

THE EUROPEAN UNION EMERGENCY TRUST FUND FOR STABILITY AND ADDRESSING THE ROOT CAUSES OF IRREGULAR MIGRATION AND DISPLACED PERSONS IN AFRICA

**Action Fiche for the implementation of the Horn of Africa Window
EUTF05 – HoA – KE – 17**

1. IDENTIFICATION

Title/Number	Regional Development and Protection Programme in Kenya: Support to the Kalobeyei Development Programme		
Total cost	Total estimated costs: EUR 15 000 000 EUR Total amount drawn from the Trust Fund EUR 15 000 000		
Aid method / Method of implementation	Indirect management with UNHCR		
DAC-code	72050	Sector	Relief co-ordination; protection and support services

2. RATIONALE AND CONTEXT

2.2. Summary of the action and its objectives

This project contributes to **EU Trust Fund’s objectives (1)** Greater economic and employment opportunities mitigating the drivers of conflict, displacement and forced migration, **(2)** Strengthen resilience of communities vulnerable to man-made and natural disasters **and (4)** Improved governance and conflict prevention and reduction of displacement and forced migration. It is also aligned with the **Valletta Action Plan priority domain (1)** Development of benefits of migration and addressing root causes of irregular migration and forced displacement, **and (3)** Reinforce the protection of refugees and other displaced persons, uphold the human rights of all migrants, refugees and asylum-seekers, support the integration of long term refugees and displaced persons in host communities and strengthen capacities of countries of first asylum, transit and destination. **The project is part of the EU Regional Development and Protection Programme (RDPP)** in the Horn of Africa, led by the Netherlands, which has been set up to address some of the protection and development challenges related to forced and protracted displacement.

The **geographical coverage** is the new Kalobeyei settlement and the surrounding host communities, in Turkana County, Northwest Kenya. The action is part of the Kalobeyei Integrated Social and Economic Development Plan (KISEDPP), a long term plan to develop the local economy and service delivery at Kalobeyei.

The intervention logic of this action is that by improving protection, enhancing self-reliance opportunities and integrated service delivery, and building the capacity of local authorities for the delivery of such integrated service delivery, refugees and their host communities will benefit from a safer and more favorable environment, increasing their livelihoods opportunities sustainably, and decreasing the incentives for irregular secondary movements.

The **overall objective** of the action is to create an evidence-based, innovative and sustainable development and protection solution for refugees and host communities in Kalobeyei through the establishment of an integrated settlement area, in which refugees and the host community live together peacefully, have access to social services and develop economic ties to build sustainable livelihoods.

The action will cover parts of the preparatory phase as well as the first phase of the KISED P.

The specific objectives of the project are: (1) improved health standards for the population in Kalobeyei and surrounding areas; (2) increased food and nutrition security for host communities and refugees, as well as strengthened economic resilience and well-being; (3) increased school enrolment of children in Kalobeyei and surrounding communities according to educational standards; (4) improved child safety and wellbeing; and (5) increased social cohesion and reduced conflict over resources.

The first phase of the KISED P will provide for the establishment of up to 60,000 refugees from Kakuma to the Kalobeyei site and support the basic infrastructure and set-up of the settlement and the establishment of basic and integrated services (education, health) for refugees and host communities that will be run by relevant government authorities. It will help prepare the host community and refugees to take better advantage of emerging economic opportunities. It will finalise the implementation plans and long-term economic development strategy which will provide the foundations for the further development of Kalobeyei settlement and its wider area. This will be integrated into the County Integrated Development Plan (CIDP) and include a sustainable model for needs-based/differentiated provision of assistance.

2.2. Context

2.2.1. Country context

The Horn of Africa is one of the major refugee creating and hosting regions in the world. Protracted conflict and violence, persecution and repression, combined with increasingly harsh climatic conditions, and lack of income opportunities for a rapidly growing and increasingly young population that enters the labour market, cause people to flee or migrate. Although countries from the Horn of Africa are amongst the top ten countries of origin of asylum seekers in the EU, by far the majority of migrants stay within the region; with Ethiopia, Sudan and Kenya hosting the bulk of refugees from *inter alia* Somalia, Eritrea and South Sudan.

Kenya is Sub-Saharan Africa's second largest host country for refugees, hosting an estimated 593,000 refugees primarily from Somalia, South Sudan, DRC and Ethiopia. Kenya's economy is one of the biggest in the region but marked by high regional inequalities. The main refugee hosting regions (outside Nairobi) are economically and politically underdeveloped. Turkana County, in north-western Kenya is one of the poorest regions in Kenya, a largely pastoralist economy with arid and semi-arid land. Economic and governance structures benefited from the ongoing devolution process. Turkana County is currently the largest beneficiary of devolved funds from the state budget. Other factors such as the discovery of oil in 2012 and

two large aquifers in 2013, and the development of an improved road network are also set to impact the regional economy.

In terms of fragility, challenges arise from both internal conflict as well as regional impact of the civil war in Somalia and the conflict in South Sudan. Large terrorist attacks occurred in 2013 and 2015, *inter alia* leading to a backlash on refugee populations in the country, specifically of Somali origin.

About one third of officially registered refugees in Kenya are hosted in Turkana County, specifically in Kakuma Refugee Camp. Initially set up for 100,000 people, as of 2016, Kakuma hosts some 183,000 refugees and asylum seekers, representing some 15% of the total population of Turkana County. The majority of refugees in the camp are from South Sudan, but Kakuma Camp hosts refugees from 14 other nationalities, including Ethiopians, Rwandans, Burundians, Congolese, Eritreans, Somalis, and Sudanese.

2.2.2. Sector context: policies and challenges

Kenya is a signatory to the 1951 Refugee Convention and national law is enshrined in the Kenya Refugee Act 2006, which is currently under review by the Department of Refugee Affairs (DRA). The current Act places restriction on refugee movement and the right to work. A revised bill, presented to parliament for debate and endorsement, is expected to address issues related to encampment and socio-economic rights of the refugees in the country.

Kenya practices an encampment policy with most of Kenya's refugee population hosted in two large camps, Dadaab (ca. 330.000) and Kakuma, both of which have persisted over decades as prolonged 'care and maintenance' operations. The urban refugee population in Nairobi amounts to some 63.000 people.

In the light of the weak government capacity in Turkana County and the history of underdevelopment, international organisations (mainly humanitarian) have assumed a primary role in the delivery and coordination of support to refugees in Kakuma Camp, initially by means of emergency relief operations and subsequently through longer-term 'care and maintenance' programmes. This includes registering refugees and providing them with personal documentation; access to shelter, food, water, health care and education; administering and managing the camps; and establishing policing and justice mechanisms that enable refugees to benefit from some approximation to the rule of law. The Government of Kenya's involvement has primarily focused on the admission and recognition of refugees on their territory; respect for the principle of non-refoulement; and the provision of security to refugees and humanitarian personnel. The current model of refugee assistance is not accounted for in the Turkana County Integrated Development Plan (CIDP) and, therefore fails to capitalise on the potential socio-economic benefits that refugees can bring to host communities.

Health: the high population in the camp has stretched existing health services and the county itself lacks services, especially with regards to secondary and tertiary health care. Quality maternal health care in Turkana exists almost exclusively in the refugee camp. Overcrowding in the camp has increased the vulnerability to communicable diseases such as respiratory tract infection, diarrhea and malaria.

Education: in the current setting, an open door policy guarantees free primary education but the results do not meet standards. At Kakuma, the pupil to classroom ratio of 1:169, more

than three times exceed the national standard¹. At the same time, 35% of children of school age (6-17 years) are out of school – 75% of whom are girls². Some refugee schools are registered public learning institutions, but teachers are insufficient in number and the majority are unqualified. Attrition rates are very high. Turkana County is one of the five counties with the highest numbers of out of school children.

Protection: protection responsibilities are jointly exercised by the Government of Kenya and UNHCR. Specific concerns relate to child protection and SGBV which also extend to the host communities, in particular girls.

Livelihoods, Resilience and Food security: decades of food assistance have prevented humanitarian disasters in these areas, but have not strengthened local food systems. Food insecurity and related nutritional deficiencies are high and chronic in the communities surrounding Kakuma (prevalence of global acute malnutrition at 11.4% in 2015). Food prices are high due to low agricultural production, supply chain inefficiencies and high transaction costs, especially transportation costs of both inputs and commodities. Market infrastructure and marketing practices are poor, and market linkages for local producers are weak. Food safety standards are not met. While Kakuma camp has become an economic hub for the Turkana region, this has happened largely in the shadow of, rather than supported by, official policies and interventions.

To accommodate the increasing number of refugees in Kakuma, the Government of Turkana County allocated some 1,500 hectares of land in Kalobeyei for a new settlement. The Department of Refugee Affairs (DRA), the Turkana County government and all key stakeholders have agreed to use this to develop a settlement that will promote the self-reliance of refugees and host communities by providing them with better livelihoods opportunities and integrated service delivery. This approach forms the basis of the Kalobeyei Integrated Social and Economic Development Program (KISED P): a 14 year-long plan and multi-agency collaboration to develop the local economy and service delivery at Kalobeyei which is to be part of the County Integrated Development Plan. The implementation of KISED P foresees a phased 3‘LED’ (Local Economic Development) approach. KISED P is to be co-led by UNHCR, the World Bank⁴ and the County government, with support from the central government, other UN agencies and international partners. Key characteristics are sustainable urban and agricultural/livestock development for the host community and refugees, non-discriminatory services for both, avoidance of parallel service deliveries, and private sector involvement. Both refugees and host communities will benefit from: (a) investments in basic infrastructure in access to social services; and (b) increased opportunities for supporting income generating activities. The program will include features to promote community participation and ownership. Refugee and host communities will play an increased role in prioritising needs, in identifying service delivery and livelihoods interventions, and in monitoring the implementation of projects. The increased community voice and role in budget decision-making and in the design and implementation of development interventions will support social accountability and will contribute to improved social cohesion between refugees and host communities. The site is to be developed as an urban centre, using the same development and planning tech-

¹ UNHCR Education Brief December 2015

² UNHCR Education Brief December 2015

³ Other key policy and legislative documents are the Government’s *National Urban Development Policy as well as* initiatives for high quality urban planning and the development of new urban areas included in the Government’s *Vision 2030 and the Urban Areas and Cities Act and Physical Planning Act*.

⁴ The World bank also provides capacity-building to the Turkana County Government.

niques, developers, assessments etc. as for cities, in collaboration with the World Bank and UNHABITAT (master plans, community engagement, sustainability etc.).

The key KISED P phases are:

- *Preparatory Phase*: Mobilisation of stakeholders, conduction of assessment, strategy and implementation plan development;
- *Phase 1*: Building structures and infrastructure, piloting of economic and livelihood activities;
- *Phase 2*: Building of sustainable services; increase of economic opportunities for protracted refugees, strong focus on development activities;
- *Phase 3*: Continuing efforts to build economic and social infrastructure to provide economic opportunities with the aim to become hub of Kenya's regional trade and economic collaboration with Ethiopia, South Sudan and Uganda.

2.3. Lessons learnt

A number of policy processes and studies have highlighted the problems associated with long-term care and maintenance situations as well as the promise of more developmentally oriented intervention. Related studies and policy guidance include: the UN SG report '*One Humanity: Shared Responsibility*' presented at the February 2016 World Humanitarian Summit, the UNHCR *Policy on Alternatives to Camps* (22 July 2014); the evaluation results of the European Union Regional Protection Programs which called for more developmental-oriented interventions and which led to the creation of the Regional Development and Protection programming framework that is currently implemented in the Middle East, North Africa and the Horn of Africa. The EU is currently preparing a Communication '*Lives in Dignity: From Aid-dependence to Self-reliance Forced Displacement and Development*', and an accompanying Staff Working Paper, that summaries the lessons learned from decades of assistance and highlights *inter alia* the need for longer-term development planning in protracted displacement situations, better linkages between relief, rehabilitation and development, and the integration of long-term relief operation in national and sub-national development frameworks.

The Kenyan camp-based refugee assistance program is currently premised on the idea that humanitarian assistance is provided on a temporary basis until a quick solution for displacement is found. With displacement persisting for over two decades, the current form of aid fails to meet the needs, situation and prospects of the refugees and host communities. For instance, various analyses from WFP and FAO have established that refugees are selling relief food and non-food items in local markets for sometimes one-fifth of the original value to buy food and other commodities that are not provided by the aid agencies. The capabilities and needs of various refugee groups, including higher education and entrepreneurial skills, are not accounted for in humanitarian aid planning. On the other hand, host communities are generally excluded from humanitarian assistance and may fare worse than the refugees, exacerbating tensions. Around Kakuma, a robust trade between the refugees and host community exists. Yet the economic potential of the camp to the underdeveloped Turkana County has not been exploited and the host community feels that it has not benefited much. The distribution of free food and non-food items from outside has also negatively impacted the county's economy by decreasing prices of key commodities.

Indeed, many studies have shown that refugees are neither a pure burden nor a pure benefit to host communities. The impact on host communities is diverse and creates both winners and losers. In Kenya, Kalobeyei will be the first integrated refugee settlement of its kind, integrating lessons from decades of camp-based assistance in Kakuma. In particular, preliminary findings of a socio-economic study by the World Bank on the Kakuma camp and surrounding area suggests that support interventions can help foster more productive socio-economic interactions between refugees and host communities, and thus leverage the refugee presence for broader development. The final study (expected June 2016) will be a key input to develop the detailed KISED implementation and action plans.

WFP asset creation projects in six sub-counties of Turkana County include small irrigation schemes coordinated by the National Drought Management Authority (NDMA). Issues highlighted include: lack of funds for lining the primary and secondary canals; insufficient technical staff in the county leads to inadequate support, supervision and extension services; lack of crop rotation and other soil feeding practices means diminishing soil fertility and yields. The result is that, despite irrigation, crop production in the supported site is well below potential, and its quality is often below the standard required by WFP Purchase for Progress program (with particular reference to aflatoxin contamination).

Several market studies conducted in Kakuma have indicated that while markets are dynamic and responsive, they are constrained by physical space, lack of infrastructure for processing, storage and selling, non-adherence to standards and regularly interrupted supply chains. Local producers often lack capacity to engage competitively with other market players, because the market is dominated by oligopolistic inefficient practices. Experience from the WFP Purchase for Progress (P4P) pilot showed that access to structured markets stimulates the longer-term process of market capacity development for participating smallholder farmers. However, existing distortions hamper the effective participation of small farmers in wider markets.

WFP's gradual shift to cash transfers rather than food aid as well as school meal programmes sourced from local partners can inject significant demand into markets. The Ministry of Education, Science and Technology (MOEST) is currently updating and finalising a food procurement manual that includes a special provision for procuring from small-scale farmers. Overall, food prices are high and quality is low. This could change with investments in marketplace infrastructure, capacity and supply chains. The potential to stimulate markets through increased demand requires a systematic approach towards increasing purchasing power (by strengthening livelihoods rather than through relief items), boosting local production and better retail supply chains which will drive the shift to a more developmental approach in the Kalobeyei program.

The current assistance setting is also the site of inter-communal conflict around scarce natural resources. Conflict sensitive and integrated programming that avoids unequal treatment between refugees and their hosts and addresses the potential environmental impact of the refugee presence from the outset is seen as a way to reduce potential conflict.

2.4. Complementary actions

The establishment of Kalobeyei will be interlinked with the ongoing assistance programme in Kakuma camp. This is essential, because elements of humanitarian assistance will remain necessary in both sites and because geographical proximity, as well as the fact that most of the expected population in Kalobeyei moving from Kakuma camp will retain strong economic and social ties. At the same time, the developmental logic of Kalobeyei and the corresponding zonal approach will need close articulation and ultimately integration with ongoing developmental assistance in the county.

UNHCR will continue to provide protection and lifesaving assistance to all refugees in Kakuma camp with support received from various donors, including European Union.

UNHCR's 2016 Refugee Response Plan for Kenya (RRP) serves as a planning, coordination and fundraising tool for the South Sudan emergency response. It presents the protection and assistance needs of the 102,239 South Sudanese refugees in Kenya. The RRP therefore includes requirements for both Kakuma refugee camp and partially also the new Kalobeyei settlement where some 30,000 South Sudanese refugees are expected to relocate in the course of the year 2016, and eventually reach some 60,000 plus up to 20,000 host community members.

The most important complementary actions include the financing of borehole drilling and the preparation of the Kalobeyei site (see also section 3.3) currently undertaken with ECHO funding to UNHCR. Coordination with this work stream is integrated into the programme development structures.

It is further anticipated that ECHO will continue to support mainly lifesaving basic services in Kakuma and, where necessary elsewhere, including Kalobeyei. Given the new approach to humanitarian and development planning through the shift from a camp- and relief-based assistance model, joint assessments and missions are envisaged to assure complementarity and synergies with purely humanitarian interventions.

Other major donors that are expected to continue supporting the wider refugee operation include the US (UNHCR's biggest donor), DFID, Japan and Germany.

In 2016-17, The EU, under the Instrument contributing to Stability and Peace (IcSP) will implement activities in support of the Security Partnership Project (SPP).

UNICEF is currently managing a multi-million dollar grant with the purpose of bringing 300,000 children back to school, 80,000 of whom are in Turkana County. This grant will provide complimentary activities to the proposed intervention in Turkana County as a whole, and in the sub-county of Turkana West.

With EDF funding, UNICEF is implementing the SHARE programme in Turkana County to improve the nutritional wellbeing of deprived children and women, targeting only the host community. Lessons learned from SHARE will be used in the implementation of the Kalobeyei settlement. Existing and future EDF funding also supports initiatives to improve resilience to drought (through NDMA and several NGOs) and to address land governance issues (through FAO), specially the relation between pastoralist and farming communities.

In 2015, WFP introduced electronic cash transfers in the Kakuma Refugee Camps. The cash transfers replace part of the monthly food ration to refugees. The system delivers cash through mobile phones and refugees can buy food from authorised vendors in the local market. Since August 2015, WFP has injected over 1.7 Million USD into the Kakuma economy.

KfW and GIZ will be implementing a cross-border programme on resilience building with Turkana being part of the selected cross-border cluster.

Under the KISEDIP it is envisaged that there will be strong coordination and partnership amongst all ongoing actions concerning Kalobeyei to ensure full synergy.

World Bank support to the northwestern market corridor (road from Kitale-Lodwar-Kakuma-Lokichogio, linking to South Sudan) is critical to increase market access and wider economic opportunities in the target areas.

2.5. Donor co-ordination

The Kenya Comprehensive Refugee Programme (KCRP) is an already existing coordination framework to facilitate collaboration between the Governments of Kenya and Turkana, development, humanitarian actors and civil society on refugee related issues, and help to facilitate collaboration under the KISED P.

Four thematic groups will ensure coordination and collaboration between the various KISED P stakeholders, including donors: (i) Sustainable Integrated Service Delivery & Skills Development; (ii) Site Planning & Infrastructure Development; (iii) Agriculture & Livestock; and (iv) Private Sector & Entrepreneurship. The groups will: provide technical inputs and guidance on their respective areas; create better synergies between the activities of the various actors; facilitate the joint design and implementation of activities and provide representation and input to the KISED P Steering Committee, including donors.

A KISED P Secretariat (UNHCR) will facilitate the activities of the four thematic groups and manage the day-to-day activities. The secretariat will provide administrative support including to the Steering Committee, cover funding issues including resource mobilisation, tracking funding flows, outreach to donors, etc. It will also undertake communications and public information activities.

At donor-level, the EU+ Migration Working Group, consisting of EU Member States plus Norway and Switzerland, and the RDPP Steering Committee led by the Netherlands will oversee the implementation of the project. The Kenya Humanitarian donor group provides additional fora for coordination. At county level, a coordination of resilience activities is ensured by the National Drought Management Authority under the Ending Drought Emergency Framework.

Wider coordination will be assured in particular with other active donors, such as the US and Japan.

3. DETAILED DESCRIPTION

3.1. Objectives

The **Overall Objective** of the action is to create an evidence-based, innovative and sustainable development and protection solution for refugees and host communities in Kalobeyei through the establishment of an integrated settlement area, in which refugees and the host community live together peacefully, have access to social services and develop economic ties to build sustainable livelihoods.

The Specific Objectives are:

1. Improved health standards for the population in Kalobeyei and surrounding areas.
2. Supported host communities and refugees to be increasingly able to ensure their own food and nutrition security.
3. Increased school enrollment of children in Kalobeyei and surrounding communities according to educational standards.
4. Improved child safety and wellbeing.
5. Greater economic resilience and well-being in the target area.
6. Increased social cohesion and reduced conflict over resources.

3.2. Expected results and main activities

Result 1: Equal access to primary health care, emergency services and maternity care is assured for refugees and members of the host community in Kalobeyei.

Activity 1.1: Establishment of a ‘super’ health centre which will incorporate infant and maternal health care services. Reproductive and HIV/AIDS clinical services will also be provided at the centre.

Activity 1.2: Full integration of Kalobeyei health services into the Turkana country health services.

Activity 1.3: Capacity-building of health staff.

Result 2: Long term food and nutrition security for host communities and refugees is improved through local capacities for agricultural production.

Activity 2.1: Assessment of viability of large scale in-situ agricultural production in Kalobeyei through the design of a management plan for agricultural production and studies defining the land tenure and management arrangements for agricultural land.

Activity 2.2: Development and implementation of farmer / pastoralist and junior field school activities for refugees and host communities.

Activity 2.3: Improvement to three irrigation infrastructures.

Activity 2.4: Training of farmers in efficient management of irrigation schemes, conservation agriculture, trade and market orientation and group governance,

Activity 2.5.: Rehabilitation of land and development of water harvesting structures.

Activity 2.6: Development of a sustainable fuel wood and fodder value chain for the Kalobeyei settlement.

Result 3: Boys and girls of refugee and host communities have equitable access to quality formal and non-formal education opportunities.

Activity 3.1: Support of national and county level systems to provide sustainable education services that are registered and supported by the relevant government institutions.

Activity 3.2: Renovation and construction of schools and enhancement of the learning infrastructure in Kalobeyei and surrounding areas.

Activity 3.3: Targeted recruitment and training of teachers

Activity 3.4: Development and implementation of a sustainable, Government-owned Home Grown School Meals Programme (HGSMP).

Result 4: Boys and girls of refugee and host communities have equitable access to child protection services.

Activity 4.1: Development and implementation of a Functional Case Management system and Child Protection Information Management System

Activity 4.2: Provision of child-centred livelihood support initiatives.

Result 5: Increased economic opportunities and strengthened economic links between refugees and host communities.

Activity 5.1: Establishment of local supply chain to the school meals programme.

Activity 5.2: Development of a retailer engagement strategy, capacity building for retailers and to the county government to support sustainable and structured local retail market places.

Activity 5.3: Provision of (vocational) training and apprenticeships to refugees and members of the local population on acquiring knowledge in business, entrepreneurship and skills development.

Result 6: Stakeholder buy-in is assured and conflicts are managed peacefully.

Activity 6.1: Implementation plan for Phase 2 of the KISEDIP is prepared on the basis of stakeholder consultations and approved by the steering committee.

Activity 6.2: Ongoing conflict resolution and community outreach to improve conflict management.

Activity 6.3: Development and implementation of a community outreach and advocacy strategy regarding the opportunities and risks of the establishment of Kalobeyei.

Activity 6.4: Participatory mechanism are established that involve refugees and host communities in the design, monitoring and management of the settlement program.

3.3. Risks and assumptions

R1: The allocated land does not have the requisite water quality and quantity to sustain the foreseen population and meaningful agricultural production.

M1: Extensive surveys and assessments are undertaken under the auspices of UNHCR to ensure the availability and suitability of the land. Adoption of conservation agriculture methodologies and efficient rain-water harvesting infrastructure will increase water use efficiency. Use of river water through extensive piping may provide a solution in case water sources at the site are not sufficiently available. A last measure would be the negotiation of a new site which could lead to extensive delays in the implementation.

R2: Existing or future legal restriction on refugee movement and access to labour markets will restrict the economic potential of the settlement.

M2: UNHCR is engaging the County Government to advocate for the lifting of restriction of movement of refugees within Turkana County. This is in line with the registration of refugee businesses with the County Trade and Commerce Ministry that will enable the refugees to trade freely within the County and pay taxes, which will contribute to the economy of the County. UNHCR is also closely involved in the ongoing revision of the legislative framework.

R3: The situation in South Sudan further deteriorates, resulting in a new large-scale influx of refugees which will cause an emergency situation detracting from the development agenda.

M3: The provision of humanitarian aid continues to be delivered in Kakuma to the same standard as currently and newly arrived refugees are first accommodated in Kakuma.

R4: The ethnic confrontation in South Sudan continues to influence the camp population, and inter-ethnic conflicts occur, resulting in loss of life and property and disrupting the programme.

M4: Programming principles assure that KISED P includes the active promotion of community participation and ownership through a strong role in budget decision-making, and design and implementation of development actions in Kalobeyei. A strong community outreach and advocacy strategy is developed as part of this action and implemented alongside the economic development of Kalobeyei to provide early warning signals of conflict and tools for conflict prevention and resolution.

R5: A serious security/ terrorism incident related to Al Shabaab is linked to the 48,000 strong Somali community in Kakuma and results in a negative attitude of the Government of Kenya towards the project development.

M5: Mitigating measures have been considered, including: updating the contingency plan and ensuring that core relief items stockpiles are in place in the event of an emergency occurring during the implementation period. Also, through the SPP, security will be enhanced with an increased number of permanent police presence in addition with continuing dialogue with the refugee leadership, expanding of co-existence activities amongst others.

R6: The Government may not be able/ willing to pay for additional teachers and health staff.

M6: Government ownership and buy-in is a key implementation principle of KISED P. During phase 1 of the implementation, UNHCR and partners will hire and pay for teachers and health staff and at the same time will be engaging the County Government to integrate refugee programmes into the County Integrated Development Plan to ensure that the government allocates resources to provide integrated services to benefit both the host community and refugees.

R7: Loss of ‘developmental’ approach as a result of weak capacity and lack of experience of key partners in implementing LED/humanitarian hybrid intervention.

M7: The development of the KISED P and subsequent strategy and implementation documents is demonstrating a shift in the mindsets from humanitarian to development assistance, but the key role of the steering committee will be the supervision of the continuous implementation of innovative approaches to ensure the promotion of the development actions specified in the project documents. UNHCR is currently recruiting relevant expertise. This includes a secondment of a suitable Swedish national expert into the KISED P structures.

R8: Insecurity about land tenure prevents refugee engagement and investment in Kalobeyei.

M8: There is an ongoing engagement with the Turkana County Ministry of Lands, Physical Planning & Urban Areas Management on the issue of land tenure, spearheaded by an Inter-agency Spatial Planning and Infrastructure Development Thematic Working Group. In parallel, negotiation and sensitisation with the surrounding communities is ongoing and forms an integral part of both the preparatory and the first phase of KISED P.

Assumptions

- Joint farming and marketing systems lead to increased income and increased access to high nutrition produce, coupled with access to health services and education will reduce tensions between hosts and refugees.
- The resettlement does not disrupt and worsen the situation for the refugees and host community that remain in Kakuma.

- Communities will adopt behaviour change strategies and will embrace activities more common with sedentary communities.
- The agreement on access to land with the local community and refugees will not be challenged.
- Kenyan National Elections in 2017 will not lead to increased conflict that will affect the program
- Refugee and host populations will present a large primary market for agricultural goods.
- Qualified staff can be recruited for the project.

Key Implementation Principles:

Government ownership and lead role: to build an urban settlement that will benefit both refugees and host communities and outlive the refugee situation, government authorities need to be driving the process at national and county level. This implies the inclusion of the KISEDIP in the County Integrated Development Plan (CIDP), a clarification of the proposed Kalobeyei town in the broader *County Spatial Development Framework*; the identification of key institutions involved in the urban planning process, as well as the government agency hosting the project, the role of the Department of Refugee Affairs and ultimately the governance structures (existing and required) to sustain the settlement. This may be enshrined in a framework of engagement governing relations between the various government agencies, the UN agencies, and other stakeholders.

Participation and community consultation: spatial planning is a political and technical process that needs to include community engagement and consultations, particularly where the host communities are predominantly pastoralist and the land is communally owned. The urban planning process will take into account the local circumstances and the integration needs of the refugees and the pastoralists communities, including the will-be drop-outs and displaced pastoralists. The communities will be consulted to better understand the services they need and to build an urban settlement that resonates with their vision.

Evidence-based design and policy making: the program will operate in coordination with the Research and Evidence Facility (REF) of the Emergency Trust Fund for Africa. It will ensure that the spatial planning process is informed by agronomic, socio-economic and site analyses, including a detailed assessment of the identified settlement systems and development needs of both the refugees and host communities. Furthermore, the development of Kalobeyei cannot take place in isolation from the development in Turkana and the rest of Kenya. The ongoing oil exploration, the development of the LAPSET Corridor, the discovery of the massive aquifer and other relevant developments in the region including the proposed Special Economic Zone, have their own impact on the development of Kalobeyei.

3.4. Cross-cutting issues

The main cross-cutting issues include *Gender, good governance, conflict sensitivity, promotion of human rights, climate change and environmental sustainability:*

All actions should analyse the risk of **conflict** between refugee and host populations and include **mitigation measures such as integrated service delivery**, ensuring that refugees and host communities can benefit from the same services and relevant livelihood opportunities for both refugees and host communities.

Throughout, the action must ensure **gender equality**. Attention must be paid to addressing gender discrimination and gender based violence. Girls and women are a vulnerable minority

group, and their special protection needs will have to be taken into consideration. Activities will include particular attention to women's and girls' needs and women empowerment to attain gender equality. Gender indicators will be disaggregated whenever possible.

For water and energy provision the action will enable innovative, **climate friendly and sustainable solutions** adapted to local circumstances, protecting the environment. Livelihood interventions will promote resilience to draught and climate change through the conservation agriculture concept.

3.5. Stakeholders

The refugees in Kakuma camp and the local residents of Kalobeyei will be the main stakeholders in addition to the Turkana County government as well as the central government.

The refugees in Kakuma camp: the camp population comprises of 14 nationalities, with the majority from South Sudan, followed by Somalis, Ethiopians and refugees from the Great Lakes, including Burundians and increasingly DR Congolese. The refugees who will be relocated to the Kalobeyei settlement will not be selected on the basis of their ethnicity but rather skills, education and other criteria relevant for the new model of targeted assistance provision, especially in the initial stages of the development. The population in the new settlement will thus reflect the mixed population of the old Kakuma. The involvement of the refugee governance structures and the community policing structures is also anticipated, as these bodies will be actively involved in the security and governance of the new site.

The host community: though the current population of Turkanas at the Kalobeyei site is only about 8-10 households, it is anticipated that the population benefiting from the services in the settlement and potentially residing either within or in the vicinity will be around 20,000. Their communities' governing structures and elders have been involved in the allocation of the land. The local elders/ local community leaders will be engaged in all stages. A community liaison focal point originally from Kalobeyei has already been recruited by UNHCR.

The County Government: this includes the Governor of the Turkana County and the County Council, the area MP and area members of the county assembly. The active engagement of the County is crucial for the inclusion of the settlement into the CIDP and consequently for the delivery of basic services through the responsible government bodies. County technical staff will be associated in the technical design, implementation and monitoring of all activities related to devolved services.

Government of Kenya: DRA as the main UNHCR interlocutor on refugee matters in the country is increasingly going to be responsible for core refugee mandate work including registration and refugee status determination. The handover of these responsibilities is ongoing and the DRA will assume full responsibility in the course of Phase I of this project. Other stakeholders include the relevant line ministries.

Civil Society: the main partners will include international and national NGOs currently working with UNHCR in Kakuma, possibly expanded by new partnerships with traditionally development oriented agencies⁵.

⁵ The main partners currently include: Kenya Red Cross Society, Action Africa Help International, LOKADO, Danish Refugee Council (DRC), Don Bosco, Film Aid International (FAI), International Rescue Committee (IRC), Jesuit Refugee Service (JRS), Lutheran World Federation (LWF), National Council of Churches in Kenya (NCCCK), Norwegian Refugee Council (NRC), Refugee Consortium Kenya (RCK), Windle Trust Kenya (WTK), GIZ, Handicap International (HI), Friends of Waldorf Foundation, Team and Team Korea, IsraAID, Good Neighbors International, World Vision.

Private sector: various corporate partners are already engaged in the Kakuma operation, including Safaricom, the biggest telecoms company in Kenya, Vodafone and its foundation, Master Card, Equity Bank, Unilever and others. As the project proceeds, the main partners and possibly others, including smaller local companies from the county are expected to be interested in engaging with the settlement as a viable economic entity.

4. IMPLEMENTATION ISSUES

4.1 Financing agreement, if relevant

In order to implement this action, it is not foreseen to conclude a financing agreement referred to in Article 17 of Annex IV to the ACP-EU Partnership Agreement.

4.2. Indicative operational implementation period

The implementation period will be 36 months, whilst the overall execution period (including a closure phase of no more than 24 months) will not exceed 60 months from the date of approval of this Action Document by the Operational Committee of the EU Trust Fund.

The Agreement is expected to be signed in July 2016.

4.3. Implementation components and modules

This action may be implemented in indirect management with UNHCR in accordance with Article 58(1)(c) of Regulation (EU, Euratom) No 966/2012 applicable by virtue of Article 17 of Regulation (EU) No 323/2015, UNHCR being the lead agency for this action, while FAO, WFP and UNICEF will be Co-Delegates, with each agency bearing its own fiduciary risk on its own part of the budget. UNHCR will continue to act as the secretariat of the agencies and coordinate monitoring and donor reporting.

This implementation entails to manage and be responsible for the execution of the programme (activities described in section 3.2), for the budget made available by the Commission. The entrusted entities would carry out the following budget-implementation tasks: acting as contracting authority concluding, monitoring and managing contracts, carrying out payments, and recovering moneys due; management of procurement procedures for hiring staff, purchasing goods, hiring consulting services, and any other relevant transactions. This implementation is justified because the UNHCR has developed strong expertise and capacities in the region and on the sector, and is the only entity able to undertake this innovative programme.

The UN agencies will enter contract NGOs which are currently implementing activities in Kakuma camp. Some additional NGOs will be identified in line with the planned activities.

The entrusted international organization is currently undergoing the ex-ante assessment in accordance with Article 61(1) of Regulation (EU, Euratom) No 966/2012 applicable by virtue of Article 17 of Regulation (EU) No 323/2015. The Commission's authorising officer responsible deems that, based on the compliance with the ex-ante assessment based on Regulation (EU, Euratom) No 1605/2002 and long-lasting problem-free cooperation, the international organisation[s] can be entrusted with budget-implementation tasks under indirect management.

4.4 Indicative budget

Component	Amount in EUR
Education & Child Protection	4 000 000
Markets	2 000 000
Livelihoods and resilience	6 000 000
Health	1 000 000
Coordination and outreach	800 000
7% HQ Indirect/Overhead costs	900 000
Total – Indirect management with UNHCR	14 700 000
Monitoring, Evaluation and Audit (centralised management)	300 000
Overall Total	15 000 000

* Communication and visibility funds will be included in the various components

4.5 Monitoring, evaluation and audit

It is important to establish monitoring and evaluation arrangements that can measure progress towards the intended results in a consistent and regular manner. Efforts will be made to set up a single monitoring & evaluation and lessons learned framework for all EUTF-funded projects in the Horn of Africa. Each of the projects in the Horn of Africa will pool resources by setting aside 1.5-2% of their EU Trust Fund allocations to establish a single monitoring and evaluation framework with a dedicated team of experts. The single M&E framework will help ensure consistency in progress reporting by using the project baselines and undertaking regular monitoring, evaluation and reviews of on-going projects in the region. It will also serve as a tool for compiling documentation and sharing experience in a structured manner.

Ad hoc audits or expenditure verification assignments could be contracted by the European Commission. Audits and expenditure verification assignments will be carried out in conformity with the risk analysis in the frame of the yearly Audit Plan exercise conducted by the European Commission. Evaluation and audit assignments will be implemented through service contracts; making use of one of the Commission's dedicated framework contracts or alternatively through the competitive negotiated procedure or the single tender procedure.

4.6 Communication and visibility

Communication and visibility of the EU is a legal obligation for all external actions funded by the EU. This action shall contain communication and visibility measures which shall be based on a specific Communication and Visibility Plan of the Action. Appropriate contractual obligations shall be included in the procurement contracts. The Communication and Visibility Manual for European Union External Action shall be used to establish the Communication and Visibility Plan and the appropriate contractual obligations. Contractual obligations may also include activities on best-practice sharing amongst RDPP actions.

EU Trust Fund Strategy	Valletta Action Plan	United Nations Sustainable Development Goals
Four main areas of intervention	Five priority domains, and 16 initiatives	17 goals
<p>1) Greater economic and employment opportunities</p> <p>2) Strengthening resilience of communities and in particular the most vulnerable, as well as refugees and displaced people</p> <p>3) Improved migration management in countries of origin and transit</p> <p>4) Improved governance and conflict prevention, and reduction of forced displacement and irregular migration</p>	<p>1) Development benefits of migration and addressing root causes of irregular migration and forced displacement</p> <ol style="list-style-type: none"> 1. enhance employment opportunities and revenue-generating activities 2. link relief, rehabilitation and development in peripheral and most vulnerable areas 3. operationalise the African Institute on Remittances 4. facilitate responsible private investment and boost trade <p>2) Legal migration and mobility</p> <ol style="list-style-type: none"> 5. double the number of Erasmus scholarships 6. pool offers for legal migration 7. organise workshops on visa facilitation <p>3) Protection and asylum</p> <ol style="list-style-type: none"> 8. Regional Development and Protection Programmes 9. improve the quality of the asylum process 10. improve resilience, safety and self-reliance of refugees in camps and host communities <p>4) Prevention of and fight against irregular migration, migrant smuggling and trafficking of human beings</p> <ol style="list-style-type: none"> 11. national and regional anti-smuggling and anti-trafficking legislation, policies and action plans 12. strengthen institutional capacity to fight smuggling and trafficking 13. pilot project in Niger 14. information campaigns <p>5) Return, readmission and reintegration</p> <ol style="list-style-type: none"> 15. strengthen capacity of countries of origin to respond to readmission applications 16. support reintegration of returnees into their communities 	<ol style="list-style-type: none"> 1) End poverty in all its forms everywhere 2) End hunger, achieve food security and improved nutrition and promote sustainable agriculture 3) Ensure healthy lives and promote well-being for all at all ages 4) Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all 5) Achieve gender equality and empower all women and girls 6) Ensure availability and sustainable management of water and sanitation for all 7) Ensure access to affordable, reliable, sustainable and modern energy for all 8) Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all 9) Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation 10) Reduce inequality within and among countries 11) Make cities and human settlements inclusive, safe, resilient and sustainable 12) Ensure sustainable consumption and production patterns 13) Take urgent action to combat climate change and its impacts 14) Conserve and sustainably use the oceans, seas and marine resources for sustainable development 15) Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss 16) Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels 17) Strengthen the means of implementation and revitalise the global partnership for sustainable development

Appendix 1: Logical Framework

Performance and progress monitoring will be an integral component of the project design. The indicators specified in the logical framework will serve as a starting point for performance measurement. They will be adapted and further elaborated during the inception phase.

	Project description	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Overall objective	The Overall Objective of the action is to create an sustainable development and protection solution for refugees and host communities in Kalobeyei through the establishment of an integrated settlement area, in which refugees and the host community live peacefully together, have access to social services and develop economic ties to build sustainable livelihoods.			<p>Kenyan national elections in 2017 will not lead to increased conflict that will affect the program.</p> <p>The resettlement does not disrupt and worsen the situation for the refugees and host community that remain in Kakuma.</p> <p>The agreement on access to land with the local community and refugees will not be challenged.</p> <p>Qualified staff can be recruited for the project.</p>
Following a community driven development approach, community dialogues will be integrated in the activities to ensure local ownership, sustainability and accountability.				
Project purpose (Specific objectives)	SO1: Health standards for the population in Kalobeyei and surrounding areas are improved.	Equal access to primary health care, emergency services and maternity care is assured for refugees and members of the host community in Kalobeyei.	<ul style="list-style-type: none"> - disaggregated numbers of primary health care users - relevant Kenyan regulations and operational frameworks 	Services are available on time before population starts settling
	SO2: Host communities and refugees are increasingly able to ensure their own food and nutrition.	Food and nutrition security for host communities and refugees is improved. Greater local capacities for agricultural production.	<ul style="list-style-type: none"> - nutrition surveys - food distribution statistics - household and market surveys 	

	tion security.			
	SO3: School enrolment of children in Kalobeyi and surrounding communities is increased and educational standards are met.	Boys and girls have equitable access to quality formal and non-formal education opportunities.	<ul style="list-style-type: none"> - disaggregated enrolment numbers - disaggregated attendance numbers - educational quality assessments 	Services are available on time before population starts settling
	SO4: Child safety and wellbeing are improved.	Boys and girls of refugee and host communities have equitable access to child protection services.	<ul style="list-style-type: none"> - synthesis of case management - child protection profiles 	Services are available on time before population starts settling
	SO5: Economic resilience and well-being are improved in the target area.	Increased economic opportunities and strengthened economic links between refugees and host communities.	<ul style="list-style-type: none"> - market surveys - socio-economic studies - household surveys - value-chain analysis 	<p>Joint farming and marketing systems lead to increased income, and increased access to high nutrition produce, coupled with access to health services and education will reduce tensions between hosts and refugees.</p> <p>Refugee and host populations will present a large primary market for agricultural goods.</p>
	SO6: Increased social cohesion and reduced conflict over resources.	Stakeholder buy-in is assured and conflicts are managed peacefully	<ul style="list-style-type: none"> - incidence reports - number of conflicts 	

All indicators and targets for the action and specific activities will be revised and finalised based on a specific site assessment, a stakeholder engagement strategy and the results of the socio-economic study of the World Bank and other sources.

Expected results	ER1 Equal access to primary health care, emergency services and maternity care is assured for refugees and members of the host community in Kalobeyei.	<ul style="list-style-type: none"> • The Crude Mortality rate is maintained at 0.20/1,000 population/month) • The under 5 Mortality rate is maintained at 0.6/1,000 population/month • # of health centres constructed • % of women residing in Kalobeyei who give birth in the health centre • % of host community using integrated health centre • 24 hour maternity wing open and accessible by persons of concern • # of qualified midwives/MCH • Access to essential drugs provided • Referral mechanism established 	<ul style="list-style-type: none"> - annual reports health centres - government assessment reports - service statistics - client exit survey 	
	ER2 Long term food and nutrition security for host communities and refugees is improved through local capacities for agricultural production.	<ul style="list-style-type: none"> • The Crude Mortality rate is maintained at 0.20/1,000 population/month) • The under 5 Mortality rate is maintained at 0.6/1,000 population/month • # of locally produced food • # of income derived from agricultural production 	<ul style="list-style-type: none"> - baseline and end line surveys 	Communities will adopt behaviour change strategies and will embrace activities more common with sedentary communities.
	ER3 Boys and girls in Kakuma refugee camp and host communities have equitable access to quality formal and non-formal education opportunities.	<ul style="list-style-type: none"> -Number of children from refugee and host communities with access to integrated in primary and secondary education (disaggregated by refugee/host community and gender) -Number of youth, both refugee and host communities, assisted in accessing tertiary education (disaggregated by refugee/host community and gender) • # Learners enrolled (M/F) 4 • % attendance (M/F) 	<ul style="list-style-type: none"> - annual government report on schools - training evaluations - participant's lists - education management information system (EMIS) 	Limited or no disruption of learning owing to teachers' strikes.

		<ul style="list-style-type: none"> • % completion (M/F) • # of out of school children acquiring marketable skills • # learners (m/f) enrolled in Alternative Education programmes • # learners (m/f) enrolled in vocational skills training • # of adolescents in and out of school enrolled in life skills education programmes • Schools store, prepare and serve meals in hygienic conditions • Schools implement a cash based school meals programme model cost-efficiently and effectively • Number of online trainings and alternative education set ups accessible to refugees and host communities,, including covering women's needs 		
	<p>ER4 Boys and girls in Kakuma refugee camp and host communities have equitable access to child protection services.</p>	<ul style="list-style-type: none"> • # child protection focal points in schools • Degree of awareness among refugees and host population about child protection services 	<ul style="list-style-type: none"> - household surveys - salary slips of school staff 	
	<p>ER5 Increased economic opportunities and strengthened economic links between refugees and host communities.</p>	<ul style="list-style-type: none"> • % increased food sales by local small scale traders and farmers to the HGSMMP market • Change in sales for actors long the value chain (%) • Change in profit margins for actors long the value chain (%) • Change in market integration in the refugee camps and surrounding communities (price 	<ul style="list-style-type: none"> - Cost-benefit study - Baseline and end line survey - Market capacity assessment – Annual 	Communities will adopt behaviour change strategies and will embrace activities more common with sedentary communities.

		<p>correlation)</p> <ul style="list-style-type: none"> • Multiplier effects of the cash transfer programmes (school meals and cash transfers to refugees) on the local economy⁶ • Proportion of targeted traders for both refugees and host community employing additional staff in their businesses • Proportion of food supplied by local producer organizations and traders to schools and refugee camps • Change in number of targeted producer organizations that are ranked either medium high or high marketing capacity • Change in prices (and price volatility) of key food commodities • Change in the proportion of retailers that have business licenses and health inspections up-to-date <p># of persons of concern provided with guidance on business market opportunities</p> <p># of PoC provided with entrepreneurship/business training</p> <p># of small business associations formed/supported</p> <p># of persons of concern provided with financial literacy training for livelihood purposes</p> <p># of Persons enrolled in apprenticeship/on-the-job training</p> <p># of businesses registered</p> <p># of persons enrolled in vocational institutions</p>		
--	--	---	--	--

⁶ This is a longer term indicator that would require significant scale. WFP is commissioning a cost-benefit study for the cash transfers in the Kakuma and Dadaab refugee camps, and this study will include also Kalobeyi when that camp comes on line.

		receiving certified skills training		
		<ul style="list-style-type: none">• # of persons or business associations provided with grants or loans		

	ER6: Stakeholder buy-in is assured and conflicts are managed peacefully	<ul style="list-style-type: none"> - % of settled disputes, within and between refugee and host communities, increased - Good functioning multi-stakeholder coordinating platforms established in each region, including proper accountability structures towards beneficiaries. - Degree of support to programme by local populations and hosts - (LED) plans developed pursuing an integrated approach towards refugees, host communities and mixed migration flows, with a focus on services, livelihood and employment and reflected in County Development Plan - Operationalisation of LED plan into daily planning and management. 	<ul style="list-style-type: none"> - opinion surveys/focus group results - incident reports - country development plan - settlement operational structures 	
Activities	ER	Means	Indicative costs	
	<p>ER1</p> <p>A1.1: Establishment of a ‘super’ health centre which will incorporate infant and maternal health care services. Reproductive and HIV/AIDS clinical services will also be provided at the centre.</p> <p>A1.2: Kalobeyi health services are fully integrated into the Turkana country health services.</p>			
	<p>ER2</p> <p>A2.1: Assessment of viability of large scale in-situ agricultural production in Kalobeyi through the design of a management plan for agricultural production and</p>	8		

	<p>studies defining the land tenure and management arrangements for agricultural land.</p> <p>A2.2: Development and implementation of farmer / pastoralist and junior field school activities.</p> <p>A2.3: Improvement to irrigation infrastructure, rehabilitation of land and the development of water harvesting structures.</p> <p>A2.4: Training of farmers in efficient management of irrigation schemes, improved production, trade and market orientation.</p> <p>A2.5: Development of a sustainable charcoal value chain for the Kalobeyi settlement.</p> <p>A2.6: Provision of (vocational) training and apprenticeships to refugees and members of the local population on acquiring knowledge in business, entrepreneurship and skills development.</p>			
	<p>ER3</p> <p>A3.1: Support of national and county level systems to provide sustainable education services that are registered and supported by the relevant government institutions.</p> <p>A3.2: Renovation of existing</p>			

	<p>schools and enhancement of the learning infrastructure in Kalobeyei and surrounding areas.</p> <p>A3.3: targeted recruitment and training of teachers.</p> <p>A3.5: Development and implementation of a sustainable, Government-owned Home Grown School Meals Programme (HGSMP).</p>			
	<p>ER4</p> <p>A4.1: development and implementation of a Functional Case Management system and Child Protection Information Management System</p> <p>A4.1. provision of child-centred livelihood support initiatives.</p>			
	<p>ER5</p> <p>A5.1: Establishment of local supply chain to the school meals programme.</p> <p>A5.2: development of a retailer engagement strategy, capacity budding for retailers and to the county government to support sustainable and structured local retail market places.</p>			
	<p>ER6</p> <p>A6.1. The implementation plan</p>			

	<p>for Phase 2 of the KISED P is prepared on the basis of stakeholder consultations and approved by the steering committee.</p> <p>A6.2. ongoing conflict resolution and community outreach to improve conflict management.</p> <p>A6.3. development and implementation of a community outreach and advocacy strategy regarding the opportunities and risks of the establishment of Kalobeyi.</p> <p>A6.4. participatory mechanisms are established that involve refugees and host communities in the design, monitoring and management of the settlement program.</p>			
				<p>Budget</p> <p>Education & Child Protection: 4,000,000</p> <p>Markets: 2,000,000</p> <p>Livelihoods and resilience: 6,000,000</p> <p>Health: 1,000,000</p> <p>Coordination and outreach: 800,000</p> <p>7% HQ Indirect/Overhead costs: 900,000</p> <p>Evaluation 300,000</p> <p>Total 15 000 000</p>