

## **Standard Operating Procedures (SOPs) for Livelihood Activities in Dollo Ado Refugee Camps**

*Livelihoods comprises the capabilities, assets ( human, natural, capital, financial, physical, and social) and activities required for a means of living; a livelihood enables an individual, a household, a community to cope with and recover from stress and shocks, maintain or enhance its capabilities and assets, and provides sustainable livelihood opportunities for the next generation. In addition, it contributes net benefits to other livelihoods at the local and global levels and in the long and short term. A livelihood is made of the following attributes; the possession of human capabilities (such as education, skills, health and psychological orientation); access to tangible and intangible assets; and the existence of economic activities*

(DFID, 2001)

The proposed SOPs aim to ensure that refugees and hosting communities are involved in identifying their competencies and needs, and are involved throughout the planning and implementation of all livelihood-related projects. The cultural sensitivity and sustainability of projects is the key to the approach.

### ***Objectives:***

- To create an environment in which refugees can improve their skills and develop sustainable livelihoods.
- To ensure increased protection of refugees' rights and productive assets while in asylum and in preparation for durable solutions.

All actors working on livelihood activities in Dollo Ado refugee camps are required to follow the following SOPs:

- Participate in the joint livelihoods assessment and use agreed baseline to plan and evaluate interventions.
- Set clear indicators against which the impact of each project can be assessed and measured.
- Carry out a market assessment for the activities planned and to identify how these will be viable in the existing economy. Create demand-driven skills training with strong links to market Needs.
- Where more than one agency is delivering livelihoods and/or self-reliance interventions, the various actors will coordinate to avoid duplication of effort or activity. A Livelihoods Working Group will be established, where all the information is collated and shared. This would be lead by UNHCR.
- While deciding the activities, environmental conditions need to be considered. Activities should not deplete or harm the environment in the area.

- Target beneficiaries according to their capacities, and assess change over time. Assess specific protection concerns faced by men, women, youth, elder people, people with disabilities and embed build-in protection elements in interventions
- Skill transfer needs to be built into the program and the program must be sustainable in the long run.
- Any skill-sharing activities should be followed by a supported start-up component of the business/enterprise (example: if carpentry training is carried out, tools and implements need to be given to the beneficiaries after the training or job readiness support such as placement or apprenticeship, depending on trainee's capacities and wishes).
- Wherever possible, livelihood activities will be linked with a business training component, basic accounting procedures, calculation of profit and loss.
- Ideally, in order to foster ownership building, the beneficiary should be requested to contribute to the project (e.g. a reasonable cash input). The level and/or kind of contribution from the beneficiaries will be determined on a case-by-case basis.
- Agencies need to submit the beneficiary list/ID card number to UNHCR so there is no duplication of service delivery to beneficiaries. Some people may need more support, including livelihood provisioning, than others.
- Consensus on grants and/or loan for the beneficiaries, repayment and contribution criteria should be the same for all livelihood activities (working group to decide on contribution from the beneficiaries (in cash or in-kind) to encourage ownership by the beneficiaries). Criteria should be transparent and discussed with the community.
- Mid-term and end-of-project impact evaluations will be carried out and the results will be shared with the livelihoods actors/working group.

***Criteria for beneficiary selection:***

- At least 10% of the beneficiaries will be chosen from vulnerable groups (disabled, women headed households, elderly, survivors of SGBV).
- Include members of both the Refugee and Host communities among the livelihood project beneficiaries.
- Incentives should be provided (another loan, longer repayment period, another livelihood scheme) to those who repay their loan on time or are running their business successfully, without de-incentivizing those not doing well. On a case-by-case basis beneficiaries should be assessed for livelihood activities.
- Database of beneficiaries to be established and shared to better support livelihood activities, avoid duplication in beneficiary selection and establish synergy amongst various actors.