March 21, 2019

Refuge Point Diligence Visit
Office Tour, Nairobi, Kenya

Social work
- Bio data: family size, composition, names, age, gender (medical problems identified before)
- Stabilization services: food, rent (cash), mattresses, counselling, bed sheets, livelihoods (cash grants)
  - Sometimes seven people sharing a single mattress and bedsheets
  - Charitable foundation TCF Australia gives all food bundles
    - Buy in bulk
    - Local markets and buy from farmers
    - Meet 70% of calorie needs – staples / dry foods, no produce - so still have something to work for
- Home visit with caseworker
- Planning – what they want to achieve
- Case management around goals

Child protection officer – Grace (BIDs)
Education officer – Kimani
- Scholarships, early education, primary, secondary, training
- 380 total students (dependent on budget): 150 new this year, 15 graduated, others continuing
- Expanding to include:
  - Early childhood development (daycare)
  - Special education (access to education)

Mary – Health Coordinator
- Clinic and pharmacy
  - Serve refugee clients and other Nairobi refugees
    - Refugees visit county council clinics (200 in Nairobi), but often have a shortage of drugs
    - Drugs supplied by catholic-based Mission for Essential Drugs (MEDS), but sometimes don’t have drugs needed
    - Community navigators bring prescriptions to pharmacy, fill them, take them back to community (they live in refugee community and are refugees themselves)
  - Nurse makes referrals to secondary healthcare
  - Jason to make introduction to John Gould (SHOFCO) for more subsidized meds
- Outreach
This year began collaborating with other agencies - referrals between them: IRC, Danish Refugee Council, UNCR, Refushe (early marriages), National Council of Churches of Kenya, Kituocha Sherla (legal work)

UNHCR budget cuts

Counseling

- 400 clients undergo counselling each year
  - One RP caseworker had 11 new patients enroll in January, four of who were referred for individual sessions

- 2 counselors: Clotinda (met her) and Duncan

- Services offered:
  - Individual counseling
    - Up to seven sessions
    - Interpreter provided
  - Group
    - Up to 13 sessions
    - Groups of 10 women or 10 men
    - Issue focused
    - Interpreter provided
    - 12 weeks/three months, once a week for 1-1.5 hours
  - Support groups
    - Seven weeks
    - In community: different locations and languages
    - Psycho education, stress management, self-awareness, emotions, business (from livelihoods)
  - Life skills
    - Youth 18-24 and below 18
    - 4-day workshop during school vacation

- Clients can do group and individual counselling together
- If necessary, can do more counseling after graduation or resettlement
  - 10 long-term clients (psychiatry, medical)
  - Only track 3-4 families with what/how they are doing in the US
- Jacob – 2013 had realization that counseling is key pillar of program for regaining hope; human touch is most important

Outreach – Martin

Livelihoods - Damarise, trainer

- Referrals from social work or counseling, assessment, 4-day training, develop and present business plan, receive $200 grant, six months of monitoring and mentoring, graduate if ok
- Ex. client story: $200 startup grant, earns $300 month, has $500 in savings, got license to operate business as refugee
7 resettlement officers or resettlement-related staff (4 adopted)
- UNHCR has seven criteria for resettlement; RP leaves decisions open and does not restrict to these seven

Conversations with Senior management team: Jacob (Country Director), Paul (Program Coordinator – Urban Refugee Protection), Janet (Program Coordinator, Resettlement), Rita (Human Resources and Regional Program Senior Manager), Joseph (Senior Manager of Finance and Administration)

UNHCR
- Budget cuts
  - Funding appeals increasing
  - Stepping back and shifting operations – government take up more responsibility
  - Reduction in refugee services for other agencies (partners shrink or close) = more refugees showing up at RefugePoint
- MOU with RP
  - RP identifies, recruits, trains staff in 20 countries per year, predominantly Africa

Refugee situation in Kenya
- Africa has higher number of refugees in camps as opposed to urban refugees
- Registration
  - Government has stopped registering new arrivals, now only give refugees a document sending them to a camp for a specific time
    - Many have received the document but don’t want to go to camp, and, even if they go, they still can’t get registered
  - Few exceptions:
    - If a refugee can support his or herself according to UNHCR criteria, they can get registered, otherwise UNHCR sends them to camp (UNHCR has small urban budget)
    - If refugees face security threat in camp, have medical issues, or are attending higher education, government may grant exception according to their own criteria
  - Refugees have 30 days from arrival to present themselves to government, otherwise illegal
- Government threatening to close Dadaab camp as a play for international monetary support
- Somali refugees are government’s main concern; launched voluntary repatriation initiative in 2015 with low uptake
- Conflict between two recent government changes re refugees:
  - Late 2016: Refugee dealings moved to the ministry in charge of internal security because of links between refugees and terror attacks
Ministry of Health and Education are both open to working closely with refugees, while the Ministry of Interior and Immigration are not

- Late 2017: government signed on to a new national policy to become part of Comprehensive Refugee Response Framework (CRRF)
  - Commit to meet pillars: move away from encampment, grant freedom of movement, right to work
- Nairobi run by county government focused on revenue: if refugees fill out application form and pay fees can get legal license to operate business — but, regardless of having the license, many are working illegally because they aren’t registered

Livelihoods discussion: Jacob, Paul, Belinda (Livelihoods Manager)

Community navigators

- 1st touchpoint for refugees
- Are refugees themselves
- Refer refugees to Paul or Martin
  - Perform rapid assessment to identify particularly vulnerable cases and later perform full assessment

M&E team uses proprietary self-reliance measurement tool to assess refugee households

- Average household size is 5.2
- Criteria include: health, shelter, food, child protection, safety
- Aggregate score (out of 4) determines whether or not refugees need RP services or link to external services
  - 2.4 or below is vulnerable
  - A refugee graduates from the program when reach a score of 2.5
- Tool administered every six months after baseline is determined

Once baseline is determined:

- Refugees are linked to a social worker who collects their biodata and delivers urgent services
- Eventually linked to livelihoods team
  - Evaluate what refugee wants to do vs. what is possible
  - Very few have work permits; for the overwhelming majority, the option is starting a small business
  - Complete 4-day training: business and marketing skills
    - Develop business plan
    - Receive $200 grant

Business grant pilot – mid 2018

- Increase loan size from $200 to $400
  - More impact, very successful (ex. client was able to start a metal working business and employ other refugees)
Helps them afford business license fee and rent for business space
• M&E team measures # of households that received the $400 grant (average HH size is 5.2), type of business started, income, and long-term outcomes compared to $200 grant clients
• With 190 refugees per year in the program, it’s not possible to roll it out for everyone, but would like to
  o *Possible campaign addition*
    ▪ ~$40K total for $200 business grants
    ▪ ~$80K total for $400 business grants

Belinda: Livelihoods Manager:
• Network, livelihoods, mentoring
  o Business strengthening peer-to-peer workshops
    ▪ 10-14 a year with 20-35 refugees per workshop
    ▪ Every business grant recipient should attend at least one within the first three months (six-month mark is when refugees prepare to transition out of RP program)
  o Refugees come to RP office: RP staff talk to graduates about success/failure, applying for business license and meeting requirements with local government officials

Business survival rate of refugee grantees = 60% after two years (data from 2016-2017)
• 2018 data not applicable because of 1) government changes (2017 was a bad year because of elections) 2) security sweeps after terrorist attacks: refugees were gathered and taken to camps—these are the
• The two reasons above coupled with changes in government regulatory requirements are the main reasons businesses fail. Refugees often restart at some point, but at a lower level.
• Doubling business grants from $200-$400 increases chances of survival
• Refugees used to be linked by RP to DRC (Danish Savings and Loan Cooperative) for further assistance, but affected by UNHCR budget cuts

Vocational training/apprenticeship program
• Piloted in 2018 with 10 clients, all heads of household
  o Required applications and received 200 (could pick from this pool if program is continued rather than announcing another call for applications)
• Refugees receive vocational training or complete apprenticeship, then attend business training, then receive a business grant (total cost is therefore hundreds of dollars more per person that business grant alone)
• Examples success story: refugee trained in music now gives keyboard lessons and plays paid gigs at churches
• Costs ~$120-$160K for a year of the program + overheads for livelihoods team
Self-Reliance Initiative

- Launched as a way to transmit experience and knowledge developed in Nairobi
  - Newsletters, quarterly calls, advocacy
- Current focus on measurement tool
  - Hiring Training Manager (new position) to codify what RP is doing and involve other organizations in Nairobi as well
    - Goal is to get all refugee organizations working together on self-reliance; most offer a single service but can coordinate to provide a holistic service across agencies
  - Partners should be able to download tool by July; also developing a software app
- Initiative is not yet fully funded
  - Need a person to coordinate across all partners, infrastructure, admin
  - Funded so far: activities to get communications up and running
  - UNHCR funding is an issue for all partners involved