

Tools and Guidance

The documents below are accessible on the Alternatives to Camps page on the UNHCR intranet:

- **UNHCR Global Strategy for Livelihoods 2014-2018:**² This strategy sets the direction of UNHCR's livelihoods programming from 2014 – 2018.
- **Operational Guidelines on the Minimum Criteria for Livelihoods Programming:**³ These guidelines provide an outline of the foundational steps necessary for a UNHCR operation to engage in livelihoods programming.
- **Livelihood Programming in UNHCR: Operational Guidelines:**⁴ The Operational Guidelines provides practical guidance and advice to field staff and partners on UNHCR's livelihood approach, inclusive of socio-economic assessments, multi-year strategic planning, key elements of the livelihood programming, partnerships with multiple stakeholders, and exit strategies.
- **Promoting Livelihoods and Self-reliance: Operational Guidance on Refugee Protection and Solutions in Urban Areas:**⁵ This operational guidance assists UNHCR operations in advocating for and facilitating access to quality livelihood services for refugees equivalent to those available to the national population.
- **ILO Guidance on Value Chain Development:**⁶ This guidance includes several documents on value chain selection, analysis and development with the objective of generating safe and sustainable employment.

² www.unhcr.org/livelihoodsstrategy

³ <http://www.unhcr.org/54fd6cbe9.pdf>

⁴ <http://www.unhcr.org/publications/operations/4fbd17c9/livelihood-programming-unhcr-operational-guidelines.html>

⁵ <http://www.unhcr.org/4eeb19f49.pdf>

⁶ <http://www.ilo.org/empent/areas/value-chain-development-vcd/lang--en/index.htm>

Through the Alternatives to Camps Series, UNHCR provides key guidance, useful approaches, tools and good practices to support implementation of the key actions outlined in the *Policy on Alternatives to Camps*. The Series also includes a call for sharing your good practices.



Tanzania/ UNHCR/
Brendan Bannon/ 2009

Call for Good Practices

If your operation is engaging in successful practices regarding building sustainable livelihoods in light of alternatives to camps, we invite you to share it with us to help improve situations across the organization by sending an e-mail to hqatc@unhcr.org.

More Information

Please contact livelihoods@unhcr.org for more information on building sustainable livelihoods interventions.



A Syrian refugee in Alexandria, Egypt, uses business grant to buy equipment. This equipment can be used to produce 10,000 loaf per day. Egypt / UNHCR / Z. Ayoubi / 2016

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Alternatives to Camps Making It Work

GOOD PRACTICE AND GUIDANCE SERIES



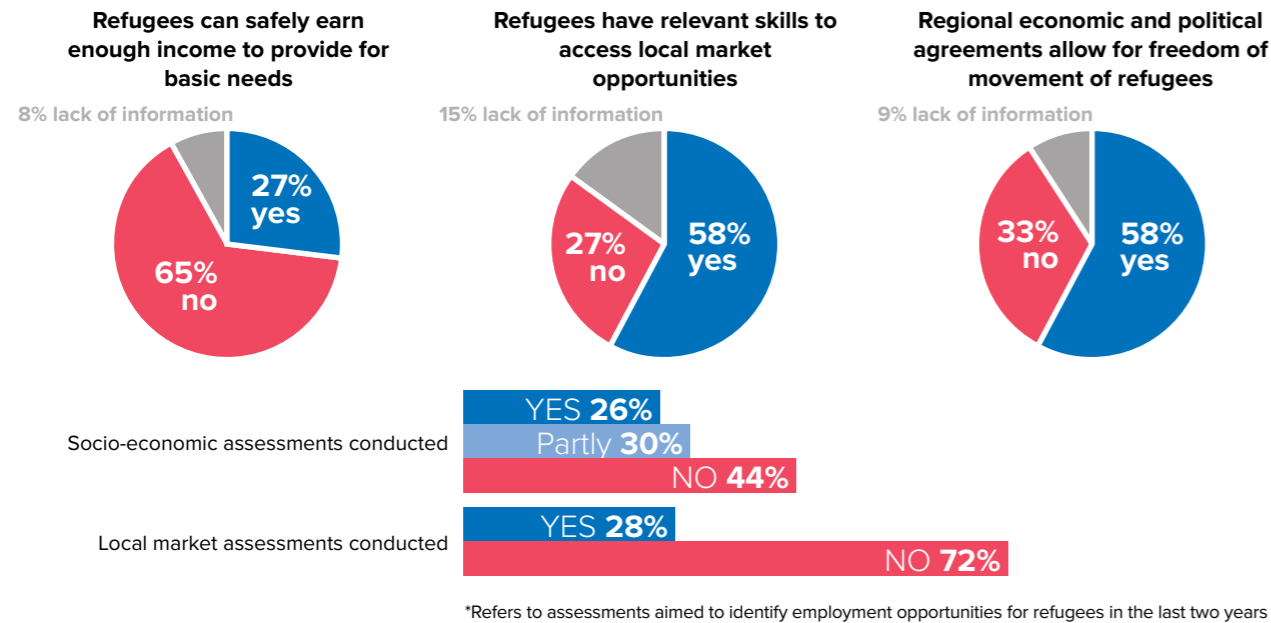
Key Action #6: Building Sustainable Livelihoods

THE POLICY SAYS

The implementation of UNHCR's *Policy on Alternatives to Camps* involves enabling refugees to build sustainable livelihoods and achieve self-reliance through market-based livelihoods strategies that are informed by professional assessments and analysis of the economy, markets and the skills, assets and potential of refugees. Building sustainable livelihoods also requires working with host governments to allow refugees greater access to employment and education and possibilities to build their livelihoods assets and skills and to send remittances, including through regional frameworks that facilitate the movement of labour.

The Diagnostic Tool for Alternatives to Camps

The 2016 Global Results of the Diagnostic Tool for Alternatives to Camps suggest that while over half of refugees have relevant skills to access local market opportunities more than two-thirds of refugees cannot safely earn enough income to provide for their basic needs.



After four years of exile, Malian refugee artisans use their traditional skills to rebuild their lives. Burkina Faso / UNHCR / P. Absalon / March 2016

Highlights from the Field

CONNECTING REFUGEE ARTISANS IN BURKINA FASO TO MARKETS

Traditionally many Malian Tuareg refugees in Burkina Faso are artisans, yet they faced obstacles that prevented them from fully engaging in the market, including limited access to basic tools, credit and capital; inadequate work and storage spaces; and long distances to markets.

In June 2015, UNHCR in Burkina Faso started a project to overcome these obstacles and connect refugee artisans to markets in which their skills and products are in demand. The project targets Malian refugee artisans in Goudebou and Mentao camps and the urban centres of Ouagadougou and Bobo-Dioulasso. Activities include marketable project design, access to production inputs and infrastructure, business skills training and the development of links to local and international markets.

The project has engaged a local, crafts-based social enterprise, Afrika Tiss, which provides the technical elements necessary for refugees to create attractive, export-ready products. These include design, product development, costing and pricing and promotional activities. Afrika Tiss coordinates the order – they manage customer communication, arrange logistics and ensure the order is properly filled and payment made. Afrika Tiss markets the collection through their current sales channels, while UNHCR also markets and promotes the collection in Geneva, helping to reach new buyers who may be interested to source products from a refugee-made collection. By reaching a new customer base and giving the social enterprise increased market access, the aim is that the refugee-made collection will be economically viable and sustainable for the social enterprise.

THE FOOD SERVICE SECTOR IN EGYPT

UNHCR and ILO conducted a market analysis in Egypt in 2014 to identify economic opportunities for refugees. The project has two phases: a sector selection exercise, and value chain analysis. The approach was to investigate which sectors have the greatest potential for creating jobs for the target population, while also demonstrating high potential for expansion and contributing to local economic growth. After identifying the relevant sectors, a value chain analysis provided an in-depth examination to identify the underlying constraints and opportunities.

UNHCR and its partner adopted a participatory and consultative approaches when selecting the sectors. This included holding meetings with leaders of the business community, government, donors and economic sectors experts, as well as focus groups of Syrian refugees in Cairo and Alexandria. Three sectors were shortlisted: food services, furniture manufacturing and ready-made garment production. The food service sector ranked first according to the perspectives of the key stakeholders. Following the subsequent value-chain analysis, UNHCR developed an intervention plan, with the aim of creating jobs and economic opportunities for both Egyptians and refugees. Based on this plan, UNHCR developed initiatives in collaboration with NGO and business partners to support refugees and host community members to start-up small enterprises in the food services sector. Perception of the impact of refugees' engagement in the food service value-chain have been positive perceived, with the potential for future growth.

Key Tips and Actions

Please find below some key tips that can help you to implement **Key Action #6 on Building Sustainable Livelihoods**. This action should be implemented together with the other key actions of the *Policy on Alternatives to Camps and the Minimum Criteria for Livelihoods Programing* in a comprehensive and mutually reinforcing way.

- **Advocacy and inclusion:** Advocate with governments for legislative frameworks that include refugees in social protection and development plans, emphasising the importance of ensuring their full enjoyment of the right to work, including through freedom of movement and access to financial and other services. When advocating, respond to the perspectives and concerns of host governments and communities by leveraging research, data and evidence on the socio-economic impact of refugees and by drawing from global and national commitments to the Sustainable Development Goals where appropriate.¹
- **Market systems approach:** Achieve economic inclusion for refugees by linking interventions to market systems in which refugees could make a living. To avoid tensions between refugees and host communities, interventions should benefit both refugees and host communities and should target sectors with potential for growth and employment. Interventions should also respond to local market realities and challenges.
- **Livelihoods market analysis:** After assessing the national laws and regulations, access to different support functions and the target group's profile, conduct a livelihoods market analysis. This analysis includes two phases – sector selection and value chain analysis – and aims to develop an intervention plan for livelihoods improvement and economic inclusion.
- **Partnerships:** Undertake institutional mapping to understand existing programmes that persons of concern benefit from or be included in. Mapping should also consider prospective partners, including development actors, social enterprise and the private sector.

¹ <http://www.un.org/sustainabledevelopment/>