

# Stepped Approach to Improved Livelihoods

An Implementation Manual for  
Refugee Camp & Post Conflict  
Environment Programs

# Brief Description of ARC

- International private-voluntary organization committed to assisting crisis-affected populations with rebuilding their lives
- Founded in 1979
- 2180 employees (118 expatriate / HQ and 2062 national)
- Programming in civil violence, warfare and other disasters
- Refugees, internally displaced and those at-risk
- Currently active in 8 countries across 2 continents worldwide (Africa and Asia)



# Rationale for Developing SAIL

- **Business training and Access to Capital:**

“Improve the livelihoods and economic self-sufficiency of refugee populations by providing a comprehensive program of **business training and access to capital** for entrepreneurs, especially women”

- Improve social and economic standing of refugees particularly women in refugee camps
- Increases stability in refugee camps
- Facilitate refugee return- *Refuge to Return* (R2R)
- Standardize approach across all ARC programs

# Brief History of SAIL development

- Started in 1996 in Guinea
- Originally termed IGP
- Replicated in Sierra Leone and Liberia from 2003-05
- Based on “what worked”
- ARC’s desire to standardize, replicate and disseminate best practices
- Technical guide from field with ARC HQ guidance



# Intended Audience

- Conceived as a starting point
- Country Directors, Program Coordinators and other management staff
- Accessible to other generalist staff and/or other practitioners with varied background and experiences

# Relevance of SAIL for crisis-affected countries and other practitioners

- Targets vulnerable populations, especially women
- Tool for targeting refugees, particularly women with durable livelihoods strategy in camps/post-camp
- Increases stability in camps
- May accelerate returns to home countries
- Does not require the existence of MFI or other permanent financial provider



# Summary of SAIL Experience



- Replications of SAIL ongoing in at least 6 out of 8 countries
- Currently 20,000 clients worldwide;
- Reached total 75,000 clients overall
- Supports other MED projects:  
Women's Commission
  - Burmese women refugees: Thailand,
  - Ugandan/South Sudanese women refugees: Northern Uganda, Southern Sudan

# Main strengths and weaknesses

## STRENGTHS:

- Technical guide
- Provides comprehensive program of business training and access to capital
- Improves choices, incomes and self-empowerment
- Entrepreneur, especially women-focused
- Improves conditions of households not just individuals

## Weaknesses

- Technical Guide
- Requires market assessments
- Some donor restrictions on collecting “marketing data”
- Requires some prior technical knowledge of MED for implementation
- Combination of grants and loans

# Overall relevant issues related to SAIL

- Crisis affected environments
- Refugees, internally displaced
- Builds local capacity
- Facilitates return to host country
- Adaptable to differing economic levels of clients

**QUESTIONS?**

