

Joint UNHCR and WFP  
Livelihood and Economic  
Inclusion Strategy.

Angola Operation in Lunda Norte WFP



January 2019 – January  
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## 1.0 Acknowledgement

UNHCR and WFP have joined efforts to develop a five-year strategy for the DRC refugees to attain self-reliance. Special thanks and gratitude are due to the refugee households of Lovua Settlement for their time and cooperation in the data collection process. A vote of thanks to all who have given inputs towards the successful completion of this strategy. Special thanks to the Food security and livelihood working group (LWF, IDA, UNHCR, UNICEF, WFP and WVA) who continuously supported in reviewing, summarising and translating the various literatures and to community leaders, individuals and government counterparts for participating in the various assessment

## 2.0 Executive Summary

The outbreak of violence in the Kasai region of the Democratic Republic of the Congo (DRC) in March 2017 triggered displacement inside the country and across the border into neighbouring Angola. The conflict resulted in a devastating humanitarian crisis, gender based violence, loss of livelihood assets, damage to vital infrastructure, and above all, exacerbated hunger and poverty. As per December 2018, over 23,297 refugees are living in Lunda Norte Province with 18,078 living in Lóvua settlement and around 5,219 still living in urban areas as relocation to Lóvua settlement is underway.

UN agencies, specifically FAO, UNDP, UNHCR, WFP and partners have continued to strengthen the development of Lóvua settlement to ensure long-term access to basic services for Congolese refugees living there. While maintaining a strong humanitarian response to Congolese refugees, UNHCR and WFP recognizes that there is a pressing need to engage in activities which protect people's livelihoods assets, supporting them to rebuild livelihoods where possible and promote self-reliance. Hence the Livelihood Strategy is expected to respond to this need and its development has involved internal and external consultations with partners, beneficiaries and other stakeholders.

The strategy is aligned with the objectives of the 2019-2020 Regional Refugee Response Plan for the DRC situation, including the Angola section. It is also aligned with the 2018-2022 Angola National Development Plan in a number of strategic areas. The strategy has integrated recommendations from the UNHCR/WFP JAM, WVI Market Assessment, the WFP multi-sectoral capacity assessment for Cash Based Transfers (CBT), and the Detailed livelihood assessment conducted by UNHCR. The multi-year strategy has one goal - to improve the livelihoods of refugees and host communities through economic and financial inclusion for self-reliance - the focus of which is to contribute to SDG 2 and the Global Compact on Refugees (GCR).

The strategy is built on three inter-connected strategic objectives –

- I. Improving food security and nutrition among the populations affected by crisis and shocks, including refugees in Lunda Norte province;
- II. Improving economic inclusion opportunities and building self-reliance of targeted refugees and host communities in Lunda Norte province through a multi-partner approach; and

- III. Providing technical assistance to local government institutions to better deliver sustainable results by the government and include refugees and asylum seekers into national systems and services.

The strategy encompasses a five year approach of graduating the refugees from complete dependency on food assistance to increased self-reliance. The approach will involve market oriented economic inclusion initiatives. The strategy will seek to promote social cohesion within refugees and host communities, increase financial inclusion and help both refugees and host communities to achieve greater self-reliance in line with the Inter-Agency Livelihood Strategy for 2019-2024, which calls for more creative ways to help refugees to be increasingly self-reliant while ensuring that such activities also benefit host communities. All conditional and unconditional transfers will be accompanied by specialised nutritious foods to minimise the impacts of lean periods and shocks affecting food scarcity and nutrition status of vulnerable and poor parts of the population. The approach will also be accompanied by Social and Behaviour Change Communications (SBCC) for women, children and men to ensure good nutrition and health practices are adopted.

Through this strategy UNHCR and WFP will take the opportunity to support the Government of Angola to carry out Strategic Review to lay down the development trajectory informed by analysis of the context and gaps, and recommendations required for necessary interventions relevant to SDG 2. UNHCR and WFP will also play a vital role in strengthening the technical capacity of relevant government departments, development agencies and institutions to conduct food and nutrition security analysis to enable better informed nationally owned evidence-based policies. Efforts to enhance government capacity will also include capacity to coordinate and deliver evidence-based nutrition assistance that improves nutritional status of people with specific needs and capacity to improve education indicators.

Greater efforts will also be made to ensure that affected populations are provided with relevant information relating to programme interventions and establishing effective complaints and feedback mechanisms through which concerns related to livelihood development activities are voiced, protection and other issues identified through inclusive community consultations, the programme activities will equitably address the priority needs of women and men (with attention to the needs of the youth) and will include enhancing production, processing and market linkage, on- and off-farm income opportunities and trainings. UNDP, UNHCR and WFP will work closely with the Government and other partners to design livelihood interventions that are gender and nutrition sensitive, avoiding and/or mitigating any potential negative impact on the environment and are in line with environmental and social standards.

The joint Livelihoods Strategy has the broad objective of protecting and restoring livelihoods and food security for conflict affected Congolese in Angola through support to household livelihoods, contribute to revitalizing local economy and strengthening resilience to ongoing and future shocks, while seeking increased opportunities for economic inclusion. The implementation of the strategy will be based on the following livelihood interventions:

**1) Agriculture and value chain development:** Protecting and promoting household livelihood food security and nutrition at all levels through agriculture interventions that includes cropping (subsistence farming-agribusiness and home/kitchen gardening) using conservation and organic farming methodology, raising animals (goats, pigs etc), apiary, and fishery;

**2) Self-employment:** Increased availability of and access to diversified income sources will be achieved through; business and vocational skills enhancement by strengthening local markets and service delivery; promoting agribusiness; market linkages, value chain promotion, private sector partnership development and institutional capacity building. Formation of community saving and lending groups, establishing vocational training centre to strengthen theoretical knowledge, adult literacy as well as offering upgrading courses to craftsmen and trainees will be provided with business kits and or where applicable resolving grants to establishing and or boost their businesses; and

**3) Advocacy:** Increasing advocacy and partnership for government departments, development actors and the private sector in order to promote economic inclusion; access to labour markets, finance services, entrepreneurship and economic opportunities for both refugees and host community in Lóvua.

The design of this strategy is based on the UNHCR Global Strategy for livelihoods outlining livelihoods guiding principles that set forth the core standards behind all livelihood programming<sup>1</sup>. UNHCR/WFP and partners will develop a range of activities and approaches to building resilience in a short, medium and long term. The design of livelihood interventions will be based on the refugees interest, practices and capabilities as well as existing economic activity and available opportunities. Livelihood interventions will be market based oriented to enable beneficiaries succeed in local economy and avoid dependence on partners and or UNHCR/WFP and will allow replication and be scale up to benefit a maximum number of refugees and host community. The activities will also be designed to enable significant increase in ability to achieve self-resilience.

Implementation of the strategy will be through a phased approach, whereby UNHCR/WFP will work with partners to pilot activities on a small scale in the 1<sup>st</sup> year and gradually increased in the coming 2-5 years, as the situation permits. The strategy encompasses a range of interventions focusing on both household level food security and livelihoods and interventions which aim to stimulate local economic activity, through inclusion of refugees' approach, "at the heart of this approach is the idea that refugees should be included in the community development activities from the very beginning. When refugees gain access to education and labour markets, they can build their skills and become self-reliant, contributing to local economies and fuelling the development of the communities hosting them. Allowing refugees to benefit from national services and integrating them into national development plans is essential for both refugees and the communities hosting them"<sup>2</sup>

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<sup>1</sup> UNHCR Global strategy for Livelihoods

<sup>2</sup> UNHCR CRRF

Involvement of the beneficiaries and stakeholders right away from the start of the programme is meant to build ownership and sustainability of the program beyond the project/programme cycle. At the end of the fifth year of implementation of this Strategy, livelihood interventions will be independently running and scaling up with out UNHCR/WFP further support.

### **3.0 Introduction**

At the outset of the humanitarian crisis in Lóvua settlement, UNHCR and WFP took immediate action to respond to the crisis and provided basic food and non-food assistance to the refugee population in coordination with other UN and NGO partners. From May to July 2017, the number of refugee increased steadily and by January 2019 reached 23,297 both in settlement and Dundo-urban area. Over the past one and half years the refugees who arrived during the first wave of the influx have now settled-in and eventually engaged themselves in socio-economic interactions with the host community. Government of Angola also stepped in and ensured access to land for all refugees residing in Lóvua settlement. With the stabilisation of the refugee response, UNHCR and WFP felt the urgency to move from 'status based' assistance to 'vulnerability based' targeted approach of assistance and increase self-reliance through implementing a number of livelihood interventions that include agriculture, business/vocational skills development, advocacy as well as unconditional and conditional cash/voucher transfers. Therefore both agencies have developed a Joint Livelihood Strategy to ensure food security and nutrition of all refugees, gradually promote livelihood diversity, technical assistance, skill improvement and market access to attain self-reliance and strengthen capacity of local government institutes. Keeping the peace building component in mind, the host community will also be a part of the process. This joint approach derives from the UNHCR/WFP corporate joint strategy on enhancing self-reliance in food security and nutrition in protracted refugee situation and encompasses three steps; assessing the self-reliance context; examining vulnerabilities and capacities and analysing opportunities and constraints.

### **4.0 Context Analysis**

Being a signatory to the refugee convention, the Government of Angola has been supporting the relocation of refugees initially accommodated at reception centres or living with host families in and around Dundo to the Lóvua refugee settlement (85 kilometres west of Dundo), which was completed in January 2019. As of February 2019, a total of 19,951 Congolese refugees (5005 families) are residing in the Lóvua settlement of which 9,964 are women and 9,987 men. Bordering on four host community villages; the Lóvua settlement is surrounded in total by 10 neighbouring villages with around 2500 people.

Agriculture has been identified as the primary means for improving livelihoods of DRC refugees in Lunda Norte. Around 5000 refugee households have been allocated 25m x 25m plots of land in Lóvua refugee settlement. Households have the potential to grow vegetables and keep livestock on their plots to supplement

diets and income. But the market is not structured in and around the settlement – informal market created by the small-scal growers is the only place to buy and sell.

Data collected during the FGDs show that refugees are not restricted to engaging in income generating activities in the informal sector. Regarding formal employment market, the current context of crisis that Angola faces in itself is a restrictive condition of employing refugees, since the job market cannot even absorb the skilled and un-skilled Angolan work-force<sup>3</sup>.

One restrictive condition for mobility and work even in informal market is related to identification documents. At the moment, refugees do not have documents (ID cards) that identify them as refugees and that are respected by law enforcement authorities. It was not possible to find out when this obstacle will be overcome. In the nearby Lóvua refugee settlement there are no companies that could absorb any refugee workforce.

The youth in the neighbouring villages of the settlement have not acquired formal education since there have not been schools nearby mainly due to the war that lasted 27 years however the government and humanitarian organizations are currently making efforts to establish schools in Lóvua municipality.

The literacy rate is extremely low in the surrounding villages. There is only one primary school with no secondary level education available nearby. Children can't even write Portuguese alphabets. Lack of educational facilities, including vocational training centres, has restricted the scope of limited attaining of formal education in the villages neighbouring Lóvua settlement. This has caused challenges to labour market resulting in increased vulnerability and negative coping strategies which include; commercial sex, early marriages and other illegal activities like charcoal burning, disappearing from the settlement. (JAM Report 2018).

In September 2018, UNHCR and WFP commissioned a livelihood assessment, jointly with World Vision, the Lutheran World Federation and Local Government in Lóvua Municipality, covering the refugee settlement and the neighbouring communities in order to capture core dimensions of livelihood opportunities, survival and growth with dignity and confidence. The assessment results highlighted the need for comprehensive livelihood interventions despite of continued food distribution, non-food items, and medical care support especially treatment of dietary deficiency diseases. Capitalizing on the access to land for refugees, UNHCR started supporting 400 refugee farmers to engage in agriculture - crop production with support of seeds and simple farm tools and training on improved techniques since January 2018. Agriculture, so far, being the mainstay of the refugees and surrounding villagers. Some are also engaged in petty trade (small shops, restaurant, cinema), casual labour, livestock and poultry rearing, firewood collection, fishing, hunting – of course with challenges and limitations. Refugees engaged in some form of livelihood activity earn less than a dollar a day on average.

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<sup>3</sup> Market Assessment report March 2018

Both refugees and host villagers reported land to be the main resource along with the river streams on both sides of the settlement, forest resources, livestock and caterpillars. Maize, cassava, rice, cowpeas, pineapple, sweet potato, sugarcane, ladies finger, tomatoes, ground nuts are the main agri products. But poor soil quality, lack of irrigation, absence of good quality seeds and improved farming techniques are major impediments – hence the production is low. Short dry spell sometimes delays the planting and eventually reduce the yield. Few refugee households reported to have chickens but they lost all because of disease outbreak. Because of these challenges related to agriculture and livestock along with lack of education, skills and technical know-how; the refugees are unable to attain self-reliance. Given the protracted nature of the refugee crisis, UNHCR and WFP are now re-conceptualizing the response strategy with equal focus on food security all as well as gradual approach to self-reliance.

The Livelihood Assessment recommended the design and implementation of livelihood interventions that will enable refugees to restore their lost livelihood assets, improve food security, nutrition and household incomes. The assessment further presents the prospect and viability of the following livelihood interventions: - agriculture, both cropping and livestock, skills development, adult education, support small micro businesses, and creating market systems as well as employability.

The Livelihood Strategy draws upon the lessons learned from refugees as they strive to make a living, as well as from UN agencies, NGOs, development partners as they implement projects aimed at livelihoods diversification and self-reliance. The challenges and critical lessons being compiled from thematic reviews and from market assessment, joint mission assessment and livelihoods assessments, which include designing livelihood interventions to promote self-reliance.

The development of this livelihood strategy is being guided by the Refugee Livelihoods and Economic Inclusion concept note and the Global Livelihoods Strategy 2019-23<sup>4</sup>, and is underpinned by the 1951 Convention relating to the Status of Refugees which sets out the legal framework conducive to creating conditions for the gradual attainment of self-reliance in countries of asylum.

The Angola Development Plan for Lunda Norte also gives mandate to the activities geared to the promotion of livelihood and alleviation from hunger and poverty in the country. During the 4<sup>th</sup> session of cabinet council where the national development plan was approved it was highlighted that the PND also guides the executive to boost the citizenship and the participation of the population in the democratic life of the country, and enhances the entrepreneurship, innovation and creation of jobs<sup>5</sup>.

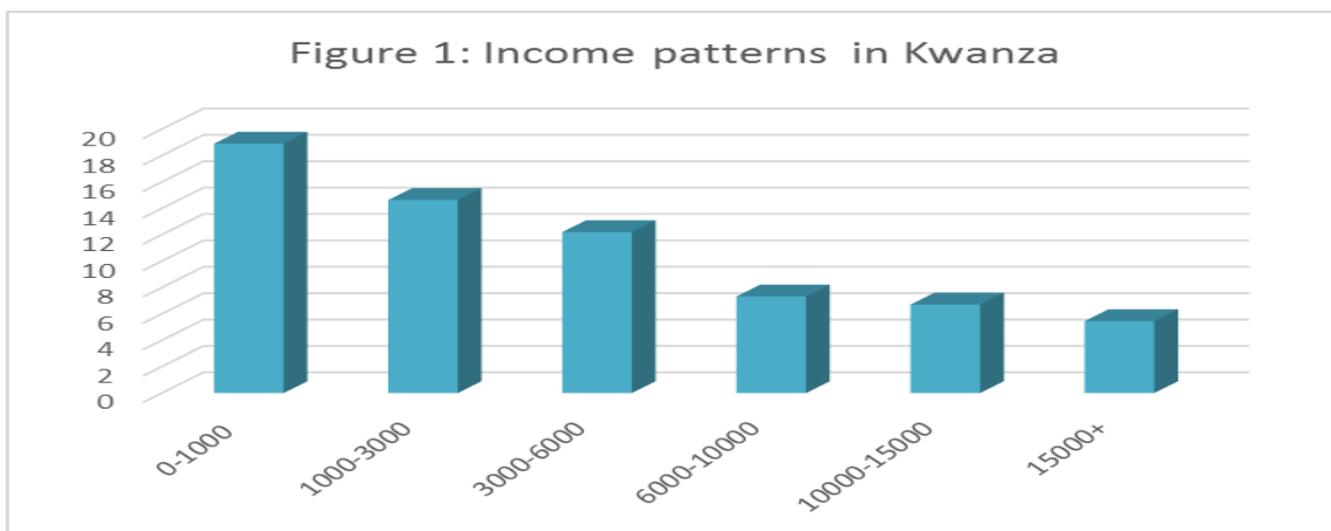
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<sup>4</sup> Livelihood Programming in UNHCR: Operational Guidelines. UNHCR, 2012. <http://www.unhcr.org/4fbdf17c9.html>

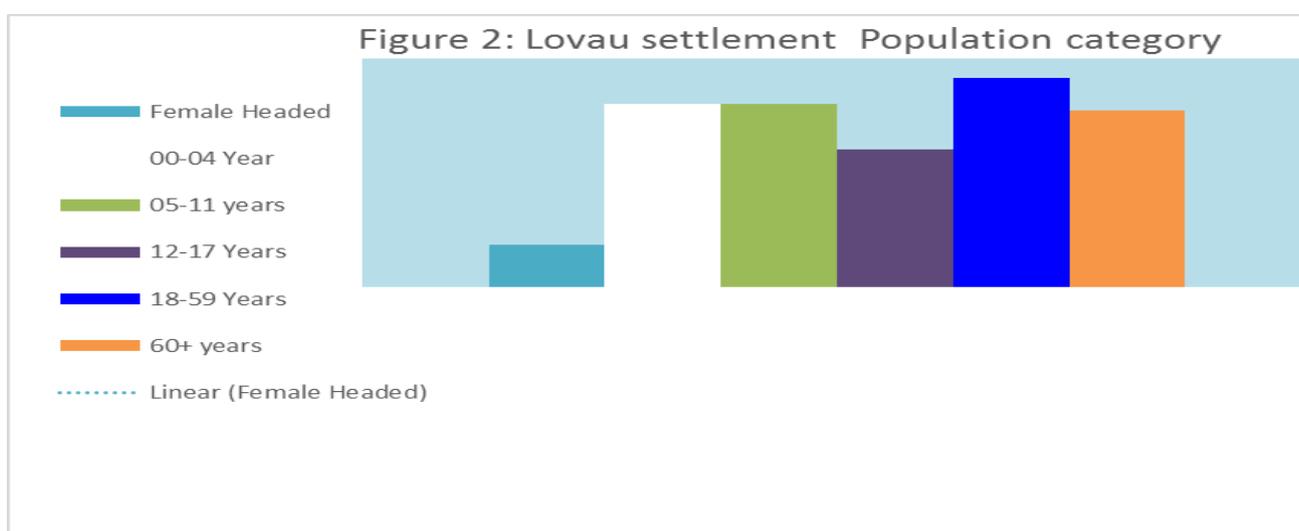
<sup>5</sup> [http://www.angop.ao/angola/en\\_us/noticias/politica/2018/3/17/2018-2022-National-Development-Plan-gets-green-light,d130cea5-6f5a-4c61-bfe5-52a642065729.html](http://www.angop.ao/angola/en_us/noticias/politica/2018/3/17/2018-2022-National-Development-Plan-gets-green-light,d130cea5-6f5a-4c61-bfe5-52a642065729.html)

## 5.0 Socio-economic Profile of Target Population

The Lóvuá settlement population is composed of the biggest number of active age group of 18-59 years. Economic vulnerability is a major concern among the youth and women due to lack of skills and engagement in livelihood activities for income generating. Casual employment within the settlement does not benefit a big number of the youth. Those who work as casual labourers for the implementing partners earn about 3 dollars (1000 Kwanza) per day, higher than the average noted above.



The majority of the population in Lóvuá settlement is engaged in small crop production with poor farming methods that has limited food security and household incomes. The common crop grown is cassava which does not only limit quick returns but also lack of balanced diet leading to high rates of malnutrition<sup>6</sup>. Lovua settlement has an active population that can engage in livelihood activities comprised of the majority youth and in age baracket of 18-59 years. Simillary children between 05-11 years. The composition of elderly of 60 years plus is also very high.



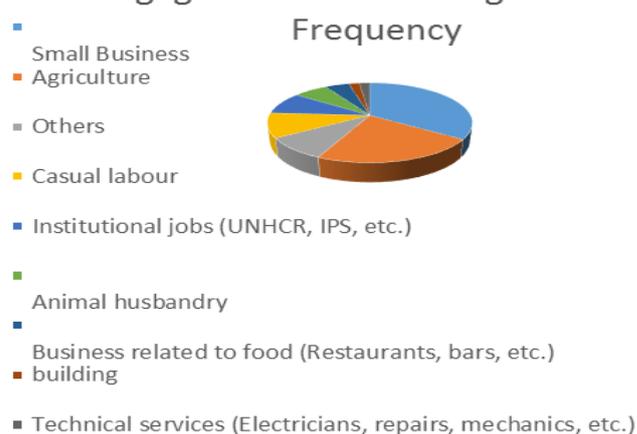
<sup>6</sup> WFP/UNHCR JAM report July 2018

## 5.1 Diversification of income sources

The sources of cash income vary by gender. Women play a determinant role in agricultural production from where they also derive a substantial portion of their income through the sale of vegetables, horticulture crops like tomatoes and cereals that include maize. Agricultural income is also relevant for men but they have more competing alternatives such as fishing, hunting, shelter construction/repairs, informal employment and trade.

Charcoal production has been an important income source that facilitates food diversification as well as non-food purchases for the household, an activity that has benefited women. Many livelihood assessments in Lóvua indicate that better off households are those where women invest almost all of their time and resources in agricultural production, while the husband complements the household income through trade and other informal activities. However, charcoal burning is discouraged by the government and all agencies due to the environmental distraction nature and to this end alternative activities are being introduced.

Figure 3: Engagement in income generating activities



## 5.2 Informal Market system:

There is also a significant number of women farmers who are traders of their own products while others engaged in petty trade leading to a significant increase involvement in business activities with the merging of small shops, saloons, bakery, restaurants, grossaries, tailoring, cinema shows for social entertainment as well. Lack of financial capital, skills, marketing has restricted the growth of these enterprises.

## 5.3 Engagement in agriculture activities:

Agricultural production is an important livelihood for most households in the Kasai region where the refugees come from. About 90% of the households depend on agriculture as their primary livelihood, with most farmers producing at subsistence level. According to the September 2018 UNHCR detailed livelihood assessment 35% of refugees currently engaged in agriculture in Lóvua settlement face similar constraints to agricultural production and marketing as before in Kasai region.

## 5.4 Livelihood groups and Assets:

The table below summarises the livelihood assets and services available to different groups; associated challenges and opportunities to capitalize on the resources.

### Summary of Livelihood Groups and assets

Livelihood Assets/Services	Livelihood groups	Limitation	Challenges	Opportunities
Natural resources	Youth Women Men	Lack of adequate funds	Lack of farming techniques to land use Lack of nutrients in the soils of Lóvua Lack of agricultural inputs including irrigation systems and labour saving farm tools	Access to land, forest and water, The government provided land for agriculture use Access to running water for irrigation and fishery activities Women collect lava "makoso" for food and income from forest Lóvua
Human capital	Youth	High numbers of un-productive ages	High dependency ratio Limited livelihood opportunities Lack of Skills and vocational training	Many of the refugees have interest in learning new skills Self-initiated businesses, petty trade
Social capital	Youth Women and Men	Limited interventions that would bring them together Conflict over limited resources	Lack of unity among the different tribes Lack of peacebuilding programs	Interaction between refugees and host community Exchange of food and non-food items Casual labour opportunity for refugee women in the villages.
Physical capital	Women, youth and men	Lack of access to health and education facilities Long distance to main market in Dundo Lack of modern farming tools Trading centres are far apart	Reduced purchase and buying power  Low productivity High labour cost	Lóvua is located along the highway to the main capital Luanda making it easy to develop its own market  Have access to land for farming Roads within the settlement and outside the settlement are good enough to access mobility
Financial capital	Youth, women and Men	Lack of financial support and financial management skills	Low incomes, lack of loans, savings and financial services, business stagnation, lack of competitive markets, no enterprise growth	MFIs

## 6.0 Market Analysis Findings and Recommendations

The baseline survey and market analysis conducted between January and March 2018 emphasized the need to engage the refugees and host community in livelihood activities and suggested possible viable interventions that would contribute to self-reliance of the refugees living in the Lóvua settlement. Although

there are many choices for sustainable livelihoods, agriculture will be the sector that will absorb most of the refugees and allow the production of a variety of crops for both consumption and sale.

More so the promotion of livestock-small animal husbandry (goats, pigs, chicken etc) which will allow the refugees in the short term to diversify their food diet and generate some incomes through milk production, and sale of animals respectively, given the high demand for goat meat in Dundo, hence opportunity for increased income.

Business development (non-farm trade); Small businesses especially with sale of goods can only prosper with cash inflow into the refugees' settlement. To this end therefore, cash for work activities such as tree planting, road maintenance and shelter construction, provision of business kits through small grants, promotion of savings and loan groups among refugees are some of the activities that can increase the purchasing power of the refugees whereas food for work and or food for asset, farm inputs for work will promote food sustainability and economic growth.

Although some refugees from Lóvuá exhibit high level of education and professional qualifications, many of these skills are not being used currently under the conditions they live in. On the other hand, some young people who will not have access to schools need some vocational skills in order to earn a living. Training courses may include the following: bakery, mushroom growing, candle making, soap making, computer training, mechanics, training as electricians (low voltage), construction, carpentry, recreation and sport activities.

Skills development, adult literacy, access to assets and financial capital, and labour market in general, are important in widening their options to access safe and productive work.

## 7.0 Institutional Mapping

**Government:** The Government of Lunda Norte province has a documented development plan that supports the livelihood activities in the region.

The community development office under the Ministry of Agriculture ensures community involvement in the livelihood activities through activities like annual agricultural welfare, supply of seeds to the most vulnerable people including refugee population and provision of technical support in ensuring food security and livelihood in the region. It also offers a subsidised sale of agricultural inputs to promote food production in the region.

The development plan for Angola also guides the executive to boost the citizenship and the participation of the population in the democratic life of the country and enhances the entrepreneurship, innovation and creation of jobs.

**Other actors:** Apart from the UNHCR and WFP interventions in Lóvuá Settlement, currently few agencies are implementing cross-cutting livelihood activities:

**FAO:** FAO's work in Angola is centred on three medium-term priority areas for technical support: strengthening smallholder production and productivity to improve food security and nutrition, enabling

farmers to apply improved production techniques through Farmer Field Schools; strengthening sustainable management of natural resources; increasing resilience of rural livelihoods to climatic shock and climate change, through the development and application of an integrated Disaster Risk Reduction and Management Plan.

**The Lutheran World Federation:** In partnership with UNHCR, LWF is supporting refugees for economically sustainable livelihoods through; agriculture, business/enterpreneurship and skill building; community capacity building and suitable livelihood activities, community mobilization, access to savings, credit schemes, and markets which are vital to communities in achieving sustainable livelihoods.

LWF also focuses on formal and informal vocational training to help youth in getting better job.

**UNDP:** In Angola, UNDP supports the country in the graduation process of the Least Developed Countries (LDCs) category, in the preparation of national human development reports, as well as in the integration of SDGs into the National Development Plan and national budget planning, process with a broad participation and leadership of the Government of Angola and other national and international actors, civil society, academia, private sector, international cooperation and other institutions relevant to the process, and focuses on helping countries build and share solutions. Specifically in Lovua Lunda Norte is implementing business/enterpreneurship, agriculture and advocacy activities.

**World Vision in Angola:** World Vision (WVI) – in partnership with WFP is distributing unconditional food assistance to 23,297 refugees in the Lovua settlement and Dundo . In partnership with UNHCR, WVI is implementing livelihood programmes focusing on agricultural support to farmers with training and demonstration agricultural fields to all refugees.

**UNICEF:** UNICEF is providing WASH facilities inside the settlement through installation of water wells and pumps, nutrition activities, household sanitary latrines, bathing and hand washing facilities.

**Norwegian Church Aid (NCA):** In partnership with UNHCR, NCA is ensuring safe drinking water through mobile water tanks and 57 static water tanks. NCA also installed 110 sanitary latrines and provided energy efficient cooking stoves to 275 households. NCA is also supporting livelihood activities specifically soil fertilization through production of biochar by recycling maize cobs and other wastes.

**Private sector partners:** Agricultural input suppliers in Dundo have been identified as potential partners, as have a number of embassies. WFP and UNHCR will continue to identify additional relevant private sector for mutually beneficial partnership.

## 8.0 Strategic Framework

### 8.1 Overall Objective

To improve the livelihoods of refugees and host communities through economic and financial inclusion for self-reliance. This Strategy will serve as a position paper for UN agencies and development partners to design and implement livelihoods programming, with the long-term goal of inclusion of refugees into national development plans

### 8.2 Strategic Orientation

Building on the humanitarian-development nexus, the new joint UNHCR/WFP approach on “Enhancing Self-Reliance in Food Security and Nutrition in Protracted Refugee Situations” encourages the shift from status-based to vulnerability (needs) based humanitarian assistance; targeting “vulnerable people with verified needs, maintaining a strong protection focus and taking account of specific requirements”. Hence the core strategic direction of this joint livelihood strategy is to ensure food security and nutrition of all refugees in the Lovua Settlement and promoting self-reliance of targeted households through creation of communal and household assets, skill improvement training and input support. The approach will involve host community with an aim to enhance socio-economic cohesion with the refugees. Market linkage will be an important component to ensure economically vibrant trade in and around the refugee settlement.

### 8.3 Strategic objectives

Based on the contextual analysis, accomplishments achieved by past and on-going projects, lessons learnt to date and consultations with key stakeholders, main priorities for the strategy include:

- i. Improving food security and nutrition among the populations affected by crisis and shocks, including refugees in Lunda Norte province
- ii. Improving livelihoods opportunities and building self-reliance of targeted refugees and host communities in Lunda Norte province, through a multi-partner approach; and
- iii. Providing technical assistance to local and national government institutions to better deliver sustainable results and include refugees and asylum seekers into national systems and services.

### 8.4 Assumptions

This strategy is based on the following assumptions:

1. Free movement of people and goods in and around the Lovua settlement
2. Peaceful co-existence of refugees and host community
3. Local government institutions remain interested and engaged in joint self-reliance interventions involving refugees and host community
4. Government of Angola continues to support enabling environment for economic inclusion.
5. Despite the uncertainty of the situation in future– a stable refugees population of 4500 to 5000 households will be present by the end of 2019 and still in need of assistance

## 9.0 Strategic approaches

### 9.1 Cash/Vouchers Based Intervention and Asset building for livelihoods

This approach will involve both unconditional and conditional assistance and allow the refugees and host community to get involved in specified interventions. UNHCR and WFP will closely work with the Government and other partners to design interventions that are gender and nutrition sensitive, avoiding and/or mitigating any potential negative impact on the environment and are in line with national environmental and social standards.

#### 9.1.1 Unconditional assistance

This approach will involve providing unconditional food and/or cash-based transfers to refugees and crisis-affected population. Increasingly cash is being seen as a viable replacement of food due to its fungibility and flexibility. Except in situations where food is not available, cash is often preferred and provides a boost to local businesses and the economy. Cash transfers can be used to build productive assets, which work to bolster coping mechanisms, thus reducing vulnerability and ultimately increasing food and income security. The cash programme has been implemented by many agencies in many countries including; Uganda, Somalia, Zimbabwe, and Haiti etc and over the coming years this same approach will be adopted in Lóvuá - Angola. In situations where cash is not applicable, vouchers are used. Currently, the Angola government is allowing use of vouchers only.

Most vulnerable refugee households will be enrolled for unconditional assistance throughout the five years of the strategy. Beneficiaries will be DRC refugees hosted at Lóvuá settlement in Angola's Lunda Norte province who have been biometrically registered by UNHCR will be the primary target for unconditional assistance.

Food assistance will be provided in line with Angola Inter-Agency Refugee Response Plan, coordinated with national authorities. The transfer modality—in-kind, cash-based, voucher or hybrid—will be chosen based on the market analysis and GOA position. The assistance package – either food or cash or voucher – will include a nutritionally balanced diet with special focus on children under 5 and People Living with disability.

#### 9.1.2 Conditional assistance

Provide conditional food and/or cash-based transfers for livelihood diversification support through assets creation and skills development support to targeted population.

Conditional food transfer in form of cash and or voucher is another interesting strategic approach proposed; Its release can be subject to conditions after performing a certain public, environmental protection activity and or individual activities that boost food production at household level. Public activities may include; road maintenance, water point cleaning and rehabilitating, construction activities in the settlement, environmental activities may include; tree planting whereas individual work will include agricultural activities either in own farm or communal farms and or demonstration farms and such as procurement of certain agricultural inputs or on the targeted person performing some action such as sending their children to school.

Targeted refugee households and some households from the host communities will participate in the asset creation and skill development activities over the course of 5 years. A detail list of the asset creation, skill

development training and input support identified by the refugees and host community during the Focus Group Discussions are annexed. However, before finalizing the plan for conditional assistance, Seasonal Livelihood Planning (SLP) and Community Based Participatory Planning (CBPP) exercise will be carried out to prepare a list of the priorities and aspirations of the refugees and host community; types, design and dimension of assets to be created; work norms; set of skill improvement training packages and input support required through extensive stakeholder engagement and community consultation.

This approach will enrol able-bodied members of the targeted households where the other dependent members of the households will benefit from the food assistance, as well as from the enhanced income resulting from household/community assets creation and skills and knowledge acquired from the trainings. Emphasis will be given to enrol equal number of women participants.

This approach will engage four cohorts of participants each in a 2-year livelihood programme that will contribute to achieve self-reliance. Cohort 1 will be enrolled in the beginning of the 1<sup>st</sup> year of 1<sup>st</sup> cycle and will complete the phase in two years. The inclusion of new cohort will follow the diagram below. Four phases of the 2-year cycle will be completed in 5 years through gradually inclusion of new beneficiaries each year, to provide livelihood opportunities to achieve self-reliance for 3000-5000 households.

	Year 1	Year 2	Year 3	Year 4	Year 5
Cohort 1	500 to 1000 HH				
Cohort 2		500 to 1000 HH			
Cohort 3			500 to 1000 HH		
Cohort 4				500 to 1000 HH	

Targeted participants from host communities (around 20-30 percent of total number of HHs living around the refugee settlement) over the same period will join the refugees in skills development activities only but will not receive any food or cash transfer in exchange of their participation. Nutrition sensitive activities will be imbedded on the asset creation activities to promote improved dietary diversity and child feeding practices.

The activities under this approach will encompass a wide range of interventions on different cross-cutting themes (shelter development, WASH, development of agriculture, livestock, fisheries, forestry) which will create windows for engagement of government departments, different UN agencies. The SLP exercise will develop a complete seasonal calendar of the proposed interventions; current engagement of different actors and the gaps to be filled in to achieve self-reliance. This approach is believed to boost food production and self reliance.

## 9.2 Market Linkages

The strategy will encourage research, design and implementation of activities that link farmers to markets. Thus approaches such as “Linking Farmers to Markets” - which assume the development of long-term business relationships rather than support for ad-hoc sales - will be identified and implemented. Also skill based linkages will be promoted- linking beneficiaries with relevant skills to private sector and creating employability. Traders will also be linked to the suppliers and consumers as well. Linkages can be facilitated between smallholders through lead/ambassador farmers to aggregators (cooperatives, individuals, traders, agro-dealers etc.) to large off-takers or buyers. As part of this approach Rural Aggregation Centres (RACs) can be developed to enable lead farmers to bulk commodities at a central location in their respective community/village. This eases the challenges smallholders face in finding remunerative markets for their commodities, mainly due to distant market places and lack of transport options and provide economies of scale to aggregators/buyers by buying and transporting high quality and quantity commodities at a single location. Credit arrangements through existing micro-finance institutions can be facilitated for the aggregators to make sure they have liquid cash to purchase the products from the smallholder farmers and lead farmers. The schematic diagram below illustrates the logical pathways of connecting smallholder farmers to large off-takers or buyers.



UNHCR and WFP and (through their partners) will promote a research based approach to generate market information and dissemination to actors mentioned in the diagram. The implementing partners will facilitate the formation of farmer, aggregator or buyer groups and these linkages will later be managed and run by individual members for sustainability.

## 9.3 Communication and Advocacy

In line with commitments to the new way of working, multi-year programming that addresses the root causes and consequences of food insecurity and malnutrition will require the establishment of strong and diverse communication approach to support local partners in achieving the 2030 Agenda for Sustainable Development. Under this strategy, UNHCR and WFP will build on lessons learned from an ongoing programmes and projects to develop and implement a joint capacity strengthening plan for the medium term. More generally, quarterly consultation meetings with all stakeholders including government counterparts, other United Nations agencies, cooperating partners, donors, civil society and the private sector will provide a forum for dialogue, feedback and collaborative strategy planning with non-governmental organization partners. This lessons learning exercise and dialogue will enable UNHCR and

WFP-to condense the findings into advocacy messages for policy makers for designing and implementing livelihood programmes by government at scale.

There is need for UNHCR, WFP, and partners to advocate for an environment that will enable the economic inclusion and livelihoods of refugees and enhance their access to decent work. Advocacy efforts will be anchored in context-specific and built on the evidence base demonstrating the positive impact that the economic inclusion can have on the refugees and host communities. Data and analysis highlighting the potential of economic inclusion is essential.

#### 9.4 Capacity strengthening

Given the prevailing hunger gaps and challenges and the Government's commitment to achieve the SDGs, UNHCR and WFP working together with UNDP will take the opportunity to support the Government of Angola to carry out Strategic Review to lay down the development trajectory informed by analysis of the context and gaps, and recommendations required for necessary interventions relevant to SDG 2. This joint effort led by the Government will enhance national ownership and will stresses the need for stronger partnerships to eradicate hunger and malnutrition, provide short to medium term assistance and self-reliance opportunities for vulnerable populations in Angola; promote consensus building to mitigate the impacts of climate change and respond effectively to new emergencies; and above all, build the capacity of national and local institutions and agencies in Angola to achieve SDG2. UNHCR and WFP will also play a vital role in strengthening the technical capacity of relevant government departments and institutions to conduct food and nutrition security analysis to enable better informed nationally owned evidence-based policies. Efforts to enhance government capacity will also include capacity to coordinate and deliver evidence-based nutrition assistance that improves nutritional status of children and pregnant and lactating women; and capacity to improve education indicators.

#### 9.5 Partnerships and Coordination

Strong strategic and operating partnerships will form the core of these livelihood and economic inclusion approaches in Angola. All stakeholders with potential to be engaged in will be analyzed and mapped through application of stakeholder engagement tools (i.e. SLP, CBPP); analysis of coordinated approach and specific entry points for livelihoods partnerships:

**Communities:** For success, quality and scale of livelihood activities, community level planning and contributions are critical. As such participation of communities and community level entities in planning, implementation and monitoring of livelihood activities will be ensured through Community Based Participatory Planning (CBPP) approach. .

**UN Agencies:** Through strategic partnerships, building on global agreements, UNHCR and WFP will work closely with UN sister agencies, including FAO, UNDP, ILO and UNICEF to reinforce and build on existing programmes, thereby learning lessons, and building on 'what works'. The approach will be to maximise technical capacity and utilize resources to prolong and multiply livelihood programming gains through close coordination, leveraging complementarities and working together to each agencies' comparative strengths.

**NGO/CBO Partners:** There are many NGOs, both national and international, some of those have partnership with UNHCR and WFP, both through coordination and project implementation at the field level. UNHCR and WFP will continue to explore the possibility of engaging NGOs as partners for the implementation of the livelihood activities acknowledging their technical know-how, local knowledge, and capacity for community outreach, while we search for more long-term solutions of economic inclusion.

**National/Local Government:** Continued engagement with the Angola Department of Community Development as strategic partners as livelihoods and resilience programmes are introduced. Further engagement with the Ministry of Education, Ministry of Trade, Ministry of Labour, Ministry of Agriculture - as they are responsible for education and livelihood development through agricultural and market based interventions - will be a priority of this strategy. Given the expertise and knowledge of local level government as well as the presence of MoA and Community Development at local levels, UNHCR and WFP will pursue engagement with local level government especially District Administrator Office and Institute of Agriculture Development (IDA) in coordinating and implementing livelihood and resilience building projects.

**Private Sector:** The private sector remains a critical ally for both programme design and implementation at scale. This strategy will encourage a mapping of private sector bodies and facilitating dialogues with them for partnership development.

Besides that, UNHCR and WFP will explore opportunities to expand its partnership with cell phone companies for mobile cash transfer opportunities; suppliers of seed, fertilizer and agriculture inputs to ensure regular supply at a stable price and large scale buyers and offtakers to ensure better trade-off for the farmers.

## 10.0 Interventions' description

The strategic outcome will only be achieved by designing and implementing appropriate livelihood interventions which address current and potential underlying causes of food and livelihoods insecurity in Lóvua. Consequently the following interventions (which are examples only) will be promoted over the next five years and will support the achievement of the strategic objectives of this strategy:

### 10.1 Agriculture and value chain development

This intervention will involve the growing of crops and raising livestock. Putting into consideration the lack of nutrients in the soils of Lóvua settlement (Lóvua soil analysis report May2018)<sup>7</sup> and the nature of vulnerability of the households in Lóvua settlement and the surrounding host communities<sup>8</sup>, it will be viable to promote conservation and organic farming technologies since it does not rely on chemical fertilizers or pesticides and instead utilizes more natural techniques. Once most farmers have animals that will include chickens, pigs, goats and cows, and the manure from these animals will be used to fertilize the crops. The crops produced are then consumed or sold, and the inedible parts of the plants are used to feed the livestock. This will create a closed circuit within the farm where nothing goes to waste.

<sup>7</sup> <https://www.dropbox.com/s/9ie32lb7x8s9wds/LISA%20Lab%20Lóvua%20Soil%20Analysis%20Report%20%28Sample%20May%202018%29.pdf?dl=0>

<sup>8</sup> UNHCR Detailed livelihood Assessment, November 2018

All livelihood interventions will be designed while ensuring promotion of gender equality at all levels. A priority will be placed on understanding the implications and impacts gender has on attaining food security and livelihood and ensuring that all activities advance gender equality and avoid (even inadvertently) overburdening women. There will be systematic analyze of gender dynamics within the households.

In order to implement agricultural livelihood intervention/activities in a better and more strategic manner, UNHCR and WFP will employ three Food Security and Agriculture oriented Approaches:

*Figure 1: Demonstration farm in Lovua settlement*



### **10.1.1 Group Extension Approach (/or Farmer-to-Farmer Extension Approach)**

This is an extension approach whereby community-based trainers are selected and developed to offer extension services in agriculture and nutrition to fellow farmers in their localities. WFP and UNHCR Angola opts for this approach because of its sustainability nature but also due to inadequate capacity to meet all the farmers' demands through recruited extension staff. The farmers are equipped with practical knowledge and skills to train fellow farmers in cropping and livestock. The system is cost effective and efficient. Many farmers are reached at a low cost with minimal resources.

There will be consideration of re-stocking programmes as well, both in the refugees and host community. It is important to note that, Congolese refugees became more vulnerable following the loss of their animals due to the displacement.

Restocking programmes will include a variety of small animals that will not only provide incomes and nutrition but also farm manure for crop production.

As small animals such as goats, pigs, rabbits and sheep are often the responsibility of women, investing in this area can also provide a boost to building assets at household level, giving women more say in decision-making around income and expenditure. Lead/or Farmer to Farmer will connect farmers, farmer groups, cooperatives/or associations, small and medium-sized businesses in the settlement and rural areas to extension experts provided by UNHCR/WFP in order to fight hunger and poverty.

Typically mid-career professionals, farmer to farmer volunteers, are not only farmers but also business people, food processors, bankers, co-operative directors, college professors, beekeepers, graziers and other

professionals. They come from different backgrounds, offering their years of experience for free in an effort to create better livelihoods for their counterparts.

WFP and UNHCR Angola will establish and or build the capacity of farmers, farmer organizations, rural agribusinesses, agricultural service providers, extension providers, trade associations and rural finance providers to become commercially viable participants and partners in domestic and regional economies—and even the global economy.

(Training manual will be developed to enable the implementation).

### 10.1.2 Farmer Field School (FFS) Approach

The following characteristics define the FFS Approach:

- Farmer field schools consist of groups of farmers who get together to study a particular topic.
- The topics covered will range from conservation agriculture, organic agriculture, animal husbandry, soil management and pest control, to income generating activities such as hand crafts.
- Farmer Field School will provide opportunities for learning by doing. It will teach basic agricultural and management skills that make farmers experts in their own farms.
- Farmer Field School will be a forum where farmers and trainers debate observations, experiences and present new information from outside the community.

(Training manual will be developed to enable the implementation).

*Figure 2: Demonstration/Learning farm in Lovua settlement*



### 10.1.3 Cross cutting agricultural Activities:

#### 1. Low Input, High Output Gardens (LIHO):

These are presently being implemented in many countries with persons of concern including people living with and affected by HIV. Despite their size (typically 3m x 5m or smaller), with the appropriate crop varieties and cultivation methodologies, it is possible to harvest crops, essentially to ensure **nutritive well-being of the targeted population** throughout the year. In some cases, excess supplies are also being used to increase household income.

## 2. Bag/sack gardens:

Presently bag gardens are being implemented predominantly in arid areas but it is proposed in line with the low levels of water and maintenance required that their use be expanded to other areas, in particular in refugees settlements and urban environments where there is shortage of water and limited land. Bag gardens occupy 0.35m<sup>2</sup> of space and each bag can take 40 plants. A similar number of plants planted horizontally would require 4.4m<sup>2</sup>. These gardens will be used to reduce vulnerability by improving household food security, and demonstrate a more sustainable use of resources through use of waste water<sup>9</sup>.

## 3. Conservation farming:

This is the method of producing crops, whereby time, energy, soil and moisture are conserved. Usually, the retention of 30% surface cover by residues characterizes the lower limit of classification for conservation tillage but other conservation objectives for the practice include conservation of time, fuel, earthworms, nutrients, soil water and soil structure<sup>10</sup>. Conservation farming is being implemented by many agencies in Malawi, Ethiopia, Uganda and Zimbabwe. Lessons learnt from these countries can be used to promote adoption in Lóvua over the next five years. Due to the low levels of labour required it is suitable for vulnerable populations like refugees to enable them make maximum use of their available labour and inputs. Demonstrations by sustainable agriculture technology (SAT) in Zimbabwe as well as conservation agriculture and sustainable crop intensification a Zimbabwe case study by Food agriculture Organization (FAO)<sup>11</sup> illustrate that if conservation agriculture is implemented appropriately, result in high yields and therefore food and income security can be significantly enhanced.

## 10.2 Enterprise and business development

The following methodologies will be considered when implementing activities geared towards increasing incomes at household level:

- Emphasize increased volumes produced per unit of land which will have a significant contribution towards realization of improved incomes from increased sales.
- Promote non-agricultural oriented businesses especially for refugee communities
- Train beneficiaries on economic development modules: How to start a business (Entrepreneurship, marketing, business plans (simple), financial management, group dynamics, savings group, Village Savings and Loan Association, Local Value Chain, Small Micro Enterprises.)
- Ensuring that the targeted groups (youth) both refugees and the host community acquire market based skills for employment and be linked to potential private companies.

<sup>9</sup> Non soapy water is recommended as otherwise this will over time lead to compaction of the soil.

<sup>10</sup> Conservation Agriculture: A Sustainable Farming Practice, CTDT, 2009.

<sup>11</sup> Integrated crop management Vol 17-2012

Figure 3: UNHCR Staff purchasing fruits from the PoC in Lovua settlement



Activities:

### 10.2.1 Enterprise and development Projects

- Carrying out market assessments, market linkages and market intelligence.
- Supporting non-farm enterprises (trading); training on entrepreneurship and provision of business start-up kits and supporting certification from the authorities.
- Trainings in entrepreneurship skills development and business planning.
- Trainings in income generating activities selection, planning and management.
- Agribusiness training and support activities through value addition and Trade certifications promoting private sector partnerships.

### 10.2.2 Technical Vocational Education Trainings

UNHCR and WFP Angola working along with UNDP will promote vocational and skills training geared towards reduction of vulnerability shocks among refugees by providing them with alternative sources of livelihoods and addressing social needs.

Lessons will be adopted from UNHCR's past related experiences from its other operations. These trainings will be based on findings from market assessments. In Lóvuá settlement, UNHCR and WFP working together with UNDP will support the establishment of a vocational school/training center to strengthen theoretical knowledge as well as offer upgrading courses to craftsmen in areas such as quality control and business skills. It is anticipated that large-scale repatriation of refugees will only occur in the medium-long term hence the relevance and necessity of an expanded skills training programme. The programme takes as its point of departure the fact that there are both economic and social objectives that are valid but not easy to accommodate within a single vocational training programme. It is therefore proposed that the programme consist of two main parts:

- Market based vocational training; aimed at the provision of skills for self-employment to achieve the economic objective.
- Non-vocational activities aimed at engaging youths not interested in vocational skills training with positive activities for the body and mind to achieve the social objective.

UNHCR and WFP Angola will explore existing and planned structures to facilitate vocational training in Angola by contacting relevant government departments, other UN developmental agencies, and NGOs specialized in vocational trainings; to re-design market oriented training programmes in such a manner that they provide effective and reintegration of relevant skills training for refugees.

### **10.2.3 Village Savings and Loans**

This form of community lending is presently being implemented in a number of countries including Zambia, Malawi and Uganda and works on the premise that a group of self-selecting people come together to save and later borrow money. Research indicates that this approach has been extremely successful in bolstering incomes resulting in increased food and health security. As the methodology is based on self-selection and has a built-in social fund, it supports households by providing grants or no-interest free loans to group members who have suffered shocks thus ensuring they do not become more vulnerable. UNHCR and WFP Angola in partnership with UNDP will facilitate the process of formulation of these groups by providing the necessary trainings to the partners (who are expected to implement this methodology in Lóvuá refugee settlement and the community groups as well. Once the first cycle has been completed, involvement of these UN agencies will considerably reduce although it is anticipated in instances where links to local microfinance institutions are solicited, that they facilitates this process through local networking facilities.

### **10.2.4 Mainstreaming interventions**

It is believed that livelihoods of individuals are greatly affected by the surrounding environment, unless attention is given to other factors that affect the livelihood of an individual, livelihood will not be sustainable. The following interventions will be mainstreamed in Livelihoods strategies: a) WASH b) GBV/Protection. The strategy is people-centered. This should help in a collective manner to identify appropriate entry points for support of livelihood activities.

UNHCR and WFP, the implementing partners, the government department and village leaders will identify specific intervention for each category of beneficiaries and individual beneficiaries will be selected. As part of this village-level targeting, UNHCR and WFP will ensure minimum coverage inclusion of women and women-headed households as well as other vulnerable but able groups.

Before implementation of any livelihood intervention, a baseline survey and environmental impact assessment will be conducted as well as a monitoring Framework developed. The targeting criteria for beneficiaries will be based on capability of an individual to undertake the selected livelihood intervention in a sustainable manner, the design of each intervention will put into consideration protection issues, gender sensitivity as well as inclusion.

Once the right interventions are selected for the right beneficiaries; the targeted population will be able to attain household food security and alternative incomes to enable address various financial and social needs thus reducing risky/negative livelihood coping strategies.

### **11.0 Targeting**

The strategy is people-centered. It aims to help the stakeholders with different perspectives to engage in a structured and coherent debate about the many factors that affect livelihoods. This in turn, should help in a collective manner to identify appropriate entry points for support of livelihood activities.

This Livelihood strategy will be implemented in Lóvuá Settlement and surrounding communities where UNHCR and WFP are currently operating with other UN agencies and NGO partners. The strategy targets 10,000 beneficiaries in the settlement and surrounding communities

UNHCR and WFP will work with selected partners who have expertise in implementing livelihood activities to implement the various livelihood interventions designed in accordance to this strategy.

Coordination meetings will be facilitated by UNHCR that will involve the government community department and the Food security and livelihood working group.

UNHCR and WFP, the implementing partners, the government department and village leaders will identify specific intervention for each category of beneficiaries and individual beneficiaries will be selected. As part of this village-level targeting, UNHCR and WFP will ensure minimum coverage inclusion of women with a focus on the most poor.

Before implementation of any livelihood intervention, a baseline survey and environmental impact assessment will be conducted as well as a monitoring Framework developed. The targeting criteria for beneficiaries will be based on capability of an individual to undertake the selected livelihood intervention in a sustainable manner, the design of each intervention will put into consideration the gender sensitivity as well as inclusion. (Beneficiary Selection criteria annexed)

### **12.0 Implementation Approach**

UNHCR and WFP will implement the activities through partner NGOs, until a more appropriate economic inclusion approach is established. The programme design, implementation and monitoring will be done jointly. Currently UNHCR and WFP are operating through the field office in Dundo where both agencies are sharing the office premises.

UNHCR's Associate Livelihood Officer and WFP's Coordinator will oversee the implementation of this strategy including the development of relevant training manuals, provision of technical support/guidance, monitoring and evaluation of the project implementation.

Joint implementation with other UN agencies and NGOs will be encouraged and supported to reduce duplication of activities, food security and livelihood group platform will be utilized throughout the implementation of this strategy.

### 13.0 Exit Strategy

As a way of sustainability, local ownership and continuity as well as scale up of the programs after the project cycle. UNHCR and WFP will encourage the involvement of all stakeholders/beneficiaries in all programs designed and implementation. This strategy has involved beneficiaries, stakeholders and partners to enable ownership and sustainability beyond exit.

Under the conditional assistance component to meet the food and nutrition requirements while achieving self-reliance, the two-year cycle of asset creation, skill development training, market linkages and input support will be the key for increasing economic capacity of the vulnerable refugee households from entire dependence on food assistance. The changes in their asset profile, skills and employability, savings capacity, market connectivity, food consumption and nutritional status will be monitored and assessed to measure the level of self-reliance achieved. This approach will support each targeted beneficiary for a period of two years before exit is made. After the first two-year cycle, necessary adjustments can be made to make sure that the targeted refugees and host community attain self-reliance. The formation of community groups and connection to local government institutes (IDA and District Administrator's Office) will be key to hand over the project to the refugees and host community.

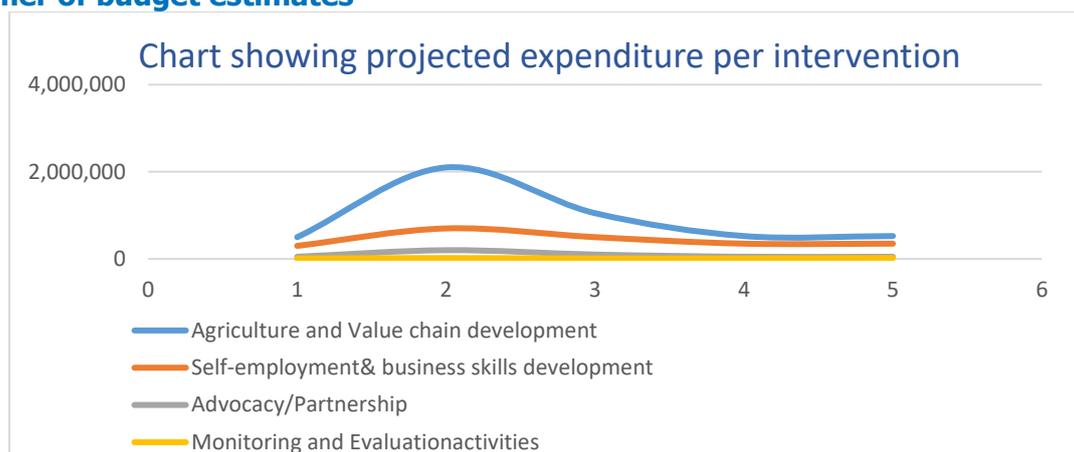
However, a planning matrix for sustainable exit strategy will be developed in conjunction with the M&E which will include - conditions to phase out; local linkages, social cohesion between refugees and host community, institutional strength, staff and community capacity; Resourcing an exit strategy, Stagger phase out and exit of various activities where possible.etc. Given the uncertainty of the situation in future – more refugees coming in or the existing refugees starts repatriating – the number of target population, scale of the programme, duration and exit strategy will be revised in due course.

### 14.0 Intervention and Monitoring Plan

A global livelihood monitoring framework will be developed and its design and implementation will include beneficiaries from all interventions. The M&E framework will include sub-sets from the host population, and refugee beneficiaries assisted through out each year. Data will be collected three times a year on selected indicators to explore the changes resulting from seasonality of available livelihoods and/or assets created, trainings received. This approach will enable comparison of the differences in terms of food security and self-reliance among the host communities, the beneficiaries receiving support. In the process, the monitoring framework will continue to focus on assessing the reach and coverage, protection and beneficiary accountability, progress on gender equality commitments, as well as economy, efficiency, equity and effectiveness in its programmatic outreach.

Agencies involved will conduct joint individual, household, and community-level monitoring, and will increase the use of emerging data collection and reporting technologies to reduce monitoring costs while increasing efficiency. Post-distribution monitoring surveys will be undertaken to monitor outcome indicators in line with corporate minimum monitoring requirements of implementing agencies.

## 15.0 Summer of budget estimates



Summary of Proposed Budget for 5 Years						
Intervention type	Year 1 (USD)	Year 2 (USD)	Year 3 (USD)	Year 4 (USD)	Year 5 (USD)	Total (USD)
Agriculture and Value chain development	500,000	2,100,000	1,050,000	525,000	525,000	4,700,000
Self-employment & business skills development	300,000	700,000	500,000	350,000	350,000	2,200,000
Advocacy/Partnership	50,000	200,000	100,000	50,000	50,000	450,000
Monitoring and Evaluation activities	10,000	20,000	10,000	10,000	20,000	70,000
<b>Total (USD)</b>	<b>850,000</b>	<b>3,000,000</b>	<b>1,650,000</b>	<b>925,000</b>	<b>925,000</b>	<b>7,420,000</b>

## 16.0 Annexes

1. Targeting/ Beneficiary selection criteria
2. Summary of Budget requirements
3. SWOT Analysis

## Annex 1: Targeting/Beneficiary selection Criteria

The Livelihoods Strategy intends to reach a total of 6,000 refugee and host community households over a period of 5 years. Together, their livelihoods will be strengthened with relevant, market driven, comprehensive and sustainable interventions, drawing on substantial market analysis and contextual evidence. UNHCR and partners have conducted various assessments/baseline that provide a base for targeting criteria. The key elements in targeting beneficiaries includes:-

- ✓ Financial resources available for a programme;
- ✓ Human resources and capacity for implementation;
- ✓ Special needs, levels of incomes, skills and capacity;
- ✓ Enterprise choice based on the analysis of the various value chains with clear and benefits analysis;
- ✓ Focus on potential projects that reflect co-existence across communities through the “producer or marketer model);

### Targeting criteria

The beneficiary selection will be based on the following criteria

1. Willingness and ability to undertake a livelihood intervention; agriculture intervention will target the poor and ultra-poor:- There are no substantial barriers to entry into this type of activity in terms of skills but capital may be required, the major screening will be based on the willingness and ability to undertake the intervention. However a livelihoods programme will not exclude those with special needs such as the disabled, chronically illness, elderly, and ultra-poor. A Livelihoods for Disability Survey and the host community household listing will be conducted to design a special livelihood intervention/support as per the recommendations from the survey.
2. All livelihood interventions will be gender sensitive and women participation will be encouraged. The livestock (small animals at household) and kitchen gardening at household will only target women. However, they will also participate in other livelihood interventions as they wish.
3. Ability and willingness to work in groups: - Entrepreneurship trainings and support will be through groups, this is mainly because of low transactions costs and reaching more beneficiaries. However, little consideration will be provided to the scope of individual entrepreneurs having significant multiplier effects in terms of job creation, high volume production, quality and quantity assurance as well as tighter business monitoring mechanisms to prevent losses. Sometimes, individual entrepreneurs become not just business people, but champions and ambassadors for replication and copying by the poor. This reduces the burden of learning by development agencies.
4. Ability to undertake skills building trainings and livelihood innovations; the youth will be engaged in specialised interventions: - the youth’s demographic dividend has been regarded as a key UN agenda. In this regard, the youth will be targeted in areas of their interest. Key areas of possible investment include middle to high income earning activities in both employment and self-employment, culture and arts, Skill building interventions; Technological innovations that also promote business possibilities for self-reliance are their preference.

## Annex 2: Summary of Budget requirements

Summary of Proposed Budget for 5 Years per Agency																
Intervention type	Year 1 (USD)	UNHCR	WFP	Year 2 (USD)	UNHCR	WFP	Year 3 (USD)	UNHCR	WFP	Year 4 (USD)	UNHCR	WFP	Year 5 (USD)	UNHCR	WFP	total (USD)
Agriculture and Value chain development	500,000	500,000	0	2,100,000	1,050,000	1,050,000	1,050,000	525,000	525,000	525,000	262,500	262,500	525,000	262,500	262,500	4,700,000
Self-employment & business skills development	300,000	300,000	0	700,000	490,000	210,000	500,000	350,000	150,000	350,000	245,000	105,000	350,000	245,000	105,000	2,200,000
Advocacy/Partnership	50,000	50,000	0	200,000	100,000	100,000	100,000	50,000	50,000	50,000	25,000	25,000	50,000	25,000	25,000	450,000
Monitoring and Evaluation activities	10,000	10,000	0	20,000	10,000	10,000	10,000	5,000	5,000	10,000	5,000	5,000	20,000	10,000	10,000	70,000
<b>Total (USD)</b>	<b>850,000</b>	<b>850,000</b>	<b>0</b>	<b>3,000,000</b>	<b>1,650,000</b>	<b>1,370,000</b>	<b>1,660,000</b>	<b>930,000</b>	<b>730,000</b>	<b>935,000</b>	<b>537,500</b>	<b>397,500</b>	<b>945,000</b>	<b>542,500</b>	<b>402,500</b>	<b>7,420,000</b>

UNHCR percentage contribution \_\_\_\_\_ % Per year

WFP percentage Contribution \_\_\_\_\_ % Per year

### Annex 3: SWOT Analysis for Intervention Plan

(Strengths, Weaknesses, Opportunities and Threats)		
	<b>STRENGTHS</b>	<b>WEAKNESSES</b>
Internal factors	<ul style="list-style-type: none"> <li>- Good relationship with other stakeholders working in the area, good knowledge of the community and the context</li> <li>- Previous experience in this type of livelihood interventions</li> <li>- International Livelihood expertise for technical support</li> <li>- National staff and volunteers trained in livelihoods and in agricultural good practices</li> <li>- Strong link with other implementing partners and other UN agencies like FAO, UNDP, UNICEF and NGOs like, World Vision and LWF, NCA</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Limited links with productive cooperatives and financial services</li> <li>- Little influence over government structures</li> </ul>
	<b>OPPORTUNITIES</b>	<b>THREATS</b>
External factors	<ul style="list-style-type: none"> <li>- Availability and accessibility of land and running water</li> <li>- Government participation and support for livelihood activities</li> <li>-</li> </ul>	<ul style="list-style-type: none"> <li>- Limited funding for the comprehensive livelihood activities</li> <li>- local government structures may not be with adequate knowledge and skills about livelihoods interventions</li> <li>- Communities may not be interested/willing to engage in some of the interventions</li> <li>- Soil nutrients are low</li> <li>- Land degradation is high</li> <li>- Seasonal fluctuation</li> <li>- Price Fluctuations</li> <li>- Spread of water borne diseases .</li> </ul>