

# REFUGEE CONSORTIUM OF KENYA



## ANNUAL REPORT AND FINANCIAL STATEMENTS

# 2018



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## Message from the Chair of the Board



Greetings from the Refugee Consortium of Kenya (RCK). It gives me great pleasure to share with you our annual report for the year 2018. On behalf of the Board of Directors, allow me to share my great appreciation to the staff of RCK and everyone who has contributed to the achievement of our mission and vision in the last one year. 2018 also marked 20 years since RCK started its operations in Kenya, and we are proud of our relentless efforts to ensure enhanced protection of people forced to free their homes, this far.

This year we witnessed significant change in the global protection space, with the World Leaders continued rallying call on states and the international community to adopt and implement the Global Compact for Refugees and the Comprehensive Refugee Response Framework (CRRF). While the two are not legally binding on states, they denote renewed political commitment of the international community to tackling the major challenges in refugee and host community protection and access to services globally. The CRRF is premised on interlinked objectives, the achievement of which will depend to a greater extent on a robust and strong national legal and policy framework. RCK is not lost to this new way of doing things, and will continue to adapt and innovate to ensure more forced migrants participate and are included in development of hosting countries.

Closer home, the government of Kenya empanelled a multi-stakeholder steering committee to draft the national CRRF framework and action plan to guide the implementation of CRRF in Kenya. RCK's Executive Director Ms. Eunice Ndonga Githinji was appointed by the Principal Secretary in the Ministry of Interior and Coordination of National Government to represent national non-governmental organizations in this taskforce. This is yet another milestone for RCK which demonstrates the confidence that the government has with RCK's work.

We look forward to a rewarding year in 2019 as we continue to “keep hope alive” for thousands of refugee who have been forced to flee their countries in search of refuge in Kenya.

Dr. Samuel Kabue,  
Chairman,  
Board of Directors  
Refugee Consortium of Kenya



## Message from the Executive Director



I am happy to share with you RCK's annual report 2018. This report is timely as it comes at a time when we are testing the first year of implementation of our new strategic plan 2018-2022, which aims to anchor refugee protection to a more robust asylum policy framework and increased economic rights and resilience for forced migrants and host communities.

The report conveys our commitment to our mission and vision in our continuing quest to advocate for an environment where forced migrants and host-communities access rights, dignity, protection and durable solutions. This was made possible by delivery of quality services through provision of legal aid, psychosocial support, advocacy, capacity building and promotion of inclusive governance. At the tail end of 2018, we embarked on an ambitious programme to end violence against refugee women and girls and vulnerable women and girls in the hosting communities. Refugee women and girls continue to be impacted negatively by violence and this programme could not have come at a better time. This programme will see more women and girls' survivors of VAWG access justice and livelihoods. Overall, the progress we are seeing in all fronts is encouraging.

The overall financial reduction in to the refugee sector in Kenya notwithstanding, RCK managed to support 9,192 number of refugees, asylum seekers and other POCs with various protection issues, which was about 32% less than in 2017. The reduction could also have been impacted by reduced refugee numbers in the country. However, working more closely with the government, partners, RCK donors, the refugees and host communities has helped us surmount some of the daunting challenges.

In the same breadth, RCK worked tireless to advocate for an improved legal policy environment for refugees and host communities. Having had the revised Refugees Bill rejected by the President in 2017 because of poor public participation, in 2018, RCK focused on ensuring that there was sufficient public participation on the new proposed law. In addition, RCK also participated in the drafting process of the National Asylum Policy, which was harmonized with the proposed Refugees Bill and the draft National Comprehensive Refugee Response Framework (CRRF) and Action Plan.

The above achievements would not have been possible without the dedicated devotion and professionalism from RCK staff, interns and volunteers. We hail the strong partnerships and

collaboration with the government, the community, RCK donors and supporters, without whose support we would not have managed to achieve our goals.

In 2019, there is still great need for protection of displaced persons in Kenya. The CRRF represents a new approach and a great opportunity to supporting and finding solutions for refugees and communities that host them, to promote more social economic inclusion for increased self-reliance and shared benefits.

We look forward to the year with renewed commitment to deepen our resolve to keeping hope alive for refugees, internally displaced persons and those who host them. RCK will remain steadfast to ensure that their rights and dignity are respected and upheld and that we continue to maintain our long standing repute as ***"Haki House"***, the place where refugees and forced migrants access their rights and dignity.



Ms. Eunice Ndonga Githinji,  
Executive Director.  
Refugee Consortium of Kenya.

## Programme Highlights

The organization maintained three programmes in the year under review and one support department. These were Legal Aid and Psychosocial Support (LAPS), Advocacy, Policy Development and Governance (APDG), Research and Knowledge Management (RKM) and Institutional Support and Development (ISD). These programmes worked together towards realising the vision of the organization: An environment where forced migrants and host-communities access rights, justice, protection and durable solutions.

In 2018, a total of 9,192 clients received legal and psychosocial support. This number is a 32 % decrease in the number of persons who received similar assistance as compared to 2017. This was mainly due to reduced funding for legal and psychosocial support activities especially in the urban refugee programme. 84% of the clients were assisted on legal issues while 16% were assisted on psychosocial matters. A key achievement in the programme was the successful litigation of cases handled by RCK in courts and police stations.<sup>1</sup> These persons would have been denied access to territory, access to justice and enjoyment of their rights were it not for RCK's prompt interventions.

Advocacy efforts in 2018 also generated significant results. RCK re-engaged Members of Parliament to resume the process of reviewing the rejected Refugees Bill. Awareness creation efforts reached 11,905 persons of concern (PoCs), members of the host community and duty bearers. Topical issues such as refugee rights and prevention and response to sexual and gender based violence (SGBV) were discussed. There was a 22% increase in demand for information on forced migration with 1,933 information, communication and education (IEC) items distributed.

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<sup>1</sup>Eighty four percent of the cases represented in courts and police stations by RCK lawyers and pro bono advocates were successfully concluded with withdrawals, discharges or fines provided under the Refugee Act and Kenya and Citizenship Immigration Act.

## Legal Aid and Psychosocial Support Programme

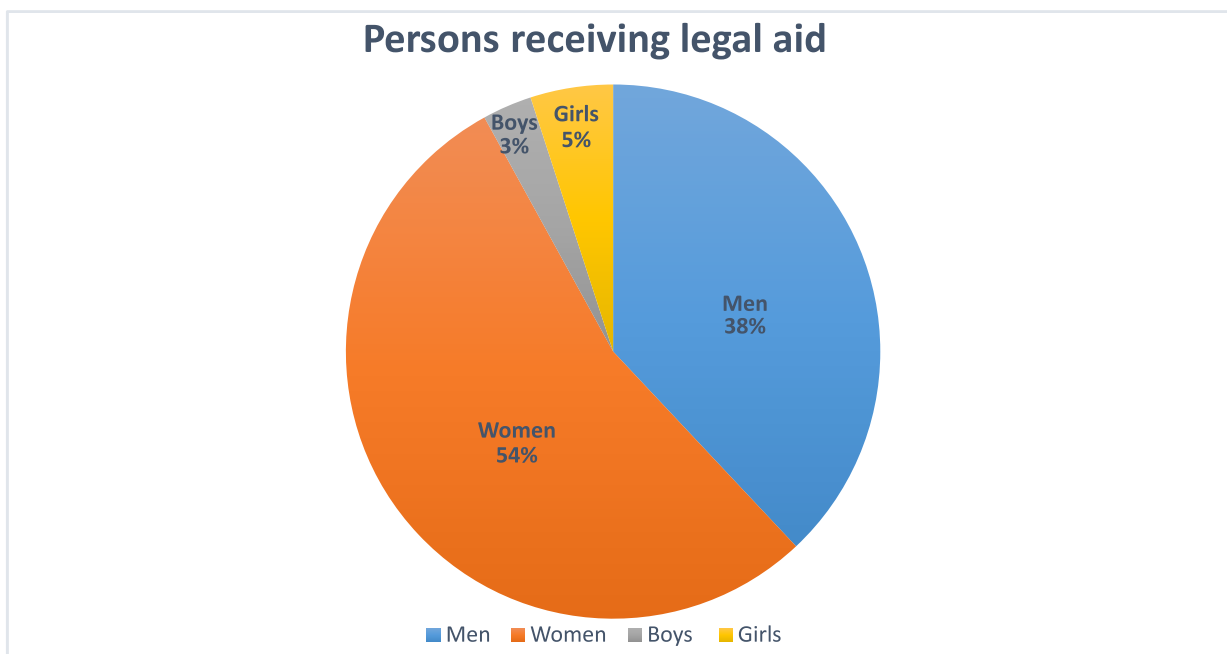
The Legal Aid and Psychosocial Support Programmes provides legal awareness, representation and psychosocial assistance to forced migrants. It is anchored on the indispensable right to access justice for forced migrants and host communities. Its objectives are:

1. To provide legal aid services to improve access to justice for forced migrants and host-communities; and
2. To provide psychosocial services to enhance psychological well-being of forced migrants and host-communities.

This report outlines the achievement of the programme in 2018. It also highlights challenges and lessons learnt during the implementation period.

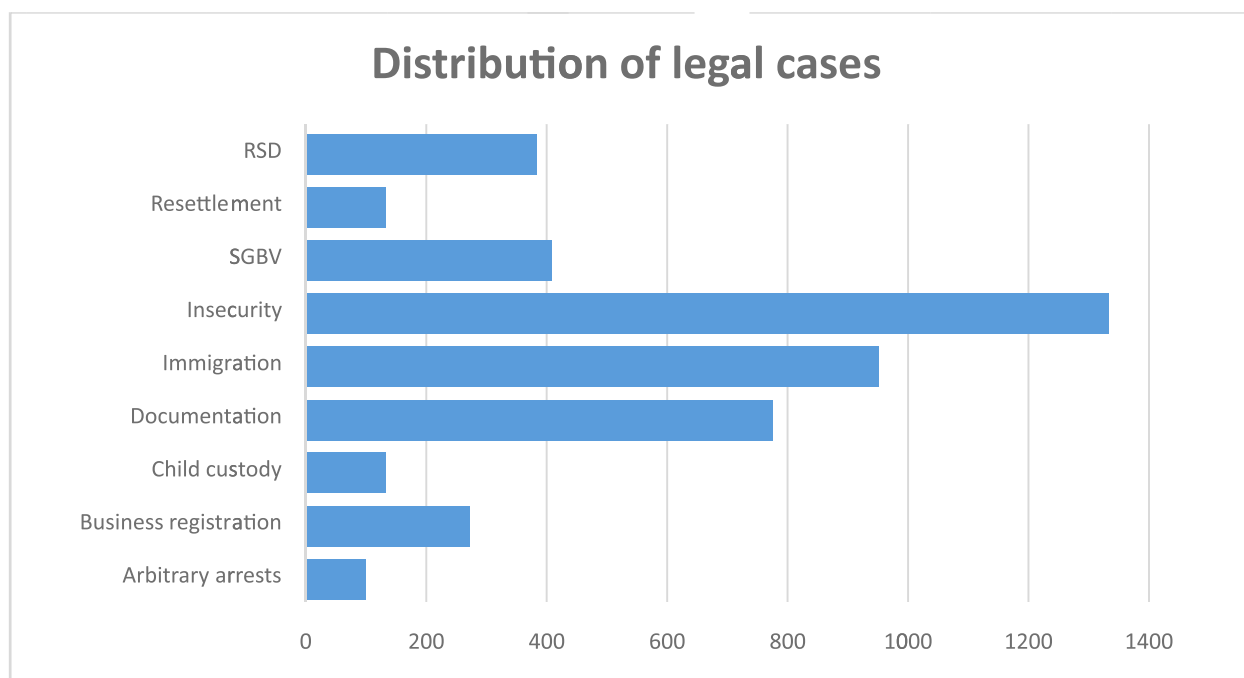
### Access to legal aid

In 2018, the programme provided legal assistance to 7,693 forced migrants. Ninety-two percent of the migrants were adults and eight percent were children. Out of these 41 percent were male and 59 percent were female.



*Chart 1: Distribution of clients receiving legal assistance by gender in 2018*

In total RCK supported 12,396 cases. The support entailed but was not limited to: legal representation in courts of law and police stations, child custody representation and watching brief in sexual and gender based violence (SGBV) cases. The persons of concern also brought cases that were beyond RCK mandate. These cases, such as provision of social assistance, were referred to other organisations for non legal assistance. They represented 11% of the cases handled by RCK.



*Graph 1: Nature of cases presented for legal aid in 2018*

As shown in Graph 1 above, cases of insecurity, immigration and documentation were the most reported.<sup>2</sup> Seventy four percent of the cases reported were resolved at the courts and police stations. Some 1,001 persons of concern were charged with immigration related offences, which save for RCK's intervention, would have been deported or committed to serve long prison sentences. Instead, they were either released unconditionally or issued short prison sentences. Parents and children in need of custody and guardianship orders to attain resettlement,<sup>3</sup> were able to achieve it due to timely receipt of court orders through RCK's facilitation to wit, Fifty three percent of the child custody petitions were successfully concluded. The remaining 47% are ongoing.

The programme recruited 70 pro bono advocates, protection, detention and border monitors to ensure that forced migrants in areas that RCK does not have physical presence were reached. Their efforts contributed to resolving 24 percent of the cases supported by RCK.

There was a 15 percent decrease in the number of forced migrants supported on legal interventions in 2018 compared to those supported in 2017. This was as a result of reduced programmed activities due to general funding constraints in the Kenya refugee operations.

<sup>2</sup> This data analysis of most reported cases is similar to data collected and analysed in 2017, where main issues reported to RCK are insecurity, immigration and documentation

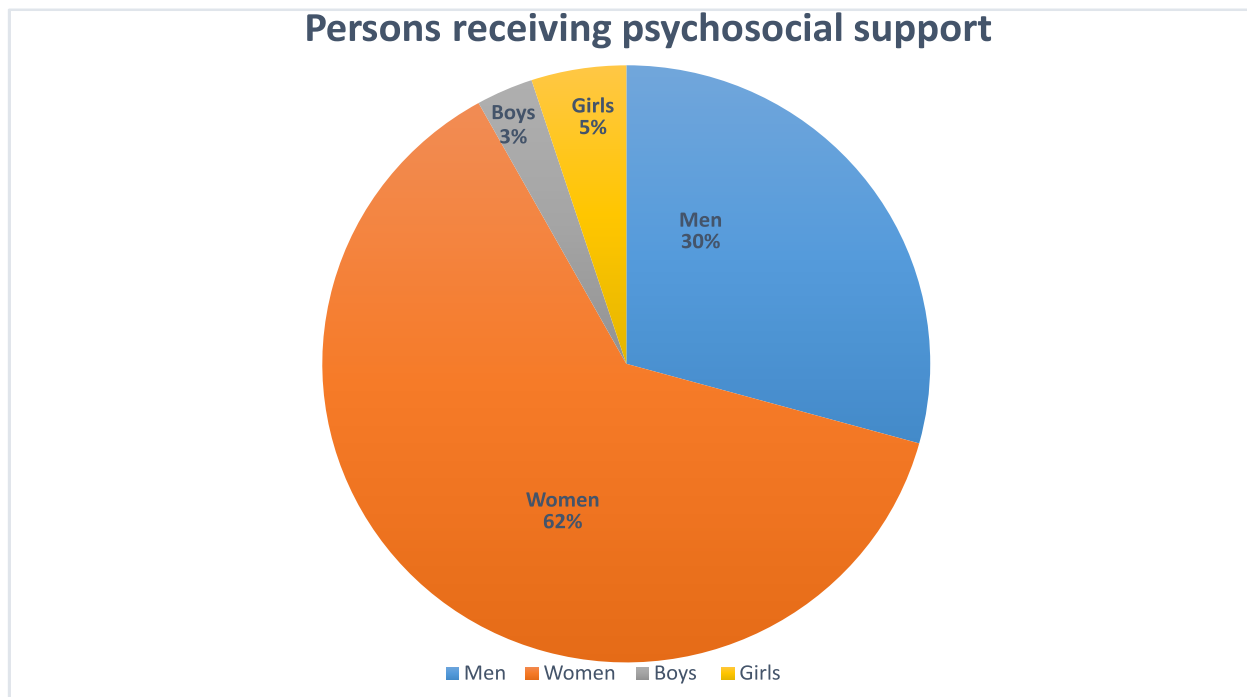
<sup>3</sup> Resettlement to third countries is one of the durable solutions available for refugees. However, it is neither a right nor a guarantee.

### Legal aid saves lives

*\*Abdel Nour<sup>4</sup> is a Syrian National who fled from his country to seek asylum in Kenya due to conflict and fear of persecution. When he arrived in Nairobi, he was arrested and charged with being unlawfully present in the country. The court issued a deportation order to have him taken back to his country of origin. Had this order been effected, then Abel would undoubtedly have faced grievous harm to life or limb. RCK intervened and instituted revision proceedings at the High Court, to revise the decision of the Magistrate's court. The High Court quashed both the conviction and the deportation orders. Abdel was released and taken to Kakuma Refugee Camp where he was registered. "RCK has helped me a lot. I still can't believe that I was given free legal representation and the lawyers fought for my rights. I will forever be grateful to RCK," said Abel.*

### Access to psychosocial support

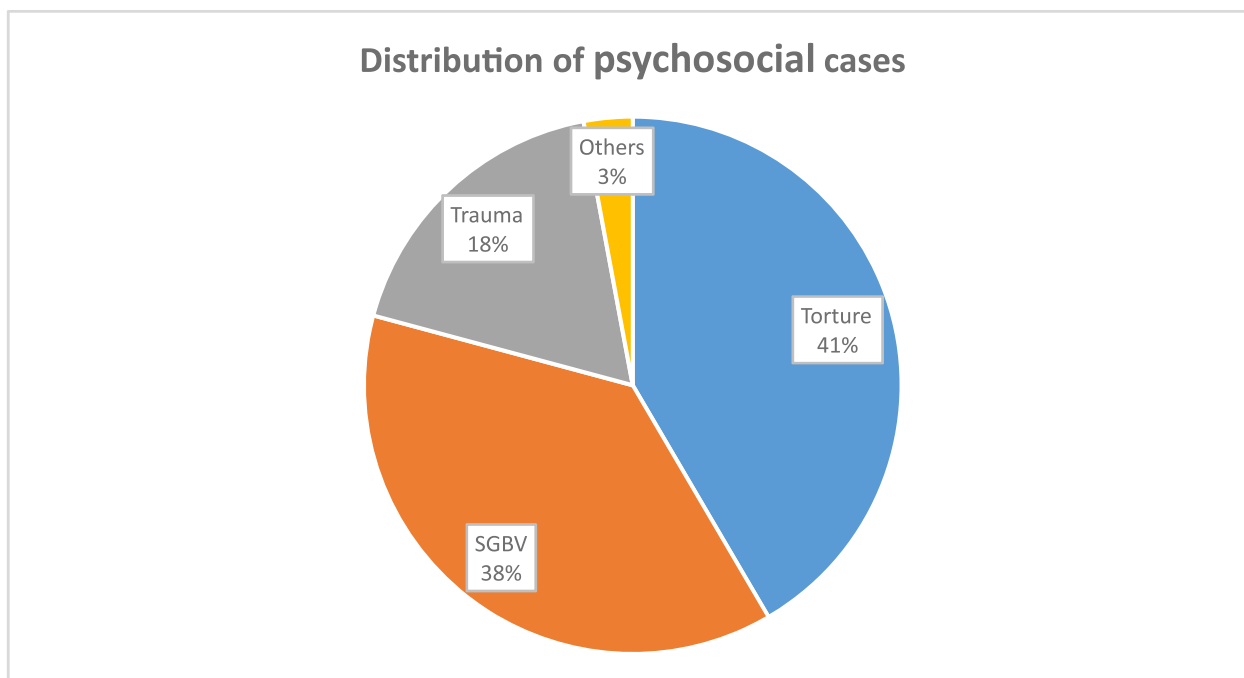
The psychosocial department supported 1,499 persons in 2018. This was a 51 percent decrease compared to persons assisted in 2017. The clients supported comprised of 30 percent men, 62 percent women, three percent boys and five percent girls. Interventions conducted were mainly individual counselling sessions and group counselling to create a supportive environment for persons undergoing trauma.



*Chart 2: Distribution of clients receiving counselling by gender in 2018*

<sup>4</sup> Not his real name





*Chart 3: Nature of cases presented for counselling in 2018*

Cases presented for psychosocial support included torture, post-traumatic stress, SGBV and general lack of social support. Eighty-five percent of these cases were concluded and successfully closed after the clients receiving counselling showed that they were able to cope with their traumatic experiences. This improvement was self-reported to RCK by the clients. Focus group discussions conducted with beneficiaries during M&E visits also recorded this information.

#### Psychosocial support for Internally Displaced Persons (IDPs)

Psychological first aid trainings and community forums were held in Nakuru targeting 233 former IDPs and their host communities. They targeted beneficiaries that were displaced either by the post-election violence or the Solai Dam tragedy. The aim of the trainings was to equip community members with counselling skills to address ongoing trauma as a result of displacement and enhance peaceful coexistence.

To enhance access to psychosocial support through community owned mechanisms, RCK engaged services of 16 community based counsellors (CBCs) to conduct home visits for vulnerable persons and most at risk population and provide first aid psychosocial support to beneficiaries at the community level before they are referred for specialised counselling.

### ***I have my power back***

*\*Safia,<sup>5</sup> a Somali refugee woman, residing in Dadaab Refugee Camp reported facing hostility from her family for marrying a man from a minority clan. She claimed that on several occasions her family had threatened to kill her husband in a similar way as to how her brother was killed. Her brother was killed by his in-laws because his clan was viewed as a lesser clan. This made her anxious, fearful and depressed to an extent that she wanted to divorce her husband and commit suicide. She stated that life was not worth living when she was living in constant fear and desolation. Her husband had also started being hostile towards her and they were no longer in a peaceful relationship.*

*Safia underwent individual counselling as well as couple's therapy together with her husband to help them address the issues they were going through. These counselling sessions were provided by RCK. The sessions aimed at helping them overcome fear, stress and depression, enhance communication in their marriage, and identify ways of dealing with the threats. They were also sensitized on their rights and advised to report threats to the police. After sessions of counselling, Safia demonstrated a significant enhancement in her ability to manage fear and cope with anxiety. Before the sessions were terminated, Safia indicated that she had regained her voice in marriage and with her family, knew how to cope with the incessant threats through community support. She was confident that she would take charge of her life. Her husband also indicated that he was more aware of how to take care of his family, address their issues and communicate better with his wife.*



**Picture 1: Psychological First Aid community engagement session in Canyon Farm in Rongai Sub-County of Nakuru County.**

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<sup>5</sup> \* Not her real name

## Challenges

- Documentation: A number of refugees and asylum seekers do not have documents to show their asylum status or their documents have expired and are yet to be renewed/replaced. This affected their ability to access crucial services.
- SGBV prevention and response: Weak community support structures for survivors and low reporting of cases remain a challenge in SGBV prevention and response, more so in drawing support from within the community.

## Lessons Learnt

- Continuous engagement with law enforcement officers enhances collaborative efforts in addressing protection of forced migrants.
- Community sensitisation on psychological first aid and psychosocial support enhances community's awareness on their psychological well-being thus enhancing their trauma coping mechanisms.

## Recommendation

- There is need for continuous capacity building on protection and SGBV prevention and response, among other issues for partners and stakeholders.

## Advocacy, Policy Development and Governance Programme

Advocacy, Policy Development and Governance (APDG) Programme is responsible for advocating for a legal and policy environment that facilitates access to rights, justice and protection of PoCs through favourable laws and policy reforms. The programme's objectives include:

1. To advocate for a comprehensive legal protection framework for refugees and other forced migrants;
2. To enhance knowledge on relevant policies and legislation on refugees and other forced migrants to promote behavioural change; and
3. To monitor compliance with national, regional and international instruments on the protection of refugees and other forced migrants.

### Advocacy and policy development

#### *Refugee Bill*

There were great strides made in the refugee law review process and eventual passage of the Refugees Bill, 2017 in parliament, in 2017. However, it suffered a drawback as the President did not assent to it citing lack of public participation. In 2018, RCK focused on ensuring that there was sufficient public participation on the new proposed law. The provisions of the rejected Refugees Bill, 2017 were revised by the Refugee Act review task force,<sup>6</sup> taking advantage of the new opportunities created by the CRRF. This served as an opportunity to improve the Bill according to the national and global trends. The product of this revision was a legislative proposal for the review of the Refugees Act, 2006 that will become a Bill once published in the National Assembly.

The Refugees Act review process was initiated by a report of the Joint Committees on Administration and National Security and Defence and Foreign Relations. The Committees' report raised gaps in the Refugees Act, 2006 that negatively influenced Kenya's national security which necessitated the Act's review process. During the review process, other gaps in the Act were discovered. These gaps included elements of refugee exclusion from Kenya's economic and social fabric.

Through a private member's championship, the Refugee Consortium of Kenya lobbied members of the Departmental Committee on Administration and National Security (DCANS),<sup>7</sup> the Kenya Parliamentary Human Rights Association (KEPHRA) among other Members of Parliament (MPs) to debate and pass the new refugee law. Since Parliament had been prorogued sine die, the new house had to engage with the revision afresh.

Following lessons learnt from previous year's advocacy on the Bill, RCK expanded sensitization of MPs to include Leader of Majority in the National Assembly Hon. Aden Duale, Members of Justice and Legal Affairs Committee (JLAC) and MPs representing the host community among others to

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<sup>6</sup>The Refugee Act Review Task Force is an interagency body that mandated to review the Refugees Act, 2006. The Task Force was convened by the Refugee Affairs Secretariat (formerly Department of Refugee Affairs) which currently chairs it. It has representatives from the following agencies: United Nations High Commissioner for Refugees (UNHCR), Kituo Cha Sheria, International Rescue Committee (IRC), HIAS Kenya, Danish Refugee Council (DRC), RefuShe and the Refugee Consortium of Kenya (RCK).

<sup>7</sup>DCANS is a departmental committee of the National Assembly and its mandate includes study and review of all legislation referred to it; make reports and recommendations to the House as often as possible, including recommendation of proposed legislation among others.

increase support and input into the review the of the Refugees Act. A key output of this lobbying process was the firm commitment from the Leader of Majority in the National Assembly to support the Bill as a government sponsored bill.



*Picture 2 and 3: Sensitization Workshop for Members of Parliament on Refugee Law at Villa Rosa Kempinski*

In addition to lobbying for the Refugees Bill, RCK participated in the drafting process of the draft National Asylum Policy. This draft was reviewed and harmonized with the legislative proposal for the review of the Refugees Act, 2006 and the broad goals of the draft National Comprehensive Refugee Response Framework (CRRF) implementation document known as the Support for Host Community and Refugee Empowerment (SHARE).

#### **Refugees' Access to work and business permits**

During the period under review, RCK increased awareness of refugees on access to work and business permits. The programme assisted 53 clients through offering legal advice on the requirements needed in applying for work permits. Fourteen (12 Men, 2 Women) of the 53 clients were assisted to submit their application to the Directorate of Immigration Services (DIS). One male applicant received a work permit during the year while five (4 Men, 1 Woman) applications were rejected and the remaining eight (7 Men, 1 woman) were awaiting feedback on their applications at the time of reporting.

#### **Capacity Strengthening and inclusive governance**

A total of 7,756 duty bearers, PoCs and host community participants were sensitized on the rights of refugees and how to manage cases that relate to asylum protection through training sessions and community forums. Forty-seven percent of them were male while 53% were female. They included judicial officers, police officers, and children officers among other public officers, refugees



and host community members. Members of the County Assembly (MCAs) of Turkana were among the duty bearers engaged.

The MCAs were sensitized on the various laws that govern their legislative oversight and constitutional representation obligations. This sensitization contributed to an improvement in the process of public participation wherein refugees were engaged for the first time in the budget making process of the county. The organization maintained its working relationship with the Turkana County Assembly (TCA) through the partnership signed in 2017. In the year under review, the Speaker of the Assembly and the Executive Director of RCK created a technical working group made up of TCA and RCK staff to evaluate the realization of the partnership goals and make any relevant recommendations with a view of improving the nature and scope of the relationship.



*Pic 4: The Speaker of the Turkana County Assembly and RCK's Executive Director leading a review discussion of the partnership agreement between Turkana County Assembly and RCK on 5th November, 2018.*

### Forced migrants' rights monitoring

Forced migrants were able to access their rights during the period under review. Ten protection monitoring visits were conducted across the country.<sup>8</sup> The purpose of the visits was to assess the level of adherence to forced migration law among duty bearers, and to evaluate challenges that asylum seekers were experiencing with regard to access to their rights and protection. RCK shed light on asylum seeker's access to territory and adherence to the principle of non-refoulement among duty bearers along the migration corridor. However, there were notable exceptions to the adherence of the principle of non-refoulement that were documented.

Asylum seekers that had crossed into Kenya from Uganda were experiencing challenges in accessing Kenya's territory. This situation was observed at the Busia border crossing. It affected asylum seekers from the Burundi and the Democratic Republic of Congo (DRC).<sup>9</sup> This is an issue that RCK will prioritize to address in 2019.

<sup>8</sup>Monitoring missions were conducted along the Kitale- Bungoma- Malaba- Busia- Kisumu- Eldoret; Nakuru- Naivasha; and Kakuma- Lodwar route.

<sup>9</sup>Refugee Consortium of Kenya. (2018). *Refugee Protection Situation Report* volume 2, issue 1.



## Challenges

- Regular monitoring missions of the transit routes were not conducted due to insufficient funding.
- Most PoCs lack the relevant documents to apply for work permits due to prolonged RSD process.
- Applications for work permits are rejected by the Department of Immigration Services citing 'lack of merit' with no explanation. This makes it difficult for the refugees to make necessary reviews of their applications.
- SGBV prevention being hindered by cultural practices such as early marriage, FGM and Maslaha dispute resolution method.

## Lessons learnt

- Constant community engagement enhances community's awareness on issues around forced migrants such as their rights, duties, access to services and legal redress among others, leading to increased number of persons accessing justice through RCK's services.

## Recommendations

- Enhance public participation of the Refugee Bill to ensure that minimum threshold for presidential assent are met.
- Continuous lobbying of MPs so as to develop a human rights responsive draft Refugee Bill.
- Lobby stakeholders to enhance processes for faster dispensation of RSD decisions.

## Research and Knowledge Management Programme

The Research and Knowledge Management (RKM) Programme was established to: produce and disseminate information on the rights and protection issues of PoCs to stakeholders (duty bearers, donors, other implementing agencies, host-communities and PoCs); to inform evidence-based programming and advocacy for access to justice; to adopt evidence-based best practices through reflection, learning, evaluation and documentation; and to enhance RCK's visibility and its objectives through development of knowledge products.

The programme discharges its mandate through the following specific objective:

- To use research and knowledge management to inform evidence-based interventions and advocacy for access to justice by PoCs

This was achieved through:

**Research to inform design of programs, adapt implementation strategies and generate thought leadership publications.**

One study on implementation of the IDP Act was undertaken. The study identified gaps and challenges in implementation of the IDP Act to inform programming. The findings of the report have been used to develop 2019 advocacy interventions.

Four policy briefs were produced and either shared with partners or published in RCK's Refugee Insights Magazine. One policy brief on public participation shared with RCK partners was cited when discussing issues of Refugees Bill, 2017 and public participation. Three other policy briefs discussed issues relevant to the Comprehensive Refugee Response Framework (CRRF) approach in Kenya such as legal review, financing and host community engagement.

RCK through the RKM Programme also published 12 refugee protection situation reports and disseminated them to 66 recipients (partners and donors.) The recipients increased by 10% compared to the number of recipients in 2017. These reports provided concise information on the interventions offered by RCK and the protection challenges that still exist. As a result, the reports informed protection programming as well as supporting advocacy initiatives targeted at relevant decision makers on behalf of refugees and asylum seekers.

In addition, RCK worked closely with other partners to ensure increased knowledge on forced migration issues. Towards this end, RCK provided technical support to the International Rescue Committee (IRC) for their citizen perception survey. The survey was published in Nairobi on 19th June 2018. It provided useful information on media targeting as well as the positive view Kenyans have on refugees.

### Knowledge products to enhance awareness on refugees and forced migration issues

The programme reached an audience of over 150,000 forced migrants, duty bearers humanitarian and development actors through information, education and communication (IEC) materials, radio shows, social media messages and documentary work. The programme produced and disseminated a total of 1,933 IEC materials, hosted 4 radio shows, published 230 media monitoring reports and posted over 2000 messages on RCK social media platform.

There was demand from the public for more information and materials that were disseminated in the period under review. This was evidenced by an increase of interest in the information produced and shared by RCK. The subscription increased from 2179 recorded in 2017 to 2874 by December, 2018. The number of subscriptions were measured from RCK Twitter, Facebook, Daily Media Monitoring and Refugee Protection Situational Report platforms. This accounted for a 22% increase.

RCK message reach increased from 112,167 accounts recorded in 2017 to 319,888 as at December, 2018. The reach measured the number of times users opened RCK's online messages, and/or shared information on RCK's Twitter and Facebook accounts. This accounts for an 185% increase in message reach.

The frequency of people/accounts commenting, liking or otherwise interacting with messages online increased from 1,277 recorded in 2017 to 5,258 in December, 2018. This accounts for a 314% increase.

There was also an increase of requests from refugees, asylum seekers and humanitarian agencies for copies of RCK information booklets. RCK through this programme continued to play a critical role in ensuring the key stakeholders, and the general public were kept abreast of the plight of forced migrants and host communities in Kenya.

## Information, Communication, Technology (ICT) and Monitoring and Evaluation

The online client database system that was developed by RCK's ICT unit continued to support data analysis and retrieval of RCK client information. This also improved staff efficiency, effectiveness and quality of data collected.

A robust monitoring, evaluation and learning process supported the identification of achievements, gaps and potential areas of programming throughout the year. Success stories were documented and disseminated through RCK internal magazine “refugee insights”, donor reports and internal organisational reports. Information of the monitoring and evaluation conducted which included interventions successes, challenges, lessons learnt and impact was compiled into reports and shared with the management and programme staff to provide qualitative data to support project achievements. Data and information collected was used to improve 2019 planning and interventions to enhance access to justice for forced migrants.

### Challenges

- Limited funding for M&E field visits. This hampered data collection especially in Dadaab, Garissa and Kakuma. However, the Programme mitigated against this by engaging remote programme monitoring tools such as the online client database. Information from the database was easily accessed from any office.

### Lessons Learnt

- Kenyans access more of their information from radio compared to other information sources. According to a citizen perception survey conducted by IRC, 80% of Kenyans receive their information from radio as compared to 42% and 16% that receive their information from television and newspapers respectively. This means that RCK should engage the radio platform more so as to reach out to more people.
- Refugees are increasingly using the Facebook platform to seek RCK's services. RCK received 6 requests for appointments through this platform. The PoCs were guided on how to access the RCK office to receive the requested assistance.

### Recommendation

- RCK should consider leveraging on radio shows as the primary mode for mass communication as a majority of Kenyans (80%) access their information from this source and 72% of them find it reliable.

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<sup>9</sup> International Rescue Committee (2018), *Kenya: Citizens' Perceptions Survey*. IRC: Nairobi

## Institutional Support and Development

The Institutional Support and Development (ISD) programme ensures RCK's sustainability with enhanced staff capacity to deliver its mission and mandate and meet the needs of forced migrants and host communities. It also aims to anchor the organization on efficient and effective systems to support and facilitate implementation of the programmes. The key areas of focus for the Programme include: administration, procurement, human resources management, financial coordination and internal governance.

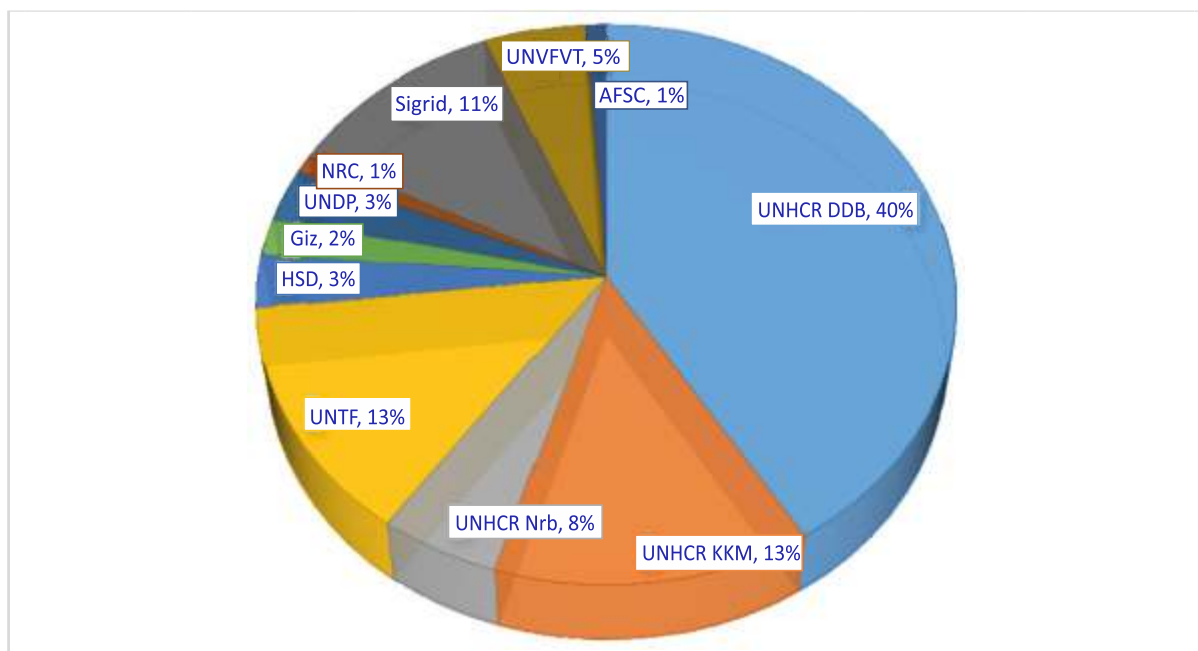
### Resource mobilization and management

In the period under review, RCK retained 8 donors from 2017 and engaged 1 new donor. This translated to a 5% increase in funding for the organization, despite the general decrease in funding for refugee operations in Kenya. This increase was realised towards the end of the year following the addition of a new donor: United Nations Trust Fund to end Violence Against Women and Girls. The organization's expenditure was mainly on personnel costs as RCK is a service intensive organisation. UNHCR contributed to more than 50% of RCK's financial support in 2018.

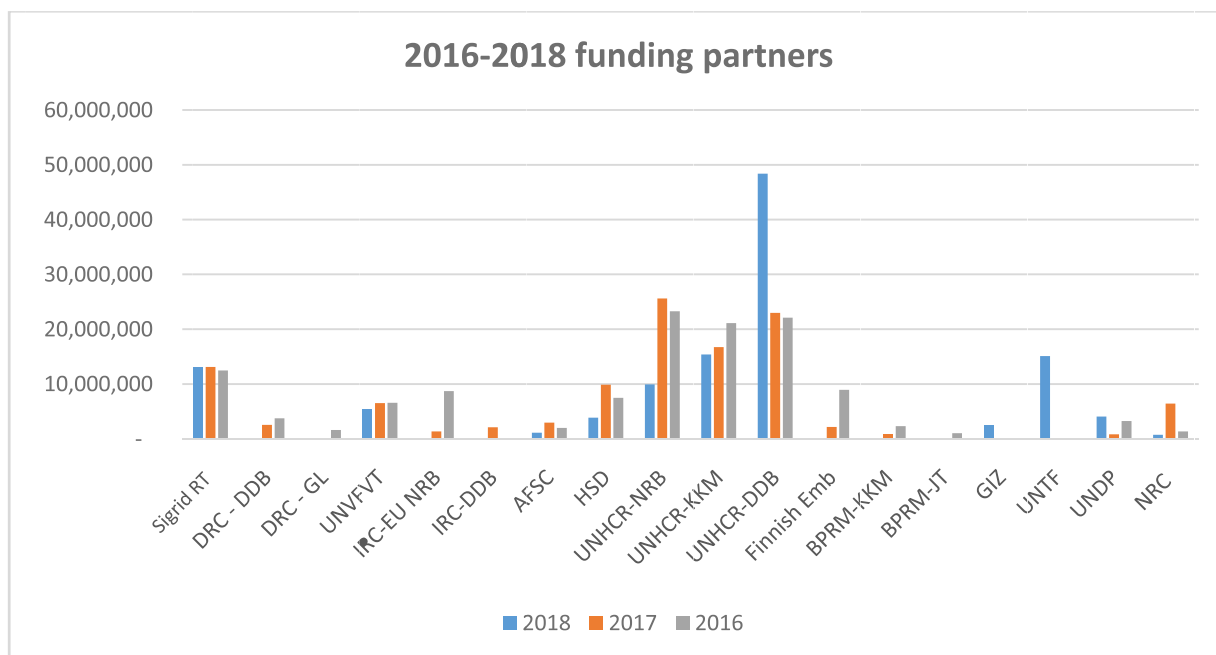
Following the trend of funding reduction noted in 2017, the management instituted measures to address the issue of reduction in discretionary funding. These included: cost cutting measures, review of internal controls, no new staff positions recruited and increased fundraising initiatives.

The graphs below show RCK's expenditure and funding trends.

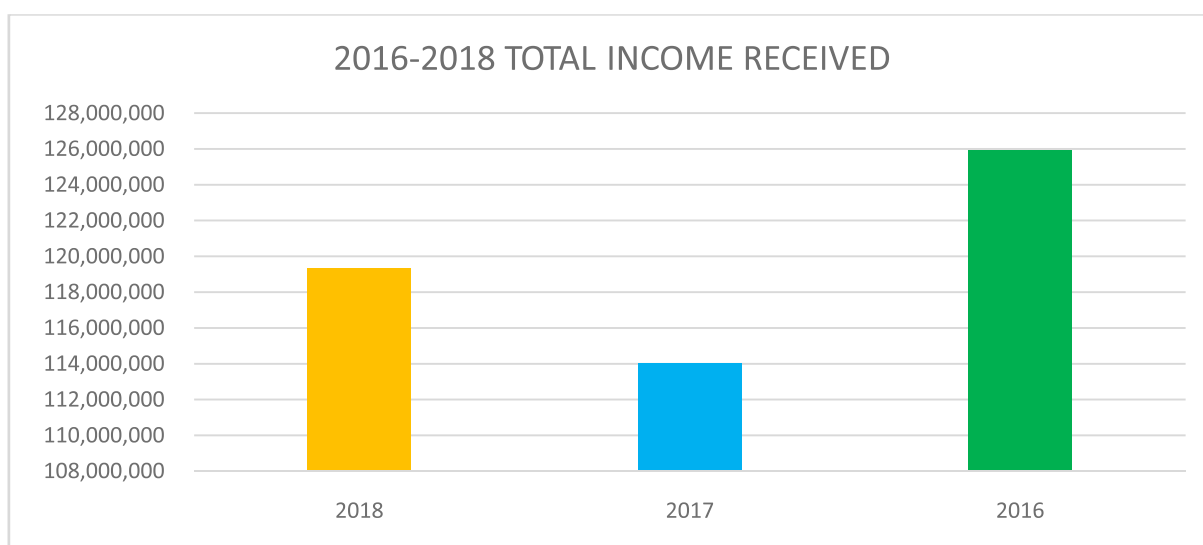
**Grants received in 2018**



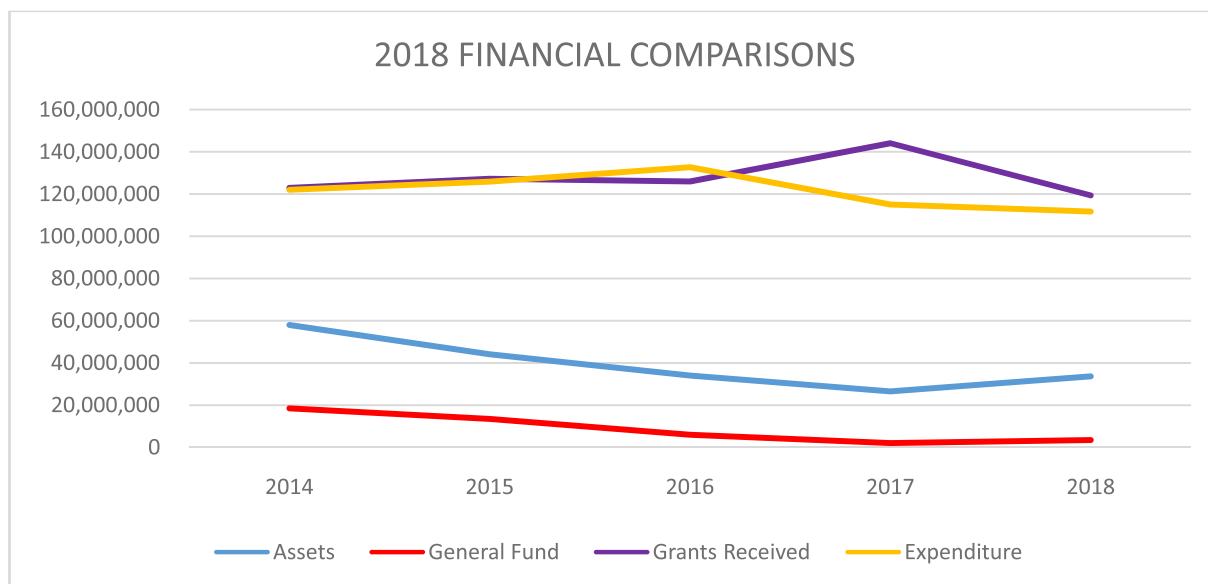
*Chart 4: RCK's 2018 funding source*



Graph 2: RCK's funding partners from 2016-2018



Graph 3: Summary of income received from 2016 to 2018 by RCK



*Graph 4: 2014 – 2018 RCK Financial Trend*

### Staff capacity and wellbeing

The organisation maintained the same staffing levels and position in 2018 as compared to 2017. The staff retention rate was at 83% which could be attributed to: a conducive working environment; competitive pay package; staff schemes such as medical cover, contributory pension; and staff welfare support. Five professional consultants were also brought on board in November 2018 to support increased activities due to additional projects. Thus, 68 personnel provided the human resources required for the activities carried. In terms of gender representation, 41 members of the team were female whereas 27 were male.

Twenty-three members of staff were supported to attend training sessions on various themes. They gathered knowledge and skills on fraud investigation, programme planning, management, and leadership. The staff organized internal training sessions in which other staff who were not part of the initial training benefitted from their learning. This boosted the skills that staff had and also contributed to their retention within the organisation.

In order to track performance, staff were appraised and targets set in the beginning of the year. The same were reviewed mid-year to ensure progressive achievement of set targets and arrest challenges in good time. Staff also filled time sheets on a monthly basis, as one of the accountability measures on staff time.

To reduce staff burnout and secondary trauma as a result of cases handled by staff, staff participated in 9 team building and debriefing sessions organised by RCK. The organisation was able to reap a range of benefits from these activities. They included but are not limited to: increased staff motivation, improved productivity, and increased team work and collaboration among staff members.





*Picture 5: RCK staff engaging in a debriefing exercise at 67 Airport Hotel*

### **Administration and logistic support**

The ISD programme is in charge of logistics, administration and human and financial resource management. The program was supported by 14 staff i.e the Finance and Administration Officer, 4 accountants, HR assistant, Admin Assistant, and 7 drivers. The Executive Director and all the managers support the ISD team.

The programme operated a fleet of 7 vehicles with 5 being donated by UNHCR. The administration of offices covered Nairobi Kilimani HQ, Dadaab, Garissa and Kakuma.

## Year Ahead Highlights

RCK anticipates that there will be a continued reduction in donor funding in 2019, especially for the Dadaab operation taking into consideration the estimated reduction in refugee population. However, RCK shall continue providing quality and timely services to forced migrants in its areas of coverage. Focus will be directed towards providing legal advice, legal representation, psychosocial support and capacity building to forced migrants and host community members on, but not limited to: asylum and immigration issues; Sexual and Gender Based Violence (SGBV); child protection concerns such as children in contact with the law and child custody petitions; and victims of torture among other protection issues.

To increase access to rights, justice, protection and durable solutions of persons of concern and host communities, advocacy efforts around the Refugees Bill, 2017 will be on the main agenda for RCK. The task for RCK is to ensure that a new version of the Bill accommodates the President's sentiments.

RCK will also endeavour to strengthen the protection of forced migrants in Kenya through: creating awareness to duty bearers of gaps in law and policy in IDP protection in Kenya; advocating for passage and implementation of laws that protect the rights of IDPs; advocating for access to documentation such as work permits to enhance self-resilience and economic inclusion.

In 2018, RCK Kakuma and Turkana County Assembly signed a 3-year Letter of Agreement (LOA) for partnership and collaboration on capacity building and strengthening participatory approaches and legislation in the County Assembly. RCK shall continue to utilize this political goodwill to advocate for better policies to foster increased inclusion of refugees County development programming, especially on social and economic integration. RCK shall use innovative approach of increasing the financial literacy levels for both the refugees and host community on business registration and tax obligations to enhance socio-economic inclusion. With such knowledge, it is expected that the refugees and host communities can be able to seek better market opportunities.

These, among other interventions will be undertaken with an aim of attaining an environment where forced migrants and host-communities access rights, justice, protection and durable solutions.









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