



STRATEGIC PLAN 2023- 2025

01

Introduction

Resilience Action International (RAI) is a non-governmental, refugee-led organization based in Kakuma Refugee Camp, in Turkana County, Kenya. Resilience Action International (RAI) was founded in 2010 with the aim of empowering refugee youths through vocational skills training, livelihood development, and reproductive health services. RAI is pleased to adopt this new Strategic Plan, as we continue to champion the rights of refugees acquire skills and tools to attain self-sufficiency and improve their health. Our holistic approach to youth development aims to deliver outcomes in our three main work areas:



RAI's Achievements

2021

- Joined the We Lead network & coalition to provide right-based SRH education and advocacy, and a partnership led by HIVOS

2022

- Under organizational growth through partnership with new donors, including Livelihood Impact Fund, GIZ and Don Bosco.

2017

- Built the RAI Campus, a multi-purpose learning complex providing technical education and carer services.
- Built the Nuru Access Hub, a community space allowing youth to access digital skills, social, and virtual work opportunities.

2018

- Rebranded from SAVIC to Resilience Action International
- Established our social business subsidiary – Okapi Green Energy.
- Entered a new partnership with JWJ to offer professional courses to refugees

2014

- Received our first grant from the Segal Family Foundation, to advance our education and SRH work with refugee youth.

2016

- Registered as an NGO in Kenya

2010

- RAI founded in Kakuma Refugee Camp. Opened English Language Training for refugees

2012

- With support from Stichting Gered Gereedschap, establish Tailoring and Dressmaking program



Organizational Principles



Vision

We envision a society in which every displaced person is enabled to thrive economically and socially



Mission

“To equip displaced youth with skills and tools to achieve greater economic potential.”



Core Values

- Refugee-driven
- Impact
- Youth-driven

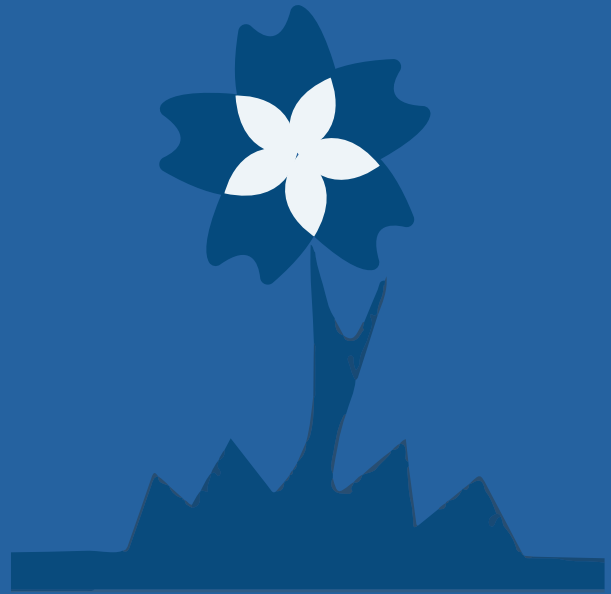
- Sustainability
- Inclusivity
- Transparency

Cross Cutting Themes

- Local Advocacy
- Research
- Diversity and Inclusion
- Reducing Inequalities

SDGs we work with





Situational Analysis

In the last three decades, increasing conflicts and political instabilities have worryingly heightened the issue of forced migration the Sub-Saharan Africa. As of early 2023, Kenya hosts over 600,000 asylum seekers and refugees, one of the largest refugee populations in the Eastern and Central African Region. Most refugees and asylum seekers in Kenya originate from Somalia (53%). Other major nationalities are South Sudanese (25%), Congolese (10%), and Ethiopians (5.6%). Persons of concern from other nationalities, including Sudan, Rwanda, Eritrea, Burundi, Uganda and others, make up 6.9 % of the total population (550,817 as of April 2022). Almost half of the refugees in Kenya (43%) reside in Dadaab, while 41% live in Kakuma and 16% in urban areas (mainly Nairobi). Meanwhile, the Kenya Refugees Act 2021, which came into effect on 22 February 2022, provides opportunities, rights, protection and solutions for refugees and asylum-seekers in Kenya and is in line with Kenya's commitments under the Comprehensive Refugee Response Framework (CRRF), the Global Compact on Refugees (GCR), and other international and regional instruments. Many provisions of the new Act complement the objectives of the Roadmap for Solutions developed jointly by the Government of Kenya and UNHCR. RAI being a refugee-led organization in Kakuma, majority of our beneficiaries are refugees. Through our different pillar areas, we work to address key issues faced by refugees, including language barriers to economic opportunities, lack of basic vocational and technical skills, inaccessibility to digital learning due to substandard internet connection, early pregnancies, poor to non-existent sexual reproductive health knowledge, and lack of higher learning institutions.

Our Model

We offer a holistic youth development model to increase employability, entrepreneurship, and reproductive health of refugees and other displaced people.



1

Employability

Advance Employability through vocational training and professional skills



2

Entrepreneurship

Promote refugee entrepreneurship through business skills and by removing barriers to financing and market opportunities.

3

Well Being

Promote holistic well-being through youth reproductive health education and services.



Thematic Area : 1

Vocational EDUCATION

For refugees and youth growing up in crisis situations, their prospects and opportunities for education beyond primary and secondary school are extremely limited. To address this issue, UNHCR's Education Strategy on Refugee Education 2030 outlines the importance of enabling learners to use their education towards sustainable futures. For instance, providing market-oriented, certified Technical and Vocational Education courses can close some of these urgent gaps for young people affected by crises in both displaced and host communities. Thus, there is a need for improved access to the vocation and technical opportunities that are formal, nationally accredited skills training and diploma courses. This would play a fundamental role in the process of supporting refugees to gain market-relevant skills and strengthen their capacity to lead independent and fulfilling lives and contribute to social cohesion and foster greater self-reliance. Further, enhancing their communication skills through offering language courses to reduce the language barrier would increase their chances of getting employment and business opportunities. RAI being a community-based organization in Kakuma camp, it offers Vocational courses on English Language, Computer Skills, Digital Skills, Career Readiness and Job Skills and Craft Skills for Entrepreneurship (such as Tailoring and Hairdressing). Since its inception in 2010, RAI has offered vocational education to more than 1,900 refugees trained and more than 250 of the trained refugees have obtained employment. In the next 3 years, RAI targets to Increase transition of the trainees into career world and Increased Employability among project beneficiaries through the following:



Increase refugee employability through high quality, market-based technical education, soft skills, and career services.





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GOAL:

Increase refugee employability through high quality, market-based technical education, soft skills, and career services.

Key Activities

1. Offer Professional courses: (IT/Digital Skills, English Language and more courses) 
2. Offer Craft skills training: Tailoring, Hairdressing 
3. Develop Curriculums and content for different courses 
4. Offer Career support and services 
5. Offer industry certifications 

Strategic Objectives

1. Adopt high quality training curricula that align with current market needs.
2. Equip refugee youth with market-relevant professional skills (and career success or services or support) needed to access meaningful employment.

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Outcomes

By 2025, train 5,000 refugee youth, resulting in at least 2,000 new informal and formal jobs created, including through self-employment.



Thematic Area : 2

Entrepreneurship

According to the UNHCR, the UN refugee agency, as of September 2021, there were approximately 188,000 refugees and asylum seekers living in Kakuma camp. The majority of the refugees in Kakuma rely on humanitarian aid for their basic needs such as shelter, food, and healthcare. While refugees are not allowed to work in Kenya, some have access to limited livelihood opportunities within the camp. For example, refugees are allowed to engage in small-scale trade and run businesses such as small shops and market stalls within the camp. Additionally, some refugees participate in cash-for-work programs, which provide short-term employment opportunities within the camp. In recent years, there have been efforts to improve livelihood opportunities for refugees in Kakuma. Despite these efforts, the majority of refugees in Kakuma continue to face significant challenges in accessing sustainable livelihood opportunities. A joint study across different Africa countries hosting refugees recommended that in Kenya, there was need to include courses on entrepreneurship and self-employment, and ease requirements to access financial services. Also facilitate mobility from the camps to access market opportunities and strengthen linkages between markets in host communities and countries of origin. To support in reducing the access to business and seed grant struggles for the refugees within Kakuma camp, RAI offers a wide range of opportunities and business training i.e., Small Business Bootcamp, Digital Entrepreneurship Skills, Business Coaching and Startup revolving Grant. The business training aims at growing sustainable business among the refugees as a source of livelihood.



Empower a new generation of refugee entrepreneurs by providing them with the skills, tools, and market opportunities to succeed as small business owners.





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GOAL:

Empower a new generation of refugee entrepreneurs by providing them with the skills, tools, and market opportunities to succeed as small business owners.

Key Activities

- 1 -Curriculum and content development 
- 2 -Offer Small Business Accelerator program 
- 3 -Offer Business coaching and mentoring 
- 4 -Create partnerships to offer startup support & financing - grants, flex loans 

Strategic Objectives

- 1.Equip refugees with entrepreneurship literacy skills necessary to start or growth small businesses.
- 2.Provide financial support and coaching services to enable refugee entrepreneurs to succeed in their new ventures.


Outcomes

- By 2025, enable the creation and growth of 300 youth-run businesses through practical business skills training and access to affordable financing options.



Thematic Area : 3

Youth Reproductive HEALTH

Access to reproductive health services is a critical issue for refugees, especially for women and girls. In Kakuma camp, UNHCR and its partners provide reproductive health services, including family planning, antenatal and postnatal care, and management of sexually transmitted infections. According to a report by the United Nations Population Fund (UNFPA), the reproductive health services in Kakuma camp have improved in recent years. The report states that the availability and accessibility of family planning services have increased, and more women are receiving antenatal and postnatal care. However, there are still some challenges in providing reproductive health services in the camp. These challenges include a lack of adequate infrastructure, such as health facilities and equipment, as well as a shortage of trained health workers. According to a report done in 2020, at the Kakuma refugee camp, had 62 teenage pregnancies that were reported in June 2020 compared with eight cases in the same month last year- 2019. The COVID-19 pandemic contributed to the rise of teenage pregnancies and increased cases of sexual and gender-based violence (SGBV) against young girls and women in Kakuma Refugee Camp. To contribute in the increased access of quality information and healthcare, RAI offers customized SRH program that is designed to equip women and sexually active adolescents about their sexual health and rights, services, family planning and contraceptives to reduce from unwanted pregnancies and HIV infection.



To create awareness and increase knowledge on sexual and reproductive health rights among AGYW and the community by 2025 as measured by increased community dialogues Kakuma & Kalobeyi.

Improve reproductive health outcomes and wellbeing among adolescents and young refugees in Kakuma refugee camp.





GOAL:

To create awareness and increase knowledge on sexual and reproductive health rights among AGYW and the community by 2025 as measured by increased community dialogues Kakuma & Kalobeyi.

Improve reproductive health outcomes and wellbeing among adolescents and young refugees in Kakuma refugee camp.

Key Activities

- 1** -SRH Curriculum and content development 
- 2** -SRH training for adolescent and youth 
- 3** -Digital SRH curriculum - online and offline videos, podcasts 
- 4** Partnership for RH services - counselling, testing, contraceptives. 

Strategic Objectives

- 1. Create awareness on Sexual and Reproductive Health among adolescents and youth.
- 2. Increased advocacy on Violence Prevention and Mitigation



Outcomes

Increased SRHR knowledge level and linkages to SRHR services among the adolescent girls and community
By 2025, at least 7,500 access information and services related to sexual and reproductive health.



RAI Strategic Direction

STRATEGIC PARTNERSHIPS FOR ORGANIZATIONAL GROWTH

We are committed to forming strategic partnerships to elevate our organization's credibility and support through effective communication and visibility by 2025. We aim to increase our visibility and improve the public perception of our brand through amplifying our stories and the work we do across the different thematic areas. We intend to achieve this through:

- Enhanced Communication and Visibility
- Strengthened partnerships between RAI and stakeholders.
- Stakeholder Engagement

ENHANCING ORGANIZATIONAL STRUCTURES FOR GROWTH AND SUSTAINABILITY

As a community based and refugee led organization, we are committed to enhance our effectiveness and efficiency to deliver on our mission by strengthening the internal systems and structures by 2025. We intend to strengthen the organizational capacity by developing and implementing guiding policies and procedures that promote accountability and transparency. In addition, we will also strengthen our existing systems and structures for the growth and sustainability of the organization. This will be achieved through:

Enhanced Board Members participation for organizational growth

- Capacity Strengthening for Management team and staff
- Streamlining organizational systems and structures
- Impact drive data

INCREASING BUSINESS DEVELOPMENT AND RESOURCE MOBILIZATION

We work with different partners and donors to implement different programs in the organization. We require increased resource base and enhanced financial efficiency for effective actualization of our mandate in life with the strategic plan by 2025. We also intend to ensure efficient utilization of our resources so as to operate optimally. To achieve this, we will ensure financial sustainability which will be pursued through resource mobilization initiatives. We will employ different strategies in resource mobilization to improve our resource base and enhance financial efficiency. This will be achieved through:

- Fundraising to Secure grants and partnerships
- New long-term partnerships for improved program delivery



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