

Project title Ambitious Youth in Kakuma (Refugees & Hosts) – A new pathway for livelihoodsa

Location: Kakuma refugee camp, Kalobeyei settlement and surrounding host communities in Turkana West

Implementing organisation: LWF/WS Kenya Somalia program and Ambitious Africa

Implementing period: 1st Dec 2023 to 31st March 2025 (28 months)

IASC Gender and Age Marker: GAM Code 4 (M): H5686-4517-7582

1. Background Information

Today, there are over 100 million people globally that have been forcibly displaced by war, violence, disaster and persecution. Whenever refugees flee their homes, they leave behind their livelihoods and prospects, which are critical for self-reliance. This means refugees often have no choice but to rely on others for, typically, 15-25 years. According to UNHCR.org/ke/livelihoods report as at March 2020 Kakuma Refugee Camp hosts 196,666 registered refugees and asylum seekers (as at 31st March 2020) of which 43.7% of the registered population falls within the productive age of 18-59 yrs old.

According to the phase 1 of the project (evaluation and research on the ability for youth to generate income through formal and non-formal job opportunities - [Link to document](#)), it is nearly impossible for refugees at Kakuma settlement to formalize income-generating businesses. The program, therefore, comes to address this critical gap and improve livelihoods and self-reliance of both host community and refugees; this aims to create an enabling environment by building technical capacity and address infrastructural challenges as far as economic growth is concerned. This will be done by investing in people's capabilities by promoting specialized and marketable skills.

LWF, Ambitious.Africa, ALWS and ACT CoS are therefore the organisations which have intentionally come together to merge networks, knowledge, experience and expertise so as to swiftly and effectively address this problem. This collaboration is combining strengths of not only these heterogeneous development organisations, but it is also including private sector organisations in unique ways to create market-based trainings that can set new standards for live livelihood programs.

Themes such as incorporating highest level of human dignity and restoration as well

as experiences of vulnerability and healing into the operations of this developmental program - will impact the participants to be more inclusive in regard to their background, age or gender - but also strengthen the dignified dream of independence, self-efficacy and perceived human value. This program will not only aim to break chains of isolation, but also to build a pathway and a decent opportunity to migrate to a living environment outside of the refugee camp.

We are ready to tap into refugees' and host communities' labor and market skills, build their capacity and experience; identify and help overcome barriers to creating opportunities for refugees and their hosts by bridging the existing gap of online presence and its importance in tailoring The Sustainability program.

Enabling refugees' participation in the labour market is a necessary step to support refugees through the challenges of being forcibly displaced. It makes them more resilient and at the same time, eases the burden on host communities. However, many refugees face legal barriers in accessing the labour market. 70 percent of refugees live in countries with restricted right to work, with a majority excluded from participating in the formal economy and its related protections (UNHCR Global Livelihoods Survey, 2019).

In Kakuma, a report by UNHCR and the World Bank in collaboration with the K NBS finds that refugees have a significantly lower labour force participation rate, with only 20 percent of working age refugees employed versus 72 percent for nationals. (UNHCR, 2020). It doesn't have to be like this. Having the opportunity to work and earn a living is one of the most effective ways people can rebuild their lives with dignity.

Our proposed methodology will be guided by our theory of change which identifies the problem that was researched in a series of workshops with local youth at Kakuma in March/April. What was found is that 1) access to relevant equipment, 2) lack of support on income-generating training, 3) lack of space to work from and 4) market access were revealed as the ultimate challenges for the local youth.

“How can you become a professional coder without internet access?” is one question asked by a 17-year-old in Kakuma refugee camp in Kenya. Refugees in East Africa faced a reality of digital barriers to access digital livelihoods opportunities. Studies in two refugee settlements in Kenya and Uganda showed that the most significant barriers have proven to be structural inefficiencies of limited awareness about available digital opportunities, poor connectivity and electricity, as well as the high costs of mobile data and devices (ILO, 2021).

Two case studies of digital skills training for refugees - the ReDI School in Germany and the Digital Skills Training (DST) in Lebanon - showcases that a freelance program with relevant equipment and training can provide a valid pathway to livelihoods among refugees. Furthermore, it underlines the strong appeal the technology sector and digital careers have for refugees. It can provide easy access and inclusivity, circumventing conventional barriers to accessing skilled labour markets.

Our program will work towards solving these challenges in innovative ways as depicted below.

Lutheran World Federation – Kenya (LWF) – Local engagement, outreach and operational support

LWF being the first NGO to set up in Kakuma offers a wealth of experience in overall approach to strategic planning and outreach. LWF has extensive experience in implementing vibrant youth protection programmes that not only ensures youth are kept safe and protected but meaningfully engaged. Additionally, LWF being a lead partner to UNHCR provides more expertise and experience needed to see through to the success of the Project via encouraging in

terfaith networking, faith-sensitive and a development-oriented approach to refugees and host community.

Ambitious.Africa – Local and global implementation on entrepreneurship trainings & private sector partnerships

Ambitious Africa is a youth-led NGO with an aim to modernize entrepreneurship support in both Nordic and Africa. They have experience of designing and implementing over 30 entrepreneurship programs and university courses within two years – and have unique, award winning models in how they impact youth to become founders in rapid time. Their access to youth around Europe and Africa enables a vast number of volunteers to contribute as extra resources to programs in order to deliver added value to programs.

Ambitious Africa comes forth with smooth access to relevant local and global private sector implementation partnerships to offer an array of avenues and opportunities for the participants to network, learn, apply and develop the various skills and talents honed during the project period. This is a way to ascertain development and sustainability of the entrepreneurial skills birthed.

ACT CoS – Policy, expertise, scaling & Quality control

With the ethos of Act Cos which is to work for just and sustainable livelihood opportunities for people living in vulnerability, poverty and in climate emergencies. The work will be carried out in partnership with LWF and Ambitious Africa to strengthen people's own ability to support themselves. Since ALL partners believe that self-prevention and faith in the future are created when people can work and provide for themselves hence this blends well with Ambitious Africa target group in the Kakuma 2023 Project.

Act Alliance member, Church of Sweden, is an integral partner within the proposed program. With deep and multifaceted organisational understanding of humanitarian development, it dignifies the program to withhold and surpass global benchmarks in implementation methodologies and inclusive operational strategies. Moreover, as the program is set to scale the impact to several

refugee settlements during, and after its pilot phase - Act Alliance network and ACT CoS partners enables a pathway for rapid expansion of successfully validated activities. ACT CoS will therefore be included throughout the program to ensure quality control on perspectives outside of the focus among the locally operational organisations.

The Australian Lutheran World Service (ALWS), an international aid and development organization run by the Lutheran Church of Australia (LCA), strives to reduce poverty and suffering in some of the world's poorest and most marginalized communities through a variety of initiatives like community development, emergency relief, and long-term rehabilitation.

ALWS is a fantastic addition to a group of stakeholders running a skills development program in the Kakuma refugee camp in Kenya because of the following reasons: ALWS is particularly fit for the following reasons:

First, ALWS has a long history of dealing with disadvantaged groups and is thus well versed in the complicated problems that refugees in camps face.

Second, ALWS has exceptional knowledge and experience in community development and capacity building initiatives, which greatly increase the impact of every project ALWS is associated with.

Third, ALWS is a long standing partner with LWF/WS in the region and has a unique perspective on how to address issues relating to livelihoods.

Fourth, having a strong network in Oceania and the ability to mobilize strategic resources in agile ways, ALWS's status as a faith-based organization enable it to offer moral and ethical support to the people living in the refugee camp, ultimately bringing a comprehensive perspective to the project.

Problem

Prolonged conflicts in the horn of Africa and the Great Lakes region have uprooted hundreds of thousands of people. Most of the refugees have settled

in Kenya where they are accommodated in Kakuma and Dadaab. According Government of Kenya Statistics Package by the Department of Refugee Services¹, 2022, there are at least 236,552 (at least 48%F) refugees and asylum seekers living in Turkana County mostly in Kakuma refugee camp and Kalobeyei settlement. Out of these, 44.1% are persons between the age of 18 and 35 (18.4% females).

Within the encampment policy that governs refugee management in Kenya, refugees receive humanitarian assistance from UNHCR and other humanitarian agencies operating in the camp. In Kakuma, a report by UNHCR and the World Bank in collaboration with the KNBS finds that refugees have a significantly lower labour force participation rate, with only 20 percent of working age refugees employed (UNHCR, 2020). Livelihood opportunities in the camp are limited owing to the legal barriers in accessing the labour market they face. In Kenya particularly, freedom of movement, restriction in accessing work and business permits reduce the chances for refugees' involvement in activities towards their self-reliance. A number of refugees especially the men are employed as incentive staff by the agencies in the camp. Women barely qualify for such jobs due to low literacy levels. Other refugees run small businesses with women in particular being beneficiaries of economic empowerment programs by various organizations that enable them to set up small scale businesses mostly within the framework of self-help groups or Village Savings and Loan Associations (VSLA). Others engage in petty trade, depend on cash remittances from relatives and friends abroad, while some -mostly males- engage in small and medium scale business enterprises (traders/vendors, motorcycle riders, tailors).

Similarly, the host communities' population depend mostly on pastoralism for their daily sustenance, with a few other depending on fishing and small-scale businesses. Charcoal and firewood business is rife among the host communities who trade with the refugee community who depend on wood for energy. Turkana West sub-county, where Kakuma is located has a population of over 400,000 people.

¹ <https://refugee.go.ke/wp-content/uploads/2022/09/Kenya-Statistics-Package-31-Aug-2022.pdf>
Assessed 27-10-22

Youth

As earlier mentioned youth in Kakuma account for at least 44% of the population. According to the UNHCR Kakuma Youth Strategy, 2017, lack of programs specifically targeted towards adolescents and youth in the camp, causes them to face challenges, which may drive them to engage in risky behaviours such as survival sex and drug and alcohol abuse. In contrast, with increased responsibilities on their part due to cultural and social pressures, youth are increasingly exposed to violence and exploitation in the workplace, at home or in the community. Moreover, the encampment denies them opportunities to pursue the kind of education that would help them to cultivate the skills, knowledge, attitudes and the critical thinking capacities to live up to these expectations. Young women are especially affected due to the prevalent cultural norms that force them to early marriages. It is noted that while primary level school enrolment indicates almost equal enrolment, the transition rates to high schools and subsequently to colleges is lower for girls. The strategy reports that only 22% of girls get enrolled to the secondary schools in Kakuma. This causes them to be locked out of employment opportunities. The Youth strategy posits that additional opportunities to leverage youth creativity and talent is needed to develop a sense of hope, resilience and coping mechanisms.

Notably, the digital space remains an area that is unexploited and underdeveloped especially among refugee and the hosting location. Interviews and surveys among 131 refugees who worked online and remotely from a diversity of locations highlighted common barriers to accessing digital platform work, such as a lack of reliable internet connection, unsuitable hardware, and a lack of advanced digital skills. Most digital refugee freelancers were relatively young and very well educated, pointing at an underutilization of their qualifications and skills (ILO, 2021).

Equally, a pre-assessment exercise conducted through a series of workshops with local youth in Kakuma in March/April, 2022 by Ambitious Africa and LWF confirmed the said challenges identified by the ILO survey. As part of the assessment, a survey was conducted at the end of the workshop series to get quantifiable data on the challenges and opportunities both refugees and host community youth observe when trying to make a living. Open-ended questions were asked about challenges they face at the refugee settlement when trying to generate incomes. They were asked to fill as many challenges in the s

urvey and rate them depending on the severity of that specific challenge, whereas 1 = a hassle, but does not limit ability to generate income and 10 = Impossible to overcome the challenge in trying to generate income. The survey revealed the following;

1. Access to relevant equipment stood out as a key challenge for 80% (n=15) of the workshop participants. They rated it as 8,35 severity out of 10.
2. Lack of relevant training was a challenge for 67 % of participants with severity of 7/10.
3. Lack of space to work from was a challenge for 87 % of participants with severity of 8,1/10.
4. Market access posed as a fundamental challenge for 74 % of participants with severity of 7,8/10.

Women

Women and girls in Kakuma face constraining forces that hinder the enhancement of gender equality and inclusion in livelihood and income generating opportunities and skill training. While the legislative and policy framework in Kenya safeguards the right to work and engaging in business, the thresholds ascribed to such rights limit most women from actualizing those rights. Due to inherent cultural norms and practices, most women are unable to access financial credit since most financial institutions will require a form of security. Most women do not own property worth such security. Further, the literacy levels remains low among women in Kenya (at). The same case applies to the refugee and host communities in Kakuma.

Women and other vulnerable segments of the population in Kakuma will be focused in the outreach phase of the program. The opportunities that the Freelance Lab offers will be as inclusive as possible.

Rationale for the Proposed Project

In Kakuma, limited mobility due to the encampment policy, legal status, education and financial services access are compounding the constraints for refugee youth. This overall restrictive context lends particular significance to digital livelihoods, home-based work and e-commerce on platforms as a viable alternative for young refugees. As Kenya's National Information, Communications and Technology Policy¹⁹ underscores, ICT is the enabler or foundation for socio-economic transformation. The policy recognizes the role of science, technology and innovation in the modern economy, in which knowledge is central to boosting wealth creation, social welfare and international competitiveness.

Two case studies of digital skills training for refugees - the ReDI School in Germany and the Digital Skills Training (DST) in Lebanon - showcase that a freelance program with relevant equipment and training can provide a valid pathway to livelihoods among refugees. Furthermore, it underlines the strong appeal the technology sector and digital careers have for refugees. It can provide easy access and inclusivity, circumventing conventional barriers to accessing skilled labour markets.

The COVID-19 pandemic accelerated a global shift to remote work amidst widespread unemployment, adding further credibility to the promise that digital labour offers an untapped alternative source of income generation at a time when refugees' access to informal and formal local work is heavily restricted. ILO suggested that freelance can provide livelihoods for refugees, if action is taken towards objectives such as:

- To deepen the connection between digital skills training and employers and thereby improve enhanced employment outcomes for graduates.
- To raise awareness among employers about the feasibility and social impact of hiring refugees remotely.
- To support digital refugee workers and entrepreneurs in establishing a safe and supported place of work with suitable hardware and an adequate environment.
- Provide refugees with financial inclusion, including access to bank accounts and other digital payment mechanisms, while pressing for a revision of exclusive international and national policies that exclude refugees with certain nationalities from digital economies.

- Integrate world of work actors, such as governments, employers, the private sector, and workers organisations, more deeply into the design and implementation of digital livelihood programmes.

Furthermore, a developing policy and legal environment supports the objectives of the Comprehensive Response Refugee Frameworks objective of promoting refugee self-reliance. The Kenya Citizenship and Immigration Act 2011, the Refugee Act 2021, the IGAD Kampala

Declaration on jobs, livelihoods, and self-reliance for Refugees, Returnees, and Host Communities 2019 support the right to work especially for refugees.

Importantly, Kalobeyi Integrated Social Economic Development Plan (KISEDEP) focuses largely on Turkana West Sub County and is aligned to the 5-year County Integrated Development Plan for Turkana County (CIDP). This is a multi-agency effort geared towards providing an enabling environment for refugees and hosts to live up to their maximum potential. Its implementation is steered by the county government, UNHCR and partners working in Kakuma. The four strategic objectives of the KISEDP that potentially hold promise for the Ambitious Refugee project participants are: creating environments that support businesses through financing and support to the private sector, access to market driven skills development through mentorship and coaching, improved financial inclusion, and enhancing social infrastructure.

In relation to gender, Kenya itself has policies and legislation around gender, the language of gender is recognized by the state and non-state organisations as an important component of programming for refugee communities. This is evident in the array of institutions, policies and strategies that address gender equality and equity. For example, there is the National Gender and Equality Commission that promotes gender equality and freedom from all forms of discrimination in Kenya, the Kenya Refugee Act 2021, Kenya's National Social Protection Policy, Kalobeyi Integrated Socio-Economic Development Program strategy (KISEDP), Nairobi Declaration- Comprehensive Refugee Response Framework (CRRF) and the Turkana County Integrated Development Plan (CIDP). In addition, there is the State ministry of social protection-Gender and at the county level there is a Gender department in each of the sub-counties including Turkana County which have a budget allocated to it. Further, KISEDP recognizes that gender equality and women empowerment are important aspects of generating and sustaining economic growth in the county. Specifically, it calls for gender mainstreaming in the various development

approaches, recognition of the varied needs of women and men and the importance of identifying and addressing the root causes of gender inequality.

Enabling refugees' and local community youth participation in the labour market is a necessary step to support refugees through the challenges of being forcibly displaced. It makes them more resilient and at the same time, eases the burden on host communities.

Purpose of the Project

These are core objectives of the proposed program. The overall goal at the impact level that we want to achieve is to have a society in which youth have efficient access to livelihoods at refugee settlements. By building capacity at the Freelance Lab on highly demanded freelance skills will develop tangible income opportunities post-training. Co-creating different types of freelance trainings with globally renowned private sector organizations enables youth to derive a pathway for formal, and sustainable livelihoods.

We need to engage and enable the youth demographic on the continent to become the agents of change they desire to be. According to the United Nations Youth Engagement Strategy, sixty percent of Africa's population is currently aged twenty-five and under, making Sub-Saharan Africa the world's youngest region. The continent's working-age population is expected to grow by two-thirds by 2030, from 370 million adults in 2010 to over 600 million in 2030. Those aged 15 to 24 will have increased to 331.4 million, or 19.7 percent of the continent's population, or more than a quarter of the world's total under-25 population. Over this time period, the region is expected to grow its workforce faster than the rest of the world, forming over a quarter of global work assets. Their paths will surely cross with 'western' job-markets, in one way or another. This project is based on a goal to invent new bridges to form that won't require undesirable societal frictions (forced migration, humanitarian aid etc.).

Paid work and volunteering engenders a sense of self-fulfilment and sense of belonging, facilitating successful integration into a new community. Employment further allows maintenance of an adequate standard of living, thus improving healthcare access and promoting healthy lifestyle behaviours. Employment has direct positive benefits for refugees' physical and mental health, improved healthcare access and promoted cultural and social integration. These factors enabled successful settlement and subsequently improved the

overall wellbeing of participants. A strengths-based approach demonstrated how participants used employment as a tool for seeking purpose and ongoing self-development. (Wood et al. 2019).

Intervention strategy / Project description

Skills development programs in Kakuma and in refugee operation in general, do not typically align with real job market demands – which leads to ineffective or in some cases counterproductive outcomes. Many hopes and dreams are shattered each time an empty promise is made. Livelihoods are only marginally improved for a fraction of participants in these programs, leaving most youth without any valid opportunity for earning an income. Refugees in these programs face another hurdle in that they are not allowed to conduct business without valid registration permits.

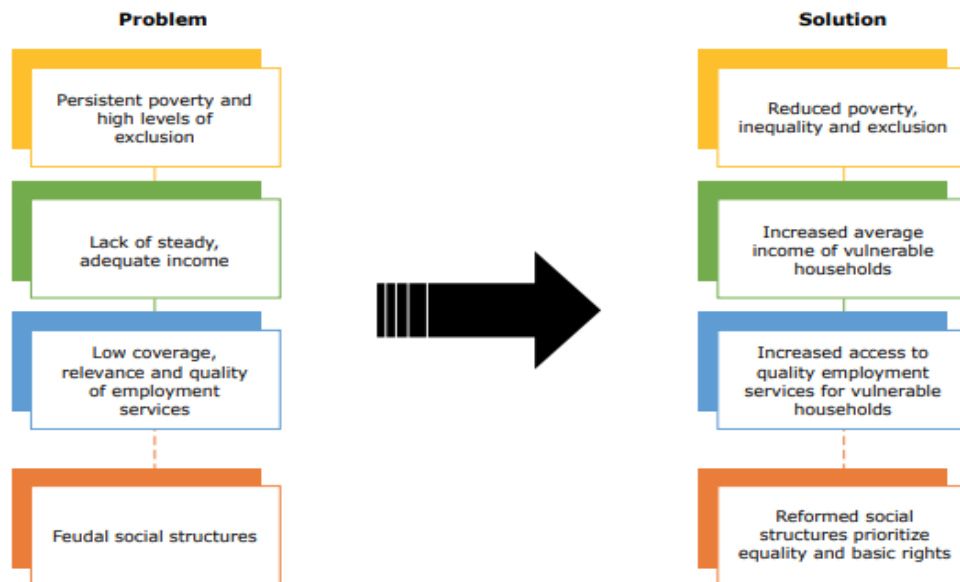
It doesn't have to be like this. Having the opportunity to work and earn a living is one of the most effective ways people can rebuild their lives with dignity. This proposed programs aims to empower youth with real tangible income opportunities – rather than introducing them to capacity building without valid correlation on how that skill can be useful in bettering their and their families' livelihoods.

Instead of trying to improve the status quo – this program is set to turn the tables; if the market is not able to provide jobs that youth desperately need, then we will bring the market to them. If refugees are not able to conduct business locally, the program will assist them work with companies outside the country, while being the middleman for them to get paid for the services they sell. Rather than guessing what the companies need, we will ask the companies to design programs to cultivate skills they want to outsource. On top of this, we will have the companies purchase services from all participants at the end of a course, providing them with unique experience and a portfolio they can utilise as they continue to grow their freelance businesses.

Through this innovative livelihood model, we are taking a whole-of-society approach and convene new partners who are contributing their business strengths to create the world's first online ecosystem for refugee-freelance services. **The Ambitious Refugees** program is also a tangible way to demonstrate solidarity with refugees while helping refugees earn **valuable income**. Eac

h time someone buys an online freelance service from **Ambitious Refugees**, they directly enable refugees to earn income and contribute to their host country's economy. Each freelancer coming from the program demonstrates the talents that refugees possess and how if given the opportunity, they can become positive contributors to societies and economies.

Figure 2: Turning a branch of a problem tree into a solution tree



The program phases

[The program phases can be seen through the action plan \(Gantt chart on work packages\).](#)

Phase 1

During the phase 1 of the program - during four months - the program lead and two supporting workers will reach out to private sector companies in the Nordic countries and invite them to participate in the Freelance Lab - program as co-creators of trainings relevant to them, and to participate in furnishing the physical Freelance Lab with necessary technical equipment. The focus on the partnerships will be on Corporate Social Responsibility and retention and happiness on their workers.

r with program stakeholders. Utilizing the revised and scalable program approach, a new fund seeking round will be initiated.

Methodology, intervention logic, project strategy and results framework

Our proposed methodology will be guided by our theory of change which *identifies the problem that was researched in during the pre-assessment conducted in June 2022 in Kakuma led by Ambitious Africa.*

A rigorous baseline data will be collected before the implementation of the first freelance-programs, and subsequent baseline data will be collected for each cohort throughout the program span. Data collected over the life of the project will be collected in a consistent manner in order to facilitate comparisons.

The division between refugees with - and without - the ability to generate formal income and host community participants determine specific baselines for each cohort. Based on the pre-evaluation data, each youth with a refugee status could not generate formal income through business activities - and specific data on informal income was not prioritized in the needs-assessment data gathering activities.

Some of the means to verify impact will be based on ‘third party research’, which refers to our method to include university researchers in evaluating the overall impact of the program.

Our intervention logic will be as follows: -

<i>Logic of Intervention</i>	<i>Objectively Verifiable Indicator</i>	<i>Means of Verification</i>	<i>Critical Assumption</i>
Goal			
Youth have efficient access to livelihoods at refugee settlements.	<i>Significant increase in income for male and female youth participants, based on baseline</i>	<i>Beneficiary survey/interviews/tertiary data</i>	<i>Youth do not currently have sufficient level of livelihoods</i>

	<i>Improved opportunities for the male and female youths to generate livelihoods</i>	<i>Third-party case study</i>	<i>There are currently a negligible amount of opportunities</i>
Objectives			
1. <i>Increased number of youth at refugee settlements that have access to income-generating opportunities</i>	<i>Participation of male and female youth in programs that generate income</i>	<i>Beneficiary survey/sales data/Household income surveys</i>	<i>Enabling policy/regulatory environment</i>
	<i>Officials and organizations reporting increased opportunities for youths and showcase efforts in improving access to digital income generation pathways.</i>	<i>Third party case studies</i>	<i>Existence of pro youth policies</i>
2. <i>Access to global markets</i>	<i>Increased number of youths reporting being able to sell their online services to foreign organizations</i>	<i>Beneficiary survey/interviews</i>	<i>Enabling policy/regulatory environment</i>
3. <i>Increased access to creative fields for youths at refugee camps</i>	<i>Increased number of creative entrepreneurship capacity-building programs for male and female youth</i>	<i>Case studies</i>	<i>Enabling policy/regulatory environment Access to equipment</i>
4. <i>Improved awareness on income-generating in online freelancing</i>	<i>Increased number of programs that develop freelance skills and connect male and female youths with income opportunities</i>	<i>Case studies</i>	<i>Intention towards field/regulatory environment</i>

Outputs			
1. <i>Youths from LWF&Ambitious.Africa programs equipped with globally-demanded freelance skills</i>	<i># of youths</i>	<i>M&E database</i>	<i>Programs successfully deployed</i>
2. <i>Youths participating in this program have access and are selling their freelance service to organizations within or outside the country</i>	<i># of contracts between matched youths and organizations</i>	<i>Reports</i>	<i>Relevant access to private sector companies wish to acquire services by refugees offering specific freelance services</i>
3. <i>Youth have access to programs that build their capacity in creative fields and provides access to markets</i>	<i># of youths and income-generating cases</i>	<i>M&E database</i>	<i>Organizations at settlements able and motivated to implement relevant programs</i>
4. <i>Increased number of refugees are aware of how to generate an income via freelance activities</i>	<i># of refugees aware about the settlement</i>	<i>Surveys</i>	<i>Awareness building via organizations towards refugee demographics</i>
Activities			
1. <i>Equip a facility at Kakuma refugee camp with adequate IT hardware and software for freelancing, utilizing donated/rented equipment and software made by private sector partners</i>	<i># of adequate work-stations efficient for different freelancing work</i> <i>#different freelance opportunities in equipment</i>	<i>activity report</i>	<i>Private sector partners committed in joining the project and purchasing relevant equipment</i>
2. <i>Engage private sector companies (such as Microsoft, Pipedrive, Bolt, Google)</i>	<i># of companies</i> <i># of programs developed</i>	<i>Reports</i>	<i>Private sector partners committed in de</i>

<i>e...)</i> in different fields to join the program on a CSR basis and co-develop market-needs based trainings			<i>employing one expert in course development and facilitation</i>
3. <i>Provide capacity-building programs on various creative freelancing-fields (depending on acquired company partners)</i>	<i>#youths #creative freelance fields included</i>	<i>Activity report</i>	<i>Private sector partners committed in deploying one expert in course development and facilitation</i>
4. <i>Develop an expansion model that can be implemented without need for heavy-duty equipment - in order for other refugee settlements to utilize with existing hardware</i>	<i>#settlements and organizations taking the lean model into use #youths benefiting #youths generating income</i>	<i>Activity report</i>	<i>Relevant freelance job opportunities can be done with basic computers - Other organizations willing to partner to deploy the model</i>
5. <i>Develop a model in how the full, scrutinized program can be swiftly expanded to 5 other refugee settlements</i>	<i># of new partnerships engaged # and nature of new expansion activities scheduled</i>	<i>Activity reports</i>	<i>Successful results and capable model creators</i>
6. <i>Provide a space to be used by program alumni for continued freelance work</i>	<i># of youths continuing with freelance</i>	<i>Activity reports</i>	<i>Access to space, security and monitoring capabilities</i>
7. <i>Conduct a project launch/kick off session for staff and project stakeholders</i>	<i>Workshop</i>	<i>Report</i>	<i>LWF staff</i>

8. Conduct a Midterm Review	Survey	Reports	Capable evaluators
9. Conduct an End term Evaluation	Survey	Reports	Capable evaluators
10. Conduct regular Project monitoring visits and learning and information sharing events	Field visits	Reports	Capable evaluators & LWF staff
10 Conduct Quarterly Project Reviews + Annual planning	Meetings	Reports	Capable evaluators

Our base of the results framework

Activities	Outputs (2 years)	Outcomes	Impact
1. Equip a facility at Kakum a refugee camp with adequate IT hardware and software for freelancing, utilizing donations made by private sector partners	-450 refugees participated in programs -300 been able to sell their services -150 able to create sustainable growing (freelance) businesses	#adequate work-solutions efficient for different freelancing work #different freelance/work/entrepreneurial opportunities in equipment #An organizational model where refugees can get paid in spite of their restriction to enter local job market	<ul style="list-style-type: none"> Increased livelihoods for youth & households Opportunity to migrate back to (home country) if desirable Work opportunities for other youth Sustainable development at large in the settlements, less need for humanitarian aid
2. Engage private sector companies in different fields and co-develop market-needs based cur	6-15 companies per year -30 6-week courses deployed (2 years)	# global companies engaged to contribute in settlements # market-needs based programs de	<ul style="list-style-type: none"> Youth are empowered with market-based skills Youth can get sustainable livelihoods

<i>riculum</i>		<i>veloped and depl oyed</i>	<ul style="list-style-type: none"> ● <i>Youth can get e mployment from compa ny partners</i>
3. <i>Provide c apacity-building programs on vari ous creative fre elancing-fields (depending on ac quired company p artners)</i>	<i>-3 different course s ongoing at a time -Full utilization o f facilities</i>	<p># <i>Relevant compa nies attained th at work in diver se fields</i></p> <p># <i>Diverse array of courses devel oped and deploye d</i></p>	<ul style="list-style-type: none"> ● <i>A wider select ion of opportunities that build on intrin sic motivations of r efugees</i> ● <i>A recognized p ossibility to turn p assion into a meanin gful career</i>
4. <i>Develop a n expansion mode l that can be im plemented without need for heavy -duty equipment - in order for o ther refugee set tlements to util ize with existin g hardware</i>	<i>-Lean course(-s) im plemented at other s e t t l e m e n t s -Freelancing opport unities provided</i>	# <i>A model that e xternal organiza tions can implem ent at other set tlements</i>	<ul style="list-style-type: none"> ● <i>Ability for y outh in other settle ment camps to genera te income opportunit ies through lean-fre elancing</i>
5. <i>Develop a model in how the full, scrutinize d program can be swiftly expanded to 5 other refug ee settlements</i>	<i>-Ability to expand quickly</i>	# <i>A full-scale (theoretical and operational) mod el based on lear nings</i>	<ul style="list-style-type: none"> ● <i>Scale the imp act x 5</i>
6. <i>Provide a space to be used by program alumn i for continued f reelance work</i>	<i>-450 have access to equipment that enab les them to make a good living</i>	# <i>Access to spac e, security and monitoring capab ilities</i>	<ul style="list-style-type: none"> ● <i>Access to new , unique pathways fo r good income opport unities</i>
7. <i>Conduct a project launch/k</i>			<ul style="list-style-type: none"> ●

<i>ick off session f or staff and pro ject stakeholder s</i>			
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1. Additional measures in how we measure results and overall impact of the program

This program will seek to redefine and validate a new standard on how developmental livelihoods programs track their impact on participants and community at large.

It will be divided into two methods;

1. Real time livelihoods-tracking

This method is tracking, on a real-time basis, the income that program alumni are generating as a result of the training and access to market in using the space. An API (software) will be designed as a result of the first phase of the program, which automatically track the sales of the Freelance Hub members.



2. Qualitative and quantitative evaluation

The second part of the evaluation is based on more inclusive data capture – which will be brought to life utilising university partners. Different universities and their students will be approached along the program in order to welcome master’s/doctoral students to do research on the program and its direct- and indirect impacts on both its participants and their families/communities.

Our aim is to have a minimum of five researchers to do studies on the program and its results.

On top of this modern method, our program team will conduct both mid-term and post-program evaluations that create a foundation upon which additional elements described above will be added on top of.

Deliberately enriching the evaluation with modern methods enables us an improved ability to scale the program to other refugee settlements and it can help to identify sections that need to be pivoted in other environments in order to reach optimal results.

5. Participation and accountability on project level

Participation

- *Please describe how the target group will be involved in follow up, reflection and learning during the implementation of the project including how information will be shared and decisions taken. How will all gender and ages be ensured equal participation?*

Involvement of rights-holders and duty-bearers in the planning process

LWF remains accountable to right holders and duty bearers by ensuring their participation in the project at the planning, implementation, and evaluation phases. At the initial stages of the project, both male and females from different age and diversity were involved during the pre-assessment and their specific needs and requirements documented. The findings have informed the designing of this project. In its interaction with duty bearers and right holders, LWF realized that this interaction at all levels of project cycle is critical in ensuring acceptance and ownership, which will eventually, lead to sustainability. Further, LWF learnt that involving the right holders and duty bearer allows for a broader perspective in the kind of interventions that should be designed that are both short to long-term. Engaging these stakeholders helps to ensure a holistic programming approach, one that on one hand includes relevant policy dialogue and formulation related to the project and on the other hand projects that respond directly to the needs of the community and plugs into existing local capacities. The project through gender analysis further interrogates the gender dynamics that either promote gender inclusion or perpetuate exclusion and designs projects to reduce exclusion.

Additionally, community leadership structures will be involved in beneficiary selection using a predetermined criteria that will be drafted jointly with the community. One of the critical criteria will be age, gender and diversity representation. LWFs work with community structures is most significant strength. As a direct implementer, LWF works through existing community structures or helps form the structures where they are not existent. Several structures have been formed including committees for older persons in Kakuma, youth groups, committees for Persons with disability (PwDs), among others. The continuous presence in the communities targeted by its intervention and the extensive use of staff recruited locally among people recognized by the communities ensures there is adequate engagement with project benefi

ciaries and its continuity throughout the implementation of the project. Furthermore, with the field-based management team (officers and also project managers are field based), right holders (project participants) and affected population will have a constant possibility to interact with staff at different levels and give their feedback on the programmes.

Youth involvement is critical as outlined in the LWF Strategy. The project will peg its work on the vibrant youth protection programme by LWF that not only ensures youth are kept safe and protected and meaningfully engaged but also provides access to livelihood opportunities through talent development and marketing, skills training, and entrepreneurship support. Through working with the Turkana West sub-County ministries of Gender, Youth, and social protection, and the semi-autonomous government agencies (SAGAs) such as the Football Federation Kenya (FKF), LWF undertakes youth empowerment initiatives for youths both in the Camp and the host community. As the UNHCR's lead partner in youth protection and empowerment in Kakuma/Kalobeyei and Dadaab camps, LWF has been successfully mobilising youth in the refugee camp in the last ten years by engaging them in initiatives such as; 'Kakuma Got Talent, Annual wheelchair race, participation in the FKF Division II-Rift valley region football for Kakuma United and KK stars teams, and the vast Kakuma-Kalobeyei community-based sports activities of Kakuma premier league (KPL) and Kakuma Divas League (KDL). Several youths have made a career out of these initiatives due to the exposure and subsequent mentoring. LWF is also recognized and respected for its capacity to mobilise youth.

Accountability on project level: Information sharing, complaints and feedback mechanisms

Accountability will be enhanced through information sharing with partners and stakeholders. Within the first 3 months after the approvals of the project, a project launch will be convened where the participating organisations and representation of the primary stakeholders and the community leadership as well as other relevant stakeholders will be involved in a project kick off form. This launch stipulates the provisions of the project document including the goal, objectives, beneficiaries and all those to be involved in the project. This helps to create ownership and understanding of the roles of various project participants. Moreover, reports and sharing of continuous assessment and monitoring meetings where reports are produced. These meetings help to include the view of beneficiaries in programming and allow transparency and accountability in the project.

LWF already has a well-established feedback and complaint mechanism which is accessible to children, adults, and anyone else who wants to share their opinion, feedback and/or complaints. Appropriate mechanisms through which beneficiaries and the community can use to measure the quality of interventions, and address concerns and complaints are set up, these include toll free lines, email address, regular community feedback meetings and beneficiary satisfaction surveys. LWF staff are trained to explain the existence and importance of these channels and the feedback and complaints are compiled, logged, categorised and referred to relevant staff for their action by the accountability Officer

On a regular basis, the M&E officer and Accountability Officers conduct community engagement meetings such as awareness campaigns on the existing feedback and complaints mechanisms, and community events that allow open participation/discussion over the quality of the activities conducted. LWF also embraces weekly field visits and conducts beneficiary satisfaction surveys and post monitoring reviews, which are analysed distinguishing relevant categories of people with the objective of providing targeted interventions and addressing beneficiaries barriers to accessing services. Learning and reflection sessions will be convened led by the PMER team.

Act CoS is certified against the Core Humanitarian Standard² (CHS). In the CHS maintenance audit of Act CoS' certification that took place in 2021, the auditors noted that Act CoS is a key player within the ACT Alliance in development of policies and trainings on Code of Conducts and Complaints and Response Mechanisms (CRMs). As members of the Action for Churches Together (ACT) Alliance, Act CoS and our partner have signed up to the Alliance's conditions for Membership, Policies and Guidelines. This includes abiding by the ACT Accountability Framework, and the ACT Code of Good Practice. As part of the accountability commitments, several avenues are available for persons to raise concerns at local, national and/or international levels, either through Act CoS' CRM, or through the local CRM established by our partner. Through regular performance evaluations, project staff will ensure that the quality of the intervention is in line with CHS, the Sphere Handbook and Minimum Standards for Humanitarian Response and that communities are aware of expected staff behaviour, including the commitment to PSEA (Protecti

² <https://corehumanitarianstandard.org/>

on Against Sexual exploitation and Abuse), staff codes of conduct, child safeguarding policy, anti-corruption policy, etc.

Cross-cutting issues

Gender equality: The project intends to contribute to gender equality, including across age and/or disability groups. Over the years, LWF has grown its capacity in Age, Gender and Diversity programming. There is a critical mass of staff with specific skills in gender programming, the gender action team (the Ferrari Team), who are drawn from all field locations and across all units. This team ensures gender mainstreaming, right from the design of interventions, through implementation and reporting in all interventions. The project is rated IASC GAM 4(M) which indicating a plan to address identified needs of women, girls, and children with the aim of fostering gender equality. Gender inequality among the refugee and host communities remains a key concern. This project will make special consideration to ensure that young females qualify to participate in this project by lowering to an acceptable level the entry requirements, without compromising quality and merit. All barriers that limit young women from participating in the program will be given special attention. The project will infer the 2/3rds rule into this project. This constitutional provision under Article 26 (6), aims to reduce gender imbalances in leadership positions by providing that no more than two-thirds of the members in any elective or appointive positions such shall be of the same gender. To ensure the realization and sustainability of gender mainstreaming efforts, the project will work with existing community structures within the refugee camp and host community settings, as well as with local government structures. Religious, traditional, and other influential community leaders will be involved in discussions to identify and address factors inhibiting gendered, age-based and people with special needs' inclusion in socio-economic and political decision-making arenas.

Environment/Climate: This project is pegged on digital platform which is an interventions that supports reduction of emission and hence curbing effects of climate change.

Conflict sensitivity: The project participants will be drawn from the different refugee nationalities and also from the host community to reduce case of potential conflict.

Disability inclusion: At the onset, the project intends to ensure participation of Persons with disability. Importantly, during the life of the project

t, the needs of persons with disability will be identified and progressively integrated in the project.

Sustainability and exit strategy

A central aspect of project sustainability is the approach of working through community-based structures. These structures include youth and peer-to-peer groups, where youth are given a platform to share and support each other; community leaders' groups; and women groups. They allow rights-holders to engage in both project design and implementation. To ensure sustainability this project has involved the communities during the pre-assessment stage and will continuously involve them in selection of the participants to the project, monitoring and assessing the viability of the project at regular basis, review the project to fit the needs and interests of the community as appropriate. The project will work in collaboration with other LWF livelihoods projects to ensure that the element of advocacy for relevant policies and legal frameworks are in place to provide an enabling environment for the participants to realize their goals and objectives.

Close engagement and consultation of communities and local authorities will allow active participation and local ownership. Rights-holders and relevant stakeholders (e.g. local government, relevant line ministries and departments, civil society agencies in the sector and private sectors) will be informed in advance of the planned project closure to prepare them for the transition and phasing-out. The project's sustainability strategy will be developed together with identified partners and stakeholders for follow-up monitoring and sharing of appropriate data to determine if established closure criteria have been fulfilled, combined with capacity-building of local government staff to assure appropriate monitoring of continued activities after project closure.

The option for local integration is increasingly being preferred by both refugees and stakeholders. It is increasingly becoming clear that the local integration of refugees from the East Africa region may become a reality. In this event, both the Kakuma camp and Kalobeyei settlement will be merged and a municipality formed to facilitate such integration. In the event this happens, the need for external humanitarian support for refugees will diminish as there will be no refugees in a humanitarian crisis like before but a population of citizens whose needs will be different and aligned to ongoing service delivery by the government of Kenya. The smooth transition from external support to individual, community and institutional level is the ex

it strategy that will ensure continuity of action at these various levels in the interim until discussions on local integration become fruitful.

The individual outcomes of the program is to cultivate sustainable income generating skills and methods among the youth demographics, which in itself create independence from the program offering – depending on the ability to purchase necessary equipment once the program ends. However, we are making efforts to capture talent that has showcased success within the program to begin running the facility as a business – which would transfer the program in its entirety.

Risk management

The risks identified that could threaten the realization of this project are as mentioned below: -

Risk	Probability (low, medium, high)	Mitigation
<p><u>Pandemics / Epidemics:</u> COVID-19 and any other global or continental pandemic remain a risk to implementation & achievement of the project activities. Post-COVID-19 measures cause setbacks in democratisation, governance, as well as human rights</p>	<p>Medium</p>	<ul style="list-style-type: none"> ● Where physical meetings are envisaged, this project will adhere to all health protocols in place. ● Utilize online platforms for running virtual activities and meetings depending on the possibilities such as accessibility by the targeted audiences/ participants. ● Exploring new ways of working and delivering our programmes ● Cost cutting measures
<p><u>Political Instability:</u> An increase in extremism/terrorism and religious fundamentalism can exacerbate political instability.</p>	<p>Low</p>	<ul style="list-style-type: none"> ● Risk assessments on all our planned activities will be done, including finding ways of not doing public advocacy where it could backfire or have adverse effects on constituency members and citizens.

		<ul style="list-style-type: none"> Both safeguarding and do no harm approaches will be implemented for this advocacy work.
Technological Risks	Medium	<ul style="list-style-type: none">
Inter & intraCommunal conflict - This is often as a result of one community perceptions of discrimination or exclusion from benefiting from a project. This usually affects host community relations with refugees as well as among different diversities within the refugee community	Medium	Beneficiary selection criteria and process will be essential in ensuring representation of the various categories of the community.
Internally the following risks may be experienced - Staff transition/turover that would cause delays in implementation of the project - Fraud and corruption that would mainly be associated with procurement of necessary equipment as well as beneficiary selections	Low	<p>On staff transition the project will engage various level of staff to ensure continuity in the event of staff transition. Further, quick replacement of the staff will be assured.</p> <p>On fraud and corruption- the procurement committees will ensure that the procedures are adhered to. The procurement process in LWF is designed in a way that the Area Managers and the Country Representative chair the Area Program and Nairobi procurement committees in the Area Program and Nairobi respectively. The procurement committees have clearly defined mandates to ensure that there is separation</p>

		of duties to manage any procurement related risk.
Economic and financial risks creating unfavourable business environment in Kenya.	Medium	<ul style="list-style-type: none"> ● The project shall work in collaboration with other stakeholders to lobby and advocate for favourable policies and systems that enable refugees to engage in meaningful livelihood solutions.
Legal and Regulatory Risks	Medium	<ul style="list-style-type: none"> ● Ensuring compliance with all the laws and regulations
Ecological Risk	Medium	<ul style="list-style-type: none"> ● We will continuously keep ourselves updated with information from relevant authorities on this issues. ● Based on the reports received, we will plan accordingly to ensure that there is minimal interruptions to the project activities.
Gender based violence: Lack of access to education for females, and control of resources such as phones and computers could lead to low participation of women and girls in the project. Secondly, targeting women and adolescent girls in livelihoods programming without attention to the risks associated with shifting gender roles may increase their exposure to violence by intimate partners and/or	Medium	The project will ensure that women and girls are given priority in selection of participants and use of the resources available in the hubs. This project aims also to give livelihood options for girls and women to enable them afford necessary gadgets for the project. As relates to exposure to intimate partner violence or violence by males at family or community level, all the project participants will be made aware of the existing complaints and response mechanisms an

males in the community.		d other GBV referral pathways to report incidences of violence. During the project launch communities will also be made aware of the gender rights preferred upon females and males.
Engagement risks with private sector companies	High	The offsetting of this risk includes creating a framework for trainings to be able to be facilitated more than once, and by the operational partners - as well as selected program participants. The content of these trainings will be negotiated to be ownership of the program and not the private sector company. One full-time program worker will be dedicated to increase the success of successful onboarding.

6. O p e r a t i o n a l t a c t i c s

6.1 How are the trainings developed and how long are they running?

The specific trainings are developed in collaboration with private sector companies. The content of the trainings will be evaluated with the companies where different factors will be taken into consideration; such as global market demand for specific freelance skills, the familiarity of the freelance skills among the partner company and its employee(-s) that will be engaged from their side and the required time for upskilling specific freelance skill in order to market and sell it as a service to global private sector on platforms such as Fiverr.

An example of this could be for example the scaleup company Pipedrive, founded in Estonia and a long-time partner of Ambitious.Africa. A discussion wo

uld be held together with their team in order to map out freelance skills that they either currently purchase from partner companies/individual freelancers, or workloads that they currently execute in-house (but are typically outsourced). Based on this discussion, one freelance skill, integral to their core competence as a company, will be singled out – such as a skill with in the area of sales automation. This will be then evaluated in terms of time required to train it for someone unfamiliar in the area, and a specific niche will be decided. One example of this could be lead prospecting – analysing and sorting specific types of organisations and their contacts using software, which a company can then use to sell or market their services towards.

Another example could be with a company such as Republic, an award-winning marketing agency based in Finland, another long-time partner with Ambitious.Africa. They are experts in a variety of marketing services and together with them, we would delineate a specific vertical within general marketing-related freelance services which can be effectively taught within a six-week program in a way that participants can instantly begin to sell their services post-program.

A month will be used to co-develop the trainings, taking into account the starting level among the program participants in collaboration with all program partners (LWF, ACT CoS and Ambitious.Africa), and implemented for six weeks thereafter.

Three different programs will be implemented at a time, with three different private sector companies. The materials created are built in the manner that they can be used for concurrent training (by both program partners but also by program participants in a train-the-trainer model) and facilitated even without an active participation of the private sector companies. This offsets the risk of losing private sector companies, or not being able to onboard enough new companies during the program.

6.2 How are the private sector companies attained (CSR)?

Ambitious.Africa has a wide network of private sector companies they have previously collaborated with in successful manners, such as Wärtsilä. ACT CoS has also a wide network of company partnerships, and the CSR strategies of

f European companies are highly favourable towards initiatives such as this, based on the experience of program partners.

Highly successful CSR strategies encompass the usage of company core values and competencies in programs, in contrast to purely giving money to programs that do not have touch points to their core operations as a company. Engaging their personnel in a program such as this increases customer retention as it provides a sense of meaning among workers. Beside this, it is an initiative that has massive marketing potential for them.

The trainings can be facilitated on a remote basis, which additionally decreases the usage of company resources.

Upskilling refugees that are in economic isolation provides high social impact to the company that are co-facilitating the upskilling and utilises comparatively low resources of the company, leading to a high ROI on CSR activities. We have no indication that would indicate otherwise, and a strong connection to private sector companies whom to begin onboarding into the program, once funded enough to initiate the implementation.

6.3 How will the Freelance Lab be constructed?

The Freelance Lab will be constructed in a way that 15 participants have access to the necessary digital equipment and connectivity that is required to participate in the different training sessions and thereafter conduct specific freelance operations to earn an income.

We are evaluating different options currently in order to execute this goal, whereas the first option is to lease an existing space that has the room and can be equipped with the hardware and software necessary – but, the availability of such spaces are low in Kakuma. Therefore, another option is to lease two bigger containers that will be restructured to become adequate for this purpose. A benefit to this approach, is that the containers are movable and can continue to either further this program in another area or serve as a facility for another program in the digital space.

The necessary IT equipment that are needed for modern freelance work services that are both 1) in high demand among private sector organisations in high-income countries and 2) do only have limited supply within low-income countries, are advanced and costly.

However, the budget will not be used to purchase this equipment, instead it will be the only material contribution that the private sector organisations that will join the program will make – but only as a form of lending (for the duration of the program). This approach will serve both the program and the costs that are accompanied – but also the private sector companies as they do not need to factor in any purely monetary transactions and creates a quicker and low-friction pathway for attaining new program private sector partners.

6.4 How will the physical space be utilised outside of the core trainings?

The Freelance Lab, outside of the specific freelance training sessions, are primarily reserved for alumni participants for conducting their freelance business.

Moreover, we have acquired strong interest from universities in both the Nordics and Africa for collaboration in the program. Initial discussion has been for them to enable youth within the refugee settlements, who are unable to attend higher-education programs, to access courses remotely from the Freelance Lab space. Specific courses will be piloted within the first six months and potentially increased throughout the program period. This is a meaningful and cost-effective strategy for universities to practise effective CSR.

However, the most important aspect is to enable program alumni to practise their freelance business utilising the equipment, space and access to market which the Freelance Lab provides.

Implementation plan

- *The implementation schedule for this project is attached as an annexure to this proposal.*

Overall budget and income for the entire duration of the project

- *The budget is attached as an annexure to this proposal.*

Procurement procedures and guidelines

The LWF procurement policy will be used and has also a Pre-qualified for Procurement (PQP) status with UNHCR globally. The procurement process by LWF is supported by procurement committees at the Area Program and also in Nairobi with a clear and distinct mandate. This is aimed to ensure a timely and cost-effective delivery of goods and services, without compromising on quality. The LWF Kenya Procurement unit also receives continued support from the LWF 'Help Desk' in Geneva.

There are nine dedicated procurement and logistics staff in LWF Kenya, supported by 10 drivers.

Proposal annexes

The following documents need to be attached as annexes

- *Work plan.* [Kakuma Freelance Lab - work plan](#)
- *Organogram*
- *Procurement Policies*