	360	659	588	821	1,409	667	1,367	2,034	1,500	3,941	5,441	22	10	32	3,076	6,499	0	9,575	(6.5%)
BDI	639	670	1,309	692	702	1,394	425	440	865	1,391	1,923	3,314	39	28	67	3,186	3,763	0	6,949	(4.7%)
ETH	465	454	919	478	532	1,010	362	404	766	1,185	1,628	2,813	33	22	55	2,523	3,040	0	5,563	(3.8%)
UGA	60	77	137	109	82	191	89	96	185	263	369	632	4	13	17	525	637	0	1,162	(0.8%)
RWA	31	47	78	57	49	106	26	37	63	137	145	282	3	4	7	254	282	0	536	(0.4%)
ERT	1	1	2	4	2	6	1	3	4	12	26	38	1	1	2	19	33	0	52	(0.0%)
COB	3	6	9	2	2	4	5	1	6	9	10	19	0	0	0	19	19	0	38	(0.0%)
TAN	1	1	2	1	1	2	0	1	1	4	4	8	0	1	1	6	8	0	14	(0.0%)
ZIM	0	2	2	0	0	0	0	0	0	0	1	1	0	0	0	0	3	0	3	(0.0%)
BKF	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	1	0	1	(0.0%)
CAR	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	1	0	1	(0.0%)
NIG	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	1	0	1	(0.0%)
SAU	0	0	0	0	0	0	0	0	0	1	0	1	0	0	0	1	0	0	1	(0.0%)
GUI	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	1	0	1	(0.0%)
Grand Total	9,847	10,327	20,174	15,880	17,722	33,602	12,243	17,625	29,868	28,543	33,868	62,411	1,243	668	1,911	67,756	80,210	0	147,966	
	48.8%	51.2%		47.3%	52.7%		41.0%	59.0%		45.7%	54.3%		65.0%	35.0%		45.8%	54.2%			

13.6 Example of simplified model

As a basis the ET has used the implementation timeline.
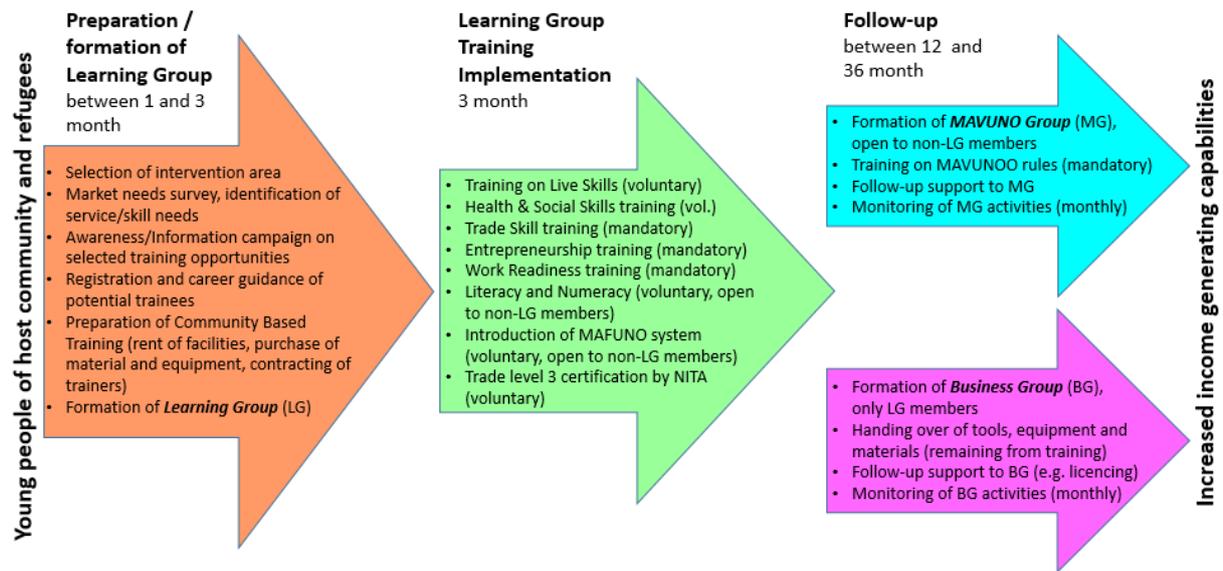
Below graphic shows how the current LogFrame is reflected in the simplified model.
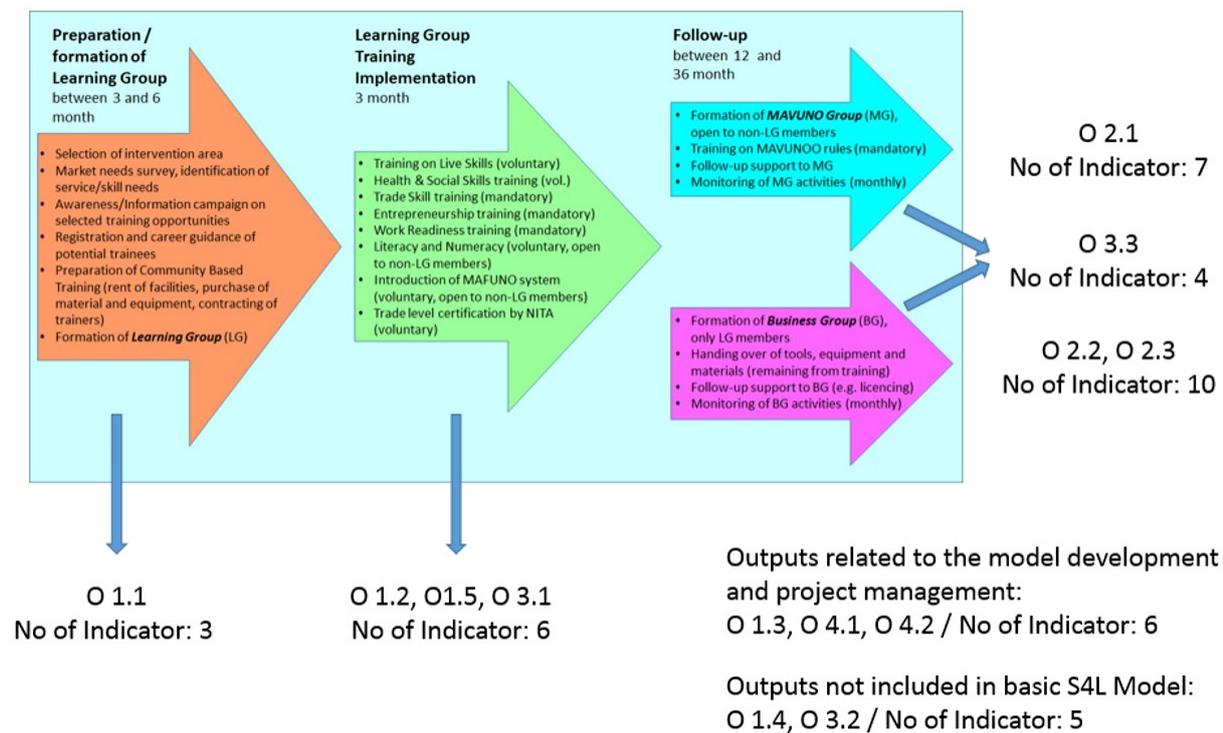
(the process here is reversed; in the future the model should be first and the LogFrame should be created based on the model, not as in this example the other way around)

13.7 Project partners and Stakeholders

(original text by A. Munene)

Direct partners

- **Swiss Agency for Development Cooperation** (SDC): Provide project steering and funding for the Skills for life project.
- **Refugee and Host beneficiaries-** women and men (16-25 years). Young mother's category not clearly distinguished in the project.
- **Technical Training Providers–** Provide the technical training to the trainees. Mainly the Master trainer is from the host community and the assistant trainer from the refugee community.
- **Community based trainers** are involved in mobilisation of trainees, career guidance, supervision of technical training providers and other trainers, monitoring and reporting on learning, business and Mavuno groups.
- **Local partners –** (OPPEI, LEDO, SOPA, ODWEP) – implement the Skills 4 Life model in their various locations on behalf of Swisscontact.
- **Local suppliers-** involved in the supply of training materials for the learning groups.
- **Training consultants:** they are involved in the specialised training like entrepreneurship, life skills and literacy.

Indirect partners

- **Kenyan Government** – (Turkana West County and Refugees Affairs Secretariat) – Hosts the refugees and registers them. Provides and coordinates development projects in the county.
- **UNHCR-** Overseas and coordinate the management of refugees in collaboration with the government and other international and national partners.
- **International Finance Cooperation-** in collaboration with UNHCR will launch the Kakuma Kalobei Challenge Fund.
- **National Industrial Training Authority** – Assessment and certification of trades.
- **Livelihood cluster -** includes other partners who are implementing livelihood projects in Kakuma and Kalobei. They have cluster meetings to share ideas, minimise duplication and have better coordination of livelihood activities. For example- Danish Refugee Council, Action Africa Health International (AAHI) and GIZ among others.
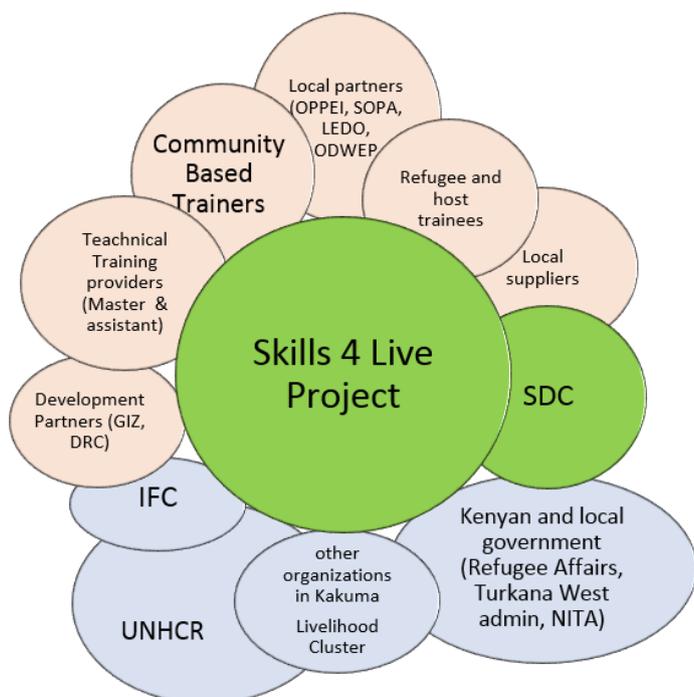
13.8 Gender and Conflict Sensitivity

(original text by A. Munene)

The project performance on gender will be guided by these questions: i) How was gender mainstreamed in all levels of the project[11]? ii) How was gender monitoring incorporated in the monitoring framework and how was it carried out?[12] iii) What was the outcome of these interventions in relation to the project goal?

- Project has a **proactive** consideration for gender. For example the commissioning of gender analysis in December 2016.[13] The study examined the gender dynamics of host and refugee communities in Kakuma. However, it is unclear how the findings informed the project design and implementation.

- In addition, recommendations from the gender analysis like gender training for the CBTs and communities has not being implemented yet. With the requested additional funding the project plans to have a gender mainstreaming training in January 2019.

- **Gender equality** has been strengthened in the project[14]: for example in the mobilization phase, men and women are targeted on a 50 50 basis. Inclusion of women is important in this context because they are often less skilled, more concentrated in the informal economy and underrepresented in the productive economy. For example most shops in Kakuma are owned by men in the refugee camp. Although, in the host community the disparity between men and women is less.[15]The demand for skills development by women is high (including those above the target age bracket of 16-25 years) where they account for over 90% of those who register for the trainings according to the CBTs. Further, the project has 64% women participating in the learning groups, and 84% woman in Mavuno groups.

- **Gender equity** in the project has been taken in account during mobilization, career guidance and in the flexible practical learning sessions for women and men (host and refugees) [16], by selecting venues and timing favourable for the participants, of whom the majority are women who still have household tasks. Additionally, the inclusion of training assistants as language translators and allowing mothers to come with their babies to learning sessions has enhanced equity.

- The training curricula have catered for both **cognitive and subjective aspects** of the participants capabilities, by combining business skills and life skills training. This approach has shown in other contexts to improve the impact of training for women participating in businesses[17].

- **Gender Based Violence (GBV)** has been experienced by some of the trainees (information from CBTs). The social and life skills training manual has a unit on sexual and reproductive health where the topic of GBV is addressed. However, it does not contain details on the referral pathways women or men can access in the camp or host community if they face GBV. In addition the link between GBV and how it affect participation of the beneficiaries is not documented.

- **Gender monitoring** was not embedded into the project design therefore critical gender indicators are missing.

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[11] Gender mainstreaming is the deliberate consideration of gender in all stages of the project planning, implementation and evaluation, with a view to incorporate the impacts of gender at all levels of decision making.

[12] Gender monitoring is the process of monitoring, reporting and evaluating the project on how a gender perspective was integrated in the processes and inputs, results and impacts, so as to learn how the project affected women's and men's lives and ensured continued participation. http://www.oecd.org/dac/gender-development/31572047.pdf

[13] Swisscontact, Gender analysis report – Kakuma December 2016

[14] Gender equality refers to the *equal rights, responsibilities and opportunities of women and men* and girls and boys.

[15] Kakuma as a Marketplace SPECIAL CONFERENCE EDITION A consumer and market study of a refugee camp and town in northwest Kenya, International Finance Corporation [2018

[16] Gender equity "fairness of treatment for women and men, according to their respective needs. This may include equal treatment or treatment that is different but which is considered equivalent in terms of rights, benefits, obligations and opportunities".

[17]Kabeer Naila , 2018, Gender, Livelihood, capabilities and women's economic empowerment: reviewing evidence over the life course

- **Analysis and documentation of transition and retention barriers** affecting women and men in the business groups or individuals running their own businesses have not been done. With approximately 50% of the participants leaving the business groups such information would be critical for enhancing project impact.
- Women begin to acquire and make decisions. **Women's** access and control over resources for their businesses or savings has not been documented or examined. For example: a woman might face violence or other barriers from her spouse or male family members who may want to control her 'new' income. Women are therefore constantly *negotiating for control*. Below is a concrete example:

Case example:

> For example, women are negotiating control by hiding their participation in mavuno from their spouses. During the FGD, CBT reported that one of the trainees husband found out that his wife had been saving money with mavuno savings group without his knowledge and he demanded for her money. She lied that she had been saving very little (KES 600) and gave that to him. Yet her savings were KES 9000 which she kept for her planned use. Therefore the project needs to analyse these men and women experiences and use the information to strengthen the project impact

Conflict sensitivity

- Integrating refugees and host community members in the same training (including Master and Assistant trainers), has enhanced social integration.
- According the project proposal, systematic **Conflict Sensitive Program Management (CSPM)** analysis and conflict monitoring tools were to be developed, documented and used to enhance the project operations. **This has not been done**. The risk assessment, documented in the project proposal, seemed to have influenced how the project mobilised participants, engaged local suppliers and trainers.

Recommendations

- The project (supported by a staff member with training in gender) should develop **quantitative and qualitative gender indicators** as a way of strengthening gender monitoring. Mixed methods are advocated to understand gender change processes in such projects[18].
- Projects need to **document, analyse and interpret** experiences of women and men in relation to gender as they transition to starting up businesses or into the labour markets. That is by monitoring (pathways to self-reliance/change). Analysing these pathways, which are complex, varied and intersect with contextual realities of the beneficiaries, is important in understanding their current and future participation in the project. Below some reflection questions are collect, that the project team should analyse and use to strengthen the project and to commission a study:
  - How do women **manage their care giving roles** as they transition into businesses or the labour market? To whom and how do women participants transfer care responsibilities? How long do women spend in their businesses as compared to men due to their involvement in household work? Documenting these experiences may create visibility for their needs and room to advocate for host and refugee contextually relevant social protection interventions like child care support. Easing constrains of child care and family responsibilities has shown to improve their productivity and participation of women in their businesses.

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[18]Kabeer Naila , 2018, Gender, Livelihood, capabilities and women's economic empowerment: reviewing evidence over the life course

- How are women able to **make decision** about the income they make? What decisions can they make? Which ones can they not and why? How do they negotiate for control of their income and resources? How does this affect their participation?
- How are gender relations changing in the household as women or men are join the productive economy? For example, CBT mentioned that some of the spouses stop providing for the family when they realise the women have income. This may increase the burden of women as they provide and at the same time have to take care of the household tasks (double burden)? How do different masculinities and femininities types play out in these relations? How does all these implicate their participation in the market place, their wellbeing, that of their families and their quest for self-reliance?
- How do **gender norms determine the trades** women and men do participate in? For example one of the beneficiaries mentioned that many men would not allow their wives to undertake training on motorcycle repair because it is not respectful trade for a woman. How does this implicate the participation and outcomes of women and men in the market place? Could trades predominately chosen by women become crowded, more competitive and hinder the business growth?
- What specific **market access barriers** do men and women face (host and refugee) as they participate in the market place? How do these manifest in respect to the project? These barriers have been mentioned in one of the livelihood studies carried out in Kakuma.[19]
- How does **gender intersect** with age or literacy, socio economic status, host or refugee status, context to expose the different ways men and men experience skills training, business and transition into labour market? For example how do the experiences of young mothers or female headed households differ from those of other trainees? What about men or women with low literacy how are their experiences different for those with higher literacy[20]? Explore how inequalities constrain some beneficiaries from attaining their goal self-reliance.
- How does the **macroeconomic environment** (economic and political) affect the livelihoods and participation of women and men in the project? Are there positive macroeconomic processes the project can leverage on to enhance project impact? Are there those that can weaken your impact?

- **Conflict sensitivity:** Implement the systematic Conflict Sensitive Program Management (CSPM) analysis and introduce conflict monitoring tools. Use the information to continuously inform the project.

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[19]Handicap international, Knowledge, attitude and practise (KAP) survey report on the community participation of persons with disability and women in male dominated skills. – Kakuma refugee camps, Kalobeyei settlement and Turkana West Host community. September 2017 (SPARKS Livelihoods)

[20] What is the meaning of literacy in the project? Does it mean ability to read, write and count in English? UNESCO defines "literacy as a means of identification, understanding, interpretation, creation and communication in an increasingly digital, text-mediated, information- rich and fast changing world" https://en.unesco.org

13.9 Objectives and key-areas as per project proposal

Objectives:

1. 2,500 young people will have improved employment and self-employment opportunities due to support (technical trainings and upgrading, life skills and psychosocial support, business/entrepreneurship skills, literacy and numeracy skills and financial capability).
2. 150 entrepreneurs from the pilot phase (included in the 2,500) will be enabled to grow their small businesses via support to existing business groups and access to finance.
3. A replicable model (instruments and tools) for non-formal skills development in fragile contexts will have been elaborated, tested and documented.
4. Local partners will have improved their ability to deliver skills development, employment and self-employment opportunities for refugee and host communities.

Focus areas:

- Engaging existing trade training modules. This includes reviewing the existing 13 trainings and developing flexible skills charts for selected trades or activities.
- Developing minimum new trade training modules. This includes updating the market analysis to identify viable activities with potential for employment; and promoting attractive economics activities that require little further development of training modules.
- Delivering training to new clients (harnessing the Learning Group model). This includes supporting more young people into employment or self-employment through integrated training and scaling up of the learning group model support with new trainees.
- Engaging digital learning. This includes digital interactive learning for functional literacy, numeracy, financial and digital literacy.
- Promoting increased enterprise-based training opportunities. This includes work placements and internships where possible, recognizing that the private sector in Kakuma is not robust.
- Engaging further local partners. This includes mapping local providers (existing training institutions, centers, CBOs, schools and individual entrepreneurs) and promoting the adoption and utilization of the learning model (and existing resource persons and Community Based Trainers).
- Promoting access to finance. This includes scaling up the community savings groups (using the Mavuno model), supporting new existing savings groups and ensuring links to local sources of finance for youth entrepreneurs.
- Supporting growth of businesses from the pilot phase. This includes further skills up grading and business support, mainly mentorship and coaching (plus linkages to access to finance) to promote the micro-businesses as strong SMEs that can also provide training and employment opportunities to other young people.
- Supporting business association. This includes strengthening and growing trade based groups/associations, encouraging new associations and promoting other forums for improved youth engagement.
- Promoting peer to peer learning. This includes engaging pilot phase young entrepreneurs and harnessing them as role models for learning, training, guidance and mentoring.
- Elaborating conflict sensitive approaches. This includes anchoring CSPM in the project (considering power relations, assessing partner's roles, promoting gender-appropriate measures, dealing with the dynamics of conflict, strengthening the marginalized and creating room for dialogue).
- Documenting learning and methodologies for replication of best practices. This includes developing case studies, success stories and learning tools; and defining processes/tools for scaling and replicating approaches that work in conflict fragile environments.