



**HIGH INCIDENCE OF UNEMPLOYMENT
AMONG AFRICAN REFUGEES
IN THE CITY OF CONCORD, NH**

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ABSTRACT

The master project proposal intends to reduce the high incidence of unemployment among the African Refugees in the city of Concord, New Hampshire.

From 1997-2006, the State of New Hampshire received 4063 refugees from more than 30 countries and they represent a diverse group of ethnic minorities. It is estimated that 1512 (37%) refugees were received from African nations and out of which, the city of Concord received 366 refugees as the estimated target group for this project.

Under the RSA112, refugees are resettled to New Hampshire by the United States Department through Immigration and Naturalization Services and the voluntary agencies. The preliminary process of resettlement begins at the United Nations High Commission for refugees, located in the first country of asylum.

The African refugees in the city of Concord continue to experience socio-economic hardships while struggling to adjust into their new home. Lack of immediate intervention, has led to high incidence of unemployment among these refugees. The project has used variety of studies and applications to collect both primary and secondary data. The project conducted survey/ questionnaire, one-on-one meeting, group discussion, interview and the review of documents.

The project provided essential inputs and partnership had enabled the target community accessed affordable childcare and Driver's license and other basic life skills. The project had further improved participants' Employable skills and the knowledge of English language/proficiency.

The project has bridged the cultural gap and improved participants' of American life style. The prospect of attaining stable income and employment will depend largely on competency enhancement and total skills improvement of the African refugees.

I. COMMUNITY CONTEXT

Community Profile:

The project examines the community profile of the city of Concord including its demographic dynamics, social, economics and geography.

The overall purpose of studying Concord profile is to link the issues of refugees' identity, community and most importantly issues related to unemployment.

Concord is the city in the Merrimack County and the State capital and the county seat. Historically, the name Concord was named for the peaceful settlement of a border dispute with Massachusetts. It is on Merrimack River and surrounded by neighboring communities such as Bow to the South, Pembroke to the southeast, Loudon to the northeast, Canterbury, Boscawen and Webster to the north.

Concord population estimated to be 40,687 people and with as area of 64.29 square miles.

The Table below illustrates distribution of population according to race, ethnicity, Gender and age. The table also explains income disparities in the households living in the city.

Race and Ethnicity	Concord	In percentage	New Hampshire
White	38,853	95.5%	95.5%
Black/African American	421	1.0%	0.7%
American Indian and Alaska Native	120	0.3%	0.2%
Asian American	595	1.5%	1.3%
Hispanic or Latino American	591	1.5%	1.7%

Population by Gender and age	Concord	Percentage	New Hampshire
Male	20,149	49.5%	49.2%
Female	20,538	50.5%	50.8%
Age 15 or younger	7,756	19.1%	20.8%
16 –24 year old	4,996	12,3%	12.6%
25—44 year old	13,411	33,0%	30,9%
45—64 year old	8,960	22,0%	23,8%
65 and over	5,564	13,7%	12,0%
Per capita Income by Race or Ethnicity (\$)			
White	22,421	24120	-
Black or African American	8,048	17,041	-
Native American	9,728	16,763	-
Asian	16,033	21,538	-
Hispanic/Latino	12,195	14,476	-

In addition to the per capita income of Concord, population, it is estimated that 6.2% of families live under poverty level, (Source: U.S. Census Bureau, 2000; ePodunk (2007)).

Among other important profiles of the city are the educational among the population is estimated to be 25 years and over. High school graduates or high is 88.6% and bachelor's degree or higher is 30%. Most importantly, the city operates from kindergarten to grade 12 and in total it has 9 elementary schools, 2 middle/junior high schools, 2 high school and 10 private parochial schools.

It is estimated that from 1996 to 2006, the employed people in Concord increased from 20,327 to 21337.

Where as the unemployed population has increased from 519 in 1996 to 683 people. Consequently, unemployment rate has jumped from 2.5% to 3.1%. The average employment in the city has increased from 3,451 in 1996 to 2002 in 2006 and with average weekly wage of \$577 to \$858, (Economic Labor Market Information Bureau, 2006).

Community Needs Assessment

The purpose of conducting community needs assessment was to determine the nature and extent of socio-economic problems facing refugees of Concord upon their arrival. The needs of the African refugees of Concord were assessed by applying in-person interviews and meetings including group discussion and workshops.

The approach was vital because it built trust and understanding of refugees core needs. The needs assessed were employable skills, income, improved English language knowledge, general education, social and cultural integration. Other related target community needs were identified as health, housing, transportation and daycare.

The project found out that those needs were crucial to survival of refugees and their families. It was found that absence of the aforesaid needs have caused unemployment among the target community. In essence, refugee needs were determined on the basis of family size, social structure, marital status and a number of years spent after resettlement.

Below are the summary of the needs:

- Need to improve employable skills among the refugees and assist them enter into labor force with the hope of getting pre-entry jobs. Some of these refugees expressed willingness to work rather than being dependent on public assistance until the expiry of three month probation periods. African refugees

are also under pressure from family members and loved ones left behind in refugee's camps.

- Transportation was crucial for the refugee's community of Concord.
- Many expressed the need to learn public transportation system including public bus route, fare and other relevant information. Refugees interviewed suggested the need to have own vehicles instead of being dependent on others (carpooling).
- Driver's license was the one need African refugees struggle to get. Interviews with refugees resettlement agencies (i.e. Lutheran Social Service, International Institute for refugees, Catholic Charities and the Refugee Coordinator in the State Office), suggested that "the allocated budget for refugees case management program does not meet the entire needs such as the costs for driver's license education and used cars". The named agencies confirmed that refugees are economically vulnerable during the first three month. This period is also known as probation periods characterized by confusion and transitional.
- The project's findings suggest that the cause of unemployment among refugees of Concord is because of lack of English proficiency. Many of these refugees find English Language as their second, third or even fourth language. Many of them are illiterate or with lesser educational background and with limited English Language knowledge. The project linked these facts to the urgency for refugees to acquire English language skills upon their arrival.

Refugees basic needs upon their arrival and are as follow:

Many of the refugees' needs were reviewed in-depth during project's two session of Focus Group Discussion and one -on- one meeting. The review suggested that refugees needed day-care and after school programs for their children and dependent.

Many of them believe that in absence of both daycare and after school programs, it hard to try to get job and even to go out and look for one.

The sad part of these findings is the need for improving community and employers' attitude toward African refugees. The resettlement agencies have expressed their frustration over many refugees not getting job. Consequently, refugees have lost hope in job search.

Target Community:

The target community of this project are African refugees live the city of Concord, New Hampshire. According to the Office of Energy and Planning, since the early-1980 more than 6000 refugees have been resettled to the State.

From 1998-2006, an estimate of 4,063 refugees in total were either resettled or moved to the State.

Out of 1512 African refugees resettled to the State of NH, only 366 were received from seventeen African nations by the city of Concord and the neighboring Municipalities.

In 2007 alone, the city of Concord received 80 refugees from Burundi, one of the African nations. These newly arrived refugees have increased the target community to 446 refugees.

The table below illustrates Refugee Resettlement by Municipality:

Refugee Resettlement by Municipality: Federal Fiscal Year 2002 - 2007							
	FY	FY 03	FY 04	FY	FY	FY	TOTAL

	02			05	06	07	
Manchester	182	195	471	165	146	99	1258
Laconia	33	5	8	15	55	13	129
Concord	11	38	75	126	54	94	398
Franklin	13	6	0	2	0	0	21
Boscawen	0	0	1	0	0	0	1
Hooksett	3	0	0	0	0	0	3
Hanover	2	0	0	0	0	0	2
Allenstown	0	0	0	0	0	0	0
Portsmouth	0	0	0	0	0	0	0
Milford	4	0	0	0	0	0	4
Hillsborough	0	0	0	0	0	0	0
Keene	0	0	0	0	0	0	0
Haverhill	5	0	0	0	0	0	5
Acworth	0	0	0	0	0	0	0
New London	0	0	0	0	0	0	0
Franconia	0	0	0	0	0	0	0
Charlestown	0	0	0	0	0	0	0
Henniker	0	0	0	0	0	0	0
Conway	0	0	0	0	0	0	0
Berlin	0	0	0	0	0	0	0
Nashua	0	0	0	2	5	51	58
Warner	0	0	0	2	0	0	2
Peterborough	0	0	1	0	0	0	1
	253	244	556	312	260	257	1882

Resettlement started in Manchester in 1980.

Source: Office of Energy and Planning, NH

Resettlement of African refugees to the State of New Hampshire is based on the Refugee Act 1990. Most importantly it is part of the cooperative agreement between the U.S Government and Nine Non-government organizations, six of which are faith-based and the State of Iowa, (Rayan, 2005).

According to Office of Energy and Planning (2006), refugees are people forced to flee their home countries because of a well-founded fear of persecution for reason of race, religion, nationality, political opinion or membership in a particular social group.

In general, the term refugee resettlement implies perilous trek that had destroyed refugees' possession, Heritage and dignity. This analogy in itself is an evidence of how resilient refugees are when it comes to socio-economic hardship.

Refugees are further forced to start livelihoods from the scratch. According the US. Commission on Immigration Reform (1995), resettlement of refugee is part of humanitarian and nuclear family admission.

Upon arrival at destination, refugees are not only faced with cultural adjustment problem but are under constant pressure from International Organization of Migration to pay back their traveling loan.

II. PROBLEM ANALYSIS

Problem Statement:

The high incidence of unemployment among the newly arrived refugees is real and can produce negative effect and impact on their well beings if left unattended.

According to an interview conducted with Interfaith Lutheran Social Services representative Ms. Amy that the city of Concord, New Hampshire at current has 446 refugees that are facing the unemployment at the rate of 15%.

According to the Department of Employment Security, (2007) “unemployment is defined as a person who totally or partially unemployed for a week; without wage payable to, has an intention to work or refuse to work for the reason of providing childcare”.

The Department of Employment Security projects the overall unemployment at the rate of 4% not including the seasonal adjusted unemployment; however, the Organization of African Community of Concord conducted an independent survey/questionnaire and the focus group discussion, resulted into the following findings:

- The number of participant/respondent on unemployment related to lack of English language/ proficiency was 23
- Unemployment related to low pay meaning refugees who have pre-entry jobs that pay below minimum wage standard and decided to quit; the number of participants was 15
- Unemployment due to poor working condition and hostile employer’s attitude; the number of participants was seven.

It is quiet obvious that from the assessed results, female refugees were the most affected with unemployment problems.

Female refugees including single mothers often more household responsibilities as compare to their counter parts. This is likely to look after their children and dependents living in the same household.

Lack of Learning English language and enhancing skills in spoken, written and understanding of English Language are the chief causes of the problem of unemployment among the target group. Without Basic English proficiency, it is practically hard for refugee to find job.

The job market here in Concord, requires job-seekers to at least read and write English to enable them read the job ads, newspaper, access to computer and be able to communicate in person with the employers.

McManus, W; Gould, W; & Weltch, F. (1983), are of the opinion that learning English language with reasonable proficiency, can assist refugees in the income improvement. Many refugees are asked to take a pre-entry jobs and which in essence are not of their choice and lack both standard minimum wage and basic benefits.

The causes for unemployment among refugees are relatively attributed to continuous absence of community network that advocates for refugees in the city of Concord and New Hampshire at large. Most importantly there is lack of seriousness among the resettlement agencies to take up the issue of unemployment as prerogative. Unemployment attributed to lack of job-related knowledge (i.e. work ethics, policy and procedure).

The project intends to focus on establishing a program of awareness among refugees as a solution to the unemployment. On the other hand, negative employers' attitudes do not help refugees getting job. Sometime, it can take several months for refugees to get job. For instance, work environment, local community and employers' attitude in particular can be crucial job availability. American Renaissance, (2003), reveals the worries of local community members about the influx of refugees into New Hampshire.

Concord transportation or commuting system is seen as an obstacle to refugees getting job. In Concord and other neighboring cities and town, almost all workforces depend to a great extent on private transportation which constitutes 80.6% and with 1.2% of public transportation (NH Employment Security 2006). Part of the transportation problem is that refugees do not have Driver's license. It is practically difficulty for a refugee to obtain driver's license with no Basic English knowledge.

The unemployment among the target community is also attributed to the limited number of service industries and manufacturing companies that have dropped by 50% or what is known as job delivery capacities, (Gittel & Carter, 2002).

Refugees with families or dependents have more unemployment problem then those without ones. The reason being that refugees with dependents have limited or no access to childcare programs. For those with access to childcare facilities still are unable to send their dependents due to exorbitant cost lack of knowledge.

Refugees resettling agencies recommend refugees for those jobs that pay low. These jobs are called pre-entry jobs and they are unstable. For these reasons, many refugees are forced to quit their jobs or leave it for indefinite period.

Despite the Office of Energy and Planning provides program services for refugees through case-management and resettlement agencies yet the program remains inaccessible.

The problem of unemployment or the related issues are real and needs to be brought to the attention of resettlement agencies, State and local government authorities. Failure to take note of symptoms may lead to refugees' dependency on State welfare services.

The longer these problems are left unattended; refugees are likely to experience conditions such as financial hardship, poverty, homelessness stress, family tension and breakdown. According to McClelland & Macdonald, 1998), unemployment has negative social consequence and which ranges from stigma, increased social isolation, crime, and erosion of confidence and self-esteem.

Stakeholders Analysis

The stakeholders of the project are both individual and organization who share legitimate interest of the project and intend to help the project in achieving short term, intermediate and long outcomes. The primary stakeholders of the project are refugees or participants, 1st Congregational Church, Second Start teachers and Lutheran Social Services.

The table below illustrates the stakeholders of the project:

Stakeholders	Stakeholders' interest in the Project	Assessment of Impact	Potential Strategies for Obtaining
Refugees	Employment opportunities and skills development	Participation and contribution of ideas	Encouraging social and cultural forums, developing sense of belonging among them as motivational instruments
State and Local Government	Legal system	Understanding the nature of legal system and how it operates	To encourage seminars and meeting between interested refugees and local law enforcers
1 st Congregational Church, Concord, NH (Rev. David Keller)	Provides space for both meetings and office works and moral support	To ensure that the project achieve its short, intermediate and long-term	Coordinate project activities through inviting parishioners to be part of the mission.

		outcomes	
Ms. Ellen Kenny (Second Start Teacher and Secretary Multi-cultural Project)	Teaches, improves English Language and increases its proficiency for better communication	Provides refugees with insight about works ethics and other relevant information.	Continues to connect and helps refugees with more community members and creates awareness
Mr. Augustin Ntabanyana (Case-Manager, Lutheran Social Services and member of the Community of African Refugees, Concord, NH)	Ensure that refugees are empowered	Provides potential source of relevant information that will help refugees find jobs.	Provide computer training. Encourages refugees to attend Community of African meeting that will improve communication

SWOT Analysis: African Community of Concord, NH

Strength:

The Community provides participants with important network and information that help them connect with the mainstream population of concord. It is part of the project multicultural plan and strives to cultivate sense of belonging in the refugee community. By and large, to bridge the social, economic and political gap between the local community and the refugees.

Learning English will be of significant strides in meeting the basic needs of refugees. It will provide necessary support and skills to help them compete in the workforce. Refugees' families are encouraged to engage in their children lives and to learn life basic skills especially in a whole different social and cultural environment.

The socio-economic integration of refugees depends on the readiness and willingness of the mainstream community to accept or just welcome these refugees to the fold. This simply means that, a need to engage local community/network and work toward enhancing refugees' images and employable skills.

The African Community of Concord helps refugees to demonstrate great amount of perseverance, strong beliefs, and ethnic heritages.

The project will strive to enrich refugees' potentials and cultural heritages to enable them develop sense of direction.

Weaknesses:

Funding is expected to be the major obstacle in promoting the planned activities in the future. African community of Concord has no funding that will support the achievement of the project outcomes.

The level of trust among the participants is not as strong as expected. Many still doubt that the project will deliver them the outcomes. The participants are from diverse cultural background despite being all African. Although the project long term outcome is well intended but may not be achieved within time frame or twelve month.

Opportunities:

Stakeholders and African Community of Concord will support and provide opportunity of funding for the project. The project will provide an opportunity for the refugees in the areas such as gain social, economic and political capitals. Most importantly is to empower refugees with the aim to include them in the decision-making. Refugees will equally be able to improve their English Language knowledge and will eventually lead to proficiency and employment.

The network of project stakeholders and individuals can provide refugees with new prospects in areas such as securing scholarship, Students' loans and other vocational studies through New Hampshire Technical College and other higher learning institutions located in Concord. Access to information technology and job training and skills development programs through unemployment security will part their prospect.

Threats:

The project will ensure establishment of networks that will encompass African Community of Concord, 1st Congregation Church, individuals and voluntary agencies. State and local Government will be added to the fold to help in the areas such as advocacy and legal rights.

CEDness of the Project:

The project strives to reduce the high incidence of unemployment among the African Refugees. This reduction or improvement will leads to economic opportunities and eventually to acquisition financial capital.

Improving refugees' English language will not only help them in securing employment of their own choice but will improve communication skills that will lead to successful integration. Attaining English proficiency simply means fundamental change in refugee's future careers.

The project is expected to provide positive change in refugee's income and stable employment will empower them and at the same time providing with better future prospect. To create pathways into entrepreneurial business that will create economic independency.

It will provide African refugee with social capital through making emphasis on cultural adjustments. This part of cultural adjustment will protect and enhance refugees' social image, sense of identity and shared responsibility.

It will help refugees develop an understanding of the principles of democracy and how to fulfill their civic duties.

The apparent absence of holistic approach towards addressing issues such as acculturation, values, family relationship and generational conflicts, can lead to unemployment in relative sense, (Franz, 1999).

Refugees in the new environment are bound to experience social isolation and low self-esteem due to the vivid memory of the past.

This can include trauma, loss of friendship support and pride.

III. Review of Literature

The main purpose of the project literature review is of two folds, one is to explore some of the fundamental questions about the high incidence of unemployment among African refugees of Concord, New Hampshire. Secondly is to establish and understanding of the main stream cultural, social and political contexts and their impact on refugees' employment prospects. Phillimore (2006), emphasized the negative result of policy of social exclusion on refugees can lead or increase chance of unemployment.

The data gathered from community profiles and individual s of high stake to the project. The gathered data support the evidence of unemployment among refugees of Concord. The term unemployment is part of the broader concept of socio-economic issues that the project intends to review in the context of policy integration of refugees.

Briggs, (1999) underscored the U.S. economic policy on the scales, geographic distribution and skills composition of the labor force. The policy has the ripple effects on the refugees' resettlement at both regional and national levels. The author further pointed out the need for change in US. Immigration policy that will seek solution for the plight of unskilled immigrants and refugees.

During 1940, the Office of immigration and Naturalization Services was transferred from Labor Department to the Justice Department. This policy of transfer has supplied refugee/immigrant workers with minimal human resources and less contribution to employment. Resettlement of refugees to New Hampshire and Concord in particular is part of human endeavor that provides them with both protection and durable solutions. Unfortunately it is quite a contrary because refugees have limited access to economic opportunities in the city of Concord and the neighboring counties.

Unemployment is viewed as economic, social and political barriers to resettlement and remains unresolved by the resettlement agencies, State and Local government of New Hampshire. There are many causes for unemployment are viewed as lack of English proficiency, lack of access to Driver's license, vehicle/ transportation, Daycare, employable skills and community attitude including employers.

The resettlement agencies provide unemployment compensation through case-management to refugees. The services often provided do not meet the needs of refugees and their families/ dependents. Refugees do not understand the complex steps of compensation packages and they sometimes are forced to voluntarily terminate jobs in order to search for better one. The NH Employment Security (2007), defines the eligibility for unemployment compensation “ as a person totally or partially unemployed for any week, no wage payable, must have registered in search for full-time and declined to work at any given time because of childcare”.

According to (Hager,2005), interview conducted on Concord refugees, 54% of them rated their English reading as poor, 64% rated their speaking as poor and the rest rated their English language-related issues as their principal need.

The literature suggests that learning Basic English language is essential for refugees to get a pre-entry job. For those refugees with improved English knowledge, they are fortunate to work in manufacturing low pay. English proficiency among refugees is instrumental in gaining employment and bettering life (McManus; Gould; & Welch, 1983).

In essence, resettlement is decided on refugees' practical needs and other personal needs before and after arrival at the final destination. Refugees' needs are reviewed on the basis of employment, accommodation, educational opportunity and access to interpreters. However, as time passes by, refugees' needs are expected to multiply especially after the expiry of three month probation periods.

It is apparent that African refugees, resettled to the State of New Hampshire, do not have the skills necessary to compete in the labor market. The acquisition of both skills and knowledge are critical for entering NH labor market (NH Economic Conditions 2007). Personal needs such as family reunification and the stages of adjusting to the new lifestyle are equally essential for the refugees (Bihi, 1999). Resettlement is of two ways processes meaning the host country need to protect refugees' beliefs, culture and values as an endeavor toward protecting their identities.

It is often evidence that preserving refugee's cultural identities is as important as assets that enable refugees to cope with the difficult social and economic adjustments. In many host countries, the policy of resettlement begins with the process of acculturation, assimilation, marginalization, segregation and most importantly integration of refugees.

The process of implementation of resettlement policy can be a complex state of affairs depending on immigration policy of host country and level of engagement by State and voluntary resettlement agencies. According to (Interfaith Refugees Resettlement, 2005), all the African refugees resettled to NH and Concord in particular have limit financial means to meet the standard living. Access to personal vehicles and public transportation are viewed as limited and can lead to unemployment.

The Economic and Labor Market (2006) estimated that 80.6% of commuting system in the city of Concord constitutes private transportation system where as 1.2% represents public transport system. Hager (2005) asserted that in absence of accessible transport or commuting network, can create obstacles to get job or to access childcare, government services and education.

IV. Project Design/ Logic Model

The project emphasizes on reduction of the high incidence of unemployment among refugees community of Concord, NH. The project intends to reduce the adverse impact of unemployment through designed outcomes. There are three designed outcomes and are long-term outcome, intermediate outcome and short-term outcome.

The timescale devoted for the achievement of these outcomes is twelve month periods. However, due to the bulkiness of activities, limited inputs or human factors have forecasted that the possible achievement of these outcomes may take longer time than the actual timeframe.

Long-term outcome:

Reduction of unemployment among the target community is vital for refugees to gain stable income. The African Community of Concord and 1st Congregational Church will form a working partnership to make the implementation of project activities implemental. It may not be possible to overly reduce unemployment at once however; the project will need undivided commitment of the participants.

A network of community members including resettlement agencies, State and local authorities and individuals are expected to provide project with impetus and possibility of attaining the long-term outcome.

Meaningful participation of the project players will ensure economic integration of the target community and eventually would lead to stable employment.

Intermediate outcome:

The project intends to achieve the intermediate outcome through adapting to the following steps: 1). Intervention through providing general knowledge; 2). Increase refugee's skill of saving; 3). Ability to response efficiently to work environment and

work ethics and 4). To improve knowledge that may increase income from employment and can lead to stable income or employment.

Short-term outcomes:

Short-term outcomes of the project are considered the ground work for achieving both long-term and intermediate outcomes. The short-term outcomes are also known as skills link transitional to employment. Many of the refugees came to Concord with some kind of basic life skills, employment and education that had been interrupted by the war and trauma.

So, the project intends to provide essential information about employment including work ethics and labor policy. This can be attained by providing refugees with employable skills and improvement in their livelihoods.

The overall plan is to reduce unemployment among African refugees with emphasize on setting up an effective network of stakeholders; host Organization, local community for the purpose of helping them improves their English proficiency. Most importantly, is for the project to ensure that improvement in areas such as community and employer's attitudes are accounted for.

The project will ensure information-sharing among the stakeholders and other key player is encouraged. The project will need to emphasize on the importance of multiculturalism as a stepping stone towards improving community attitude. However, Attitude improvement must take two approaches to include both refugees and employers.

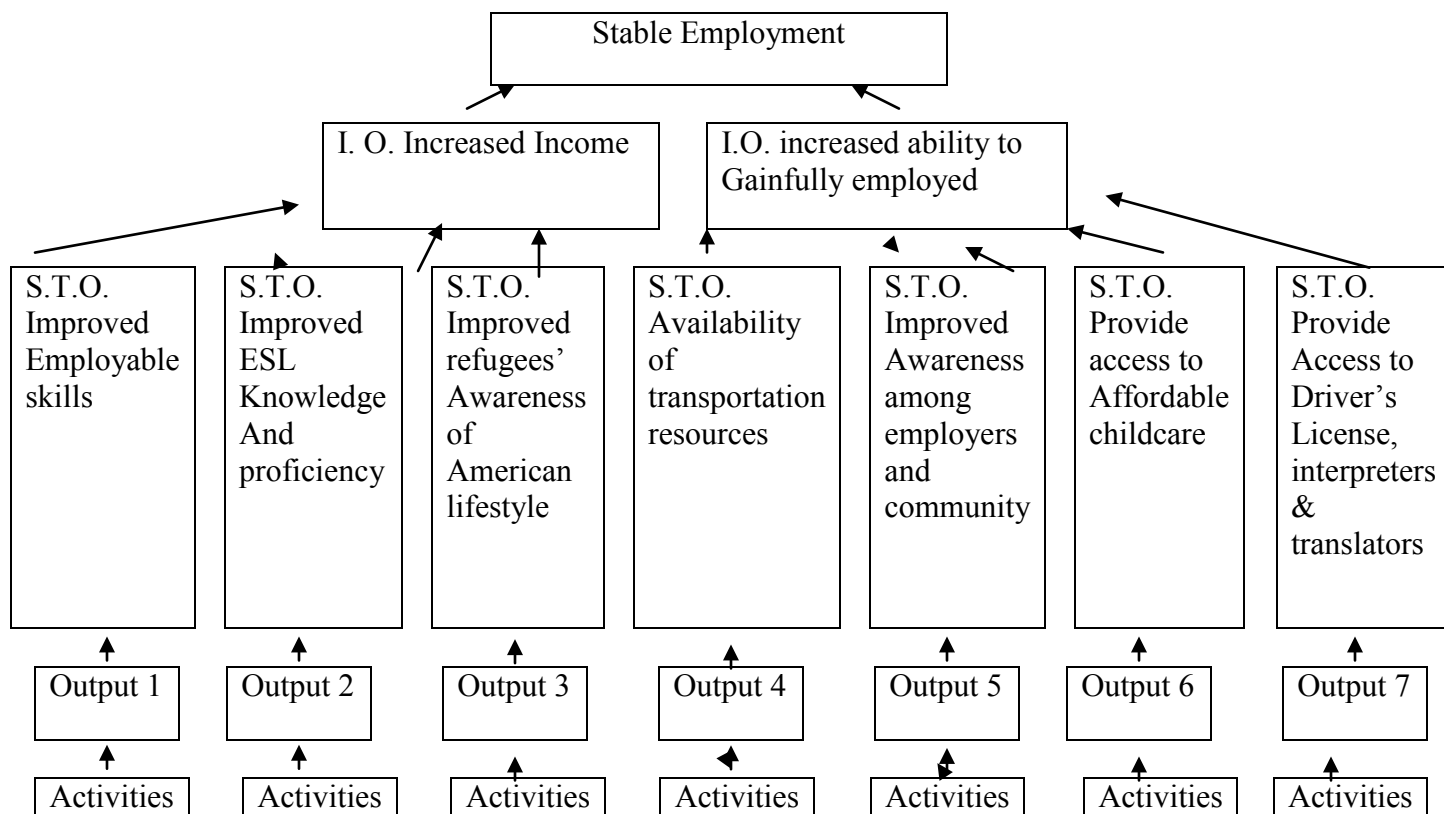
The project also intends to include other outcomes such as access to affordable childcare, driver's license and interpreters. The project activities will include skills training and encouraging refugees to improve their employable skills for the available jobs.

Funding will be an integral part of these activities. The project will provide bilingual staff for the purpose of interpreting and facilitating between community and refugees.

Transportation will be vital for conducting activities especially with regards to refugees attending to work, school, training centers and appointment. The activities will include case-management and bilingual staff for refugees.

The project expects measurable output that will include integration of refugees into workforce and educational system.

The Project Logic Model below illustrates the long term, intermediate and short term outcomes. It also demonstrates detailed project activities, inputs and outputs.



V. METHODOLOGY AND IMPLEMENTATION

The methodology of the project was adopted prior to the Month of January, 2006 which encompassed the long-term, intermediate and short-term outcomes. The first step in the methodology was to ensure a proper functioning of the African Community of Concord as a platform for the participants and implementation project activities. This step included meeting with the respective representatives of African communities, gathering data and explaining the purpose the host organization.

The project decided to establish networks with the local community members including 1st Congregational Church, Lutheran Social Services, English as a Second Language Centers around Concord and individuals.

Project Participants/ Beneficiaries:

The actual number of project beneficiaries is 27 refugees who participated in the implementation program. The participants are the African refugees aged 21-55 year old, resettled to the city of Concord, New Hampshire through two resettlement agencies called Interfaith Refugee Resettlement Program and the World Church program.

The level of their participation was based on the initial needs assessment undertaken. The estimated population of the beneficiaries was 366 and has increased by 80 refugees mainly from Burundi.

Community Role:

The role of the community included the involvement of the participants and the stakeholders in the decision- making and program implementation.

The stakeholder's contributions to the project are vital to the setting of long-term outcome. The community role was identified as material supports (i.e. funding, books, computer and teaching), job networks and counseling.

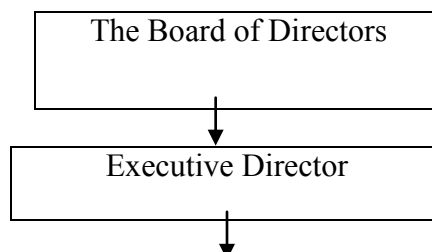
The participants' role was identified as refugees helping other refugees program. The roles were effective and coordinated to the requirement of the project.

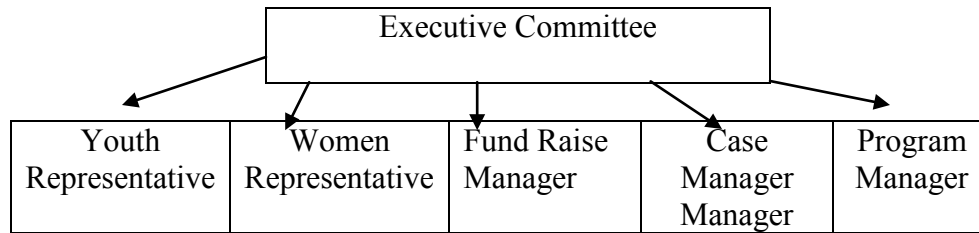
Host organization/ group:

The host organization is called African Community of Concord, founded in 2004 as non-profit Organization. Because of the growing needs of the refugees and the beneficiaries in particular, the Organization in 2006 registered with the Secretary of State Office and received the status of (501), (c) and (3). The mission of the Organization emphasizes greatly on developing and promoting its members' social skills, educational career and most importantly economic integration. It aids and enriches member's cultural values and bridging gap between members and the local community.

Membership to the Organization is open to all the African refugees and immigrants in the Merrimack County and Concord, NH. The community functions in partnership with the 1st Congregational Church as a co-host organization in addressing social, cultural and economic integration of the participants. The partnership provides important resources such as training and referrals to the participants.

Following is the Organizational Chart of the African Community of Concord, NH:





Project Staff:

The staff of project includes Director, Philip Mbata-Aboro the founder of the African Community of Concord, NH. The Director role is to ensure coordination of project activities for the desired outputs. Engages and encourages participants to take active role in the project and with more emphasis on the project outcomes.

The executive committee members of ARO provided project with inputs and established partnership with the stakeholders. Most of the staff members are volunteers are Second Start teachers whose is to provide English as Second Language. Retired Hesser College Professor will provide technical support and basic computer training. 1st Congregational Church will provide essential inputs such as space, computers and finance.

The role of Lutheran Social Services is essential and expected to provide the project with invaluable guidance, computer training and tutoring. Lastly but not the least, Coordinator of State Refugee Agency and NH Technical Institute of Concord will both provide the project with relevant data and directions in regard to job opportunities and pursuance of high education careers.

VI. PROJECT IMPLEMENTATION (SCHEDULE/TIMEFRAME)

Gantt Chart- Community of African Refugee of Concord, NH:

The Gantt chart below illustrates the sum total of activities that the project intends to undertake for the achievement of long-term, intermediate and short-term outcomes.

The activities of the project are expected to last for one year periods. These activities are instrumental for the realization of expected outputs. Thus, the degree of interest shown by participants will help in the attainment of project outcomes.

Gantt Chart- Community of the African Refugee, Concord, NH.

Period March 2007 through April 2008 activity	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	Outcomes
Operational Business													Office equipment & staff ready to start business
Invitation & orientation on the program to include 1:1 assistance													Will cover 3-12 business calendar to participate
Members & stakeholders meetings													To determine size of budget/aid & Voluntary service
Provides ESL class													Able to read write & speak , include (proficiency level)
Provides basic computer tutoring & training													Be able to type, access job ads & write Resume
Availability of transportation Resources & Acquisition of Drivers' License													To be able read Drivers' manual, access Good will Garage, start credit/saving

Access to affordable childcare													Participants are connected to DHHS. Age-specific session or program for children
Assess participants' trained skills													Develop assessment tools & access Dept. of employment Security for financial incentive program
Project Reporting to Funding Source													Bi-annual report of project activities & outcomes.

Project Summary Budget of Community of African Refugee, Concord, NH:

The proposed project budget reflects the money needed to support the implementation of the activities and to meet the anticipated general operating support. Whereas the cost projection details the possible sources of income that will include State grant, contract, fundraising, donation from private individual and in-kind-support.

Project Summary Budget of African Community of Concord, NH.

S/N	Particulars	Amount in Dollar (\$)	Budget Percentage
	Total Revenue:	Income	Uses
	Govt. Grants \$59,583		
	In-kind Contribution	\$ 61,083	
	UU1,500		
1.	Personnel Expenses- (Wage and Fringe)	44,928	00
2.	Traveling Expenses	3,000	00
	Printing & Copying	655	00
3.	Supplies Expense - In-kind Donation)	700	00
4.	Consultants/Legal Fees	650	00

5.	Rent of Space- (\$750x12 month)		9,000	00	14.73%
6.	Postage & Delivery		600	00	0.98%
	Telephone & Fax		800	00	1.31%
	Misc. Expenses: (cost of meetings& workshop)		750	00	1.23%
7.	Total Project Budget		61,083	00	100%

VII. Monitoring

Monitoring Indicators:

The number of the participants who attended the scheduled activities is 27 refugees. Although the number of participants is relatively smaller yet, it gives project advantage of making a measurable progress with less complexity.

The monitoring plan helped measured the outputs of the participants through the following:

- 1). Participants' response to the project training, ESL class and other activities were slow but positive.
- 2). included improvement in participants' attitude and exintrinsic motivations.
- 3). the inputs provided by the partners (i.e. teachers, counselors and interpreter/translator).

Methods, tools and form:

Output1: the project recruited 13 volunteers out which, 7 only responded and conducted the major activities.

Output 2: 15 participants registered for the ESL classes, 6 of them had teachers visiting them at homes. The 6 participants were not able to attend the traditional class because of childcare responsibilities.

Output 3: awareness among the local community, employers and participants was achieved. This was intended to establish multicultural program and integration of newly arrived refugees.

Output: 4 Transportation was made available through educating refugees on public bus system. 7 participants had chance to learn it. Participants were connected with Goodwill garage for use cars. Goodwill is an affiliation of Lutheran Social services that provides use cars for low- income households of New Hampshire.

Output 5: established network among employment agencies including Labor Ready, Associates Goodwin, Central NH Employment Services and CIP Resources.

Outputs 6: 12 participants qualified for childcare assistance and after school program. Childcare assistance is part of Temporary Assistance for Needy family programs provided by the Department of health and Human Service.

Output 7: 10 participants obtained drivers' license.

The monitoring plan will continue to receive support of the stakeholders and volunteers from the community. Future review of the monitoring plan will remain as basis for project progress and direction toward attainment of outcomes.

Method, tool and forms:

Detailed information about participation and the areas of refugees' interests were identified and assessed. Most of the participants' personal data were accessed through dispatching of questionnaires, group discussion and meetings. All the personal information/data were kept confidential.

Outputs were measured through interviewing participants on merits and reassessing them for job market. Because of English language barriers the participants were provided with interpreters and translators to help ESL teachers and trainers and counselors.

The remaining of the project activities were monitored by the staff of Community of African Refugees. Partnership between the Department of Unemployment Security and the Community of African Refugees helped in ensuring some of funding for training and unemployment benefits.

Team/ Task:

The established working relationship between the staff of Community of African Refugee and the stakeholders is instrumental. The project director is the liaison between the stakeholders and the host organization. The Community of African Refugee functioned in partnership with 1st Congregational Church. As a result of that partnership, essential inputs were provided toward implementation of the project activities.

Participants/ refugees are also part of the project they provided interpretation and translation inputs. This part of the services provided by these interpreters was crucial simply because of the ethnic languages of the participants.

Monitoring the schedules:

The project schedule will be conducted on monthly basis and is expected to last for one year period. The project will oversee the start and the end dates for all assigned work in the future. It ensures periodic review of the problematic activities such as delay, cancellation and or critical path activities. Periodically reassess members' performance and status of activities and events when deems appropriate.

VIII. Evaluation

The evaluation method includes reviewing and assessing the performance indicators of the project. Evaluation measures the outcomes of the project and provides the corresponding results or staff inputs.

The monthly work plan helps in overseeing the implementation of the activities that would lead to attaining project long- term, intermediate and short-term outcomes. The methods of evaluation are critical to the success of this project and which was designed to function through the period of March, 2007 and April, 2008.

Project evaluation underscores important associations between short-term, intermediate and long-Term outcomes. The project also assesses those outcomes that have not been attained and with possible recommendation. The evaluation also pinpoints the level of community participation in the project including the target group, leadership and the stakeholders.

Evaluation Variables and Indicators:

The scale of data of project variables is small and did cover all the participants. There is relative impact of training on participants and the same is expected to affect both intermediate and long term outcomes. There is an association between improvement in participants' employable skills and training offered. Although the low attainment level was impacted by the short period of project framework yet the participants gained connectivity and accessibility to work- related information. The methods used for the project indicators in the above Matrix have yielded positive results on the refugee community. As such, the methods are compatible for the project and framework.

Data Gathering Methods and indicators:

Questionnaire, interviews, one –on one meeting, Focus Group Discussion and documents reviews were the potential tools for data gathering.

Data Analysis:

Data collected were analyzed through review of sources. Pre test and post test techniques were applied.

Evaluation Team/ Task:

Staff members of African community of Concord, 1st Congregational Church, Lutheran Social Services, Second Star teachers, participants themselves made remarkable contributions.

Evaluation Schedule:

The attainment of the short-Term outcomes is bound to affect the intermediate outcomes in the long run and likely within one year and half periods. Where as the achievement of long-Term outcomes may extend beyond the designed timeframe.

Evaluation schedule was designed to cover project activities such as training programs, ESL class and other case-management services. During the month of August, 2007, the staff of the project helped 12 members of the target community to be admitted to Second Start for English as Second Language program.

The estimated timeframe for the participants to be able to speak and write varies significantly depending on individual's ability to grasp. Only 2 of the participants are expected to graduate by May, 2008 with GED. Staff project introduced 10 members to the basic computer training classes.

The aim of this training was to enable refugees (members) to gain computer skills and be independent in searching for jobs and other personal interest. Out of 10 participants, only 4 were able to complete training programs.

Based on the Questionnaire conducted in December 2006, children aged 1-5 years old, were never sent to either daycare or after- school program. The project later found out that parents of those children had no access to daycare and after school programs. The project managed to recommend 11 children for the daycare and the after school program. These parents were able to attend to computer training and ESL programs.

The staffs of project had two important meetings, during which Focus Group Discussions were conducted. The purpose of those meetings is to build bridges between refugees and local community.

During the months of April, 2006 to February 2007, the project made a significant progress in term of securing physical resources for the project.

The project was granted a space by 1st Congregational Church and Immaculate of Mary Church.

VIII. SUSTAINABILITY

The implementation of project activities during the one year period has attained short-term outcomes and their social and economic impacts on the beneficiaries (target community). The short-term outcomes have laid down meaningful platforms for the likely achievement of both intermediate and long-term outcomes in the possible near future.

The project will continue to avail inputs that are necessary for participants to increase their income and which will eventually result in reduction of unemployment among participants

The incorporation of African Community of Concord, as the host organization, has helped the project to seek financial contribution from private individuals and the State Agencies. Because of its 501 (C) (3), the Organization has been able receive donation/support from interested community members.

In order for the Community Organization to ensure continuous source of funding
The project suggests the following steps to be taken:

- 1). to build common understanding and cooperation among potential stakeholders, fundraiser especially the Department of Unemployment Security.
Since the in-kind support is more accessible as suppose to finance, the organization will ensure that such a support is sought.
- 2).To diversify the source of funding by way of making important connections
- 3).Political sustainability.

The host organization will strive to maintain social and economic integration of refugees in a broader sense. This part of integration will focus on discouraging isolation and connecting them with the local community including local media personnel.

Through the organization, the project will encourage refugee helping other refugees program as first priority. Project will seek fund to help those volunteers. Political integration will include encouraging refugees to become citizens and to have the right to vote.

Sustainability plan:

Is vital because it helps the long term outcomes of the project be achieved and as such, following are the plans:

- 1). to continue to work with school boards around Concord, NH area in order to promote the ideas of knowledge sharing and technical skills
- 2). to ensure sustainable development training through promoting networks of Unemployment Security and the labor unions.
- 3). Work in partnership with other sister organizations that are similar in mission and goals.

IX. RESULTS, CONCLUSITON AND RECOMMENDATIONS

Results:

The prospects of the attainment of intermediate and long term outcomes will be largely depend on the project short-term outcomes.

Long term outcome:

The project needs least one more year in order to achieve the long-term outcome. Stable employment will need improvement in participants' employable skills and English language. The project will need to diversify its financial resources or funding in order to sustain the cost of input and planning activities.

Intermediate outcome:

The project has created important network between the Department of Unemployment Security, private employment agencies, stakeholders and the target community. This network is vital for refugees to make connection with employer and bargain on wage increase. Most importantly, the prospect of assisting refugees to secure stable income corresponds with the total improvement in refugees' skills, competency and knowledge.

Short-term outcome:

Improved employable skills; participants were able to learn basic employable skills training the following methods:

- A training session was set up and divided into three categories
- Basis communication skills
- Interpersonal skills and which includes positive attitude toward work.
- Punctuality, positive attitude, self-image and confidence

- Participants were assisted to register with the Department of Unemployment; most of them ended on waiting lists.

Improvement in participants' English language and proficiency:

The improvement in participants and English language dependent on the following factors:

- Project conducted pre/ post test by the staffs of Host Organization
- The pres/post test aimed at distinguishing between participant with or without English knowledge
- Participants were recommended to Concord Public Library to access basic English language books, tutorial video and audio cassettes.
- 1st Congregational Church, Second Star and individuals were great input resources for implementation of the planned activities.

Despite the planned activities were partly conducted yet, the project were able to attain its outcome.

Improved refugees' awareness of American lifestyle:

Participants were able to learn improve their awareness of American lifestyle. The project provided the following inputs:

- Pre/post test was conducted by the project staff to determine the level of motivation
- Focus Group Discussion and meeting, interview and friendly exchange of ideas.
- Learned life basic skills such as understanding how to budget, shopping, laundry and other basic household management.
- This outcome succeeded because of the contributions made by Multicultural Organization, Merrimack County Police Head Quarter, Churches and individuals

Availability of Transportation:

Learning about transportation network was part of the focus Group and one on one meeting.

- Only 10 participated completed the training as suppose to 15 participants who attended at beginning of training program.
- Participants were able to access public transportation through completing test such as bus schedules, subway, city map and flipchart and markers.

Provide to affordable childcare:

Access to childcare came as results of the network established between the participant and the Department of Human Services, Merrimack County Daycare Service. Dam School, Runlet school and Second Star Center.

- 6 refugee parents were able to access childcare centers.
- 8 of them were able to access the after school program
-

The outcome attained was not as high as expected simply because of the high cost of daycare attached. There was limited cooperation from the Department of Health and Human Service. As such, criteria for assisting and recommending children for Daycare became difficult.

Access to Driver's License:

13 refugees/ participants were able to get driver's licenses during the program training.

Following are the planned activities laid down for getting driver's license:

- The driving program was divided into three phases and included oral test, written test and driving test.
- Participants learned driver's manual though the translated version of the manual were translated into ethic groups

The Conclusions and Recommendation

Intermediate outcome:

Improvement in participants employable skills and ESL and other essential basic life skills, will help increase income and will eventually lead to stable income.

A network of local government agencies, voluntary agencies, stakeholders is needed for implementation of intermediate outcome activities.

Long-term outcome:

The prospect of attaining stable employment among the African refugees, depend largely on stable income and improved employable skills of both intermediate and short-term outcomes. Providing financial resources and in-kind donation will help sustaining the planned activities for the long-term outcomes.

Sustainability and Replication:

The process of capacity building within the Host Organization can help in providing strong leadership. Project sustainability can be achieved through increasing the number of outreach trainers, counselor and teacher of ESOL. Inputs will be a major factor in project sustainability.

Replication of Project will include reasonable funding for the cost of expanding the project capacity. To develop new ideas that will remain part of project social mission. It will be essential for the Host organization to delegate power and responsibility to refugees themselves and part of empowerment.

Personal thoughts:

The true sense of community is where its members feel emotionally secured and personally invested. It is very unfortunate that refugees have been excluded. The process of integrating refugees should be reciprocal and reflects cultural tolerance and restoring dignity. There have been numerous challenges faced while designing, implementing, and monitoring and evaluation.

The most obvious challenges were as follows:

- Limited records on refugees in the city of Concord.
- Access to refugees' information and records was limited.
- Reluctance among some of refugees' resettling agencies and local governments when accessing vital information on refugees.

Meaningful integration of refugees can be the State government reduce incidence of dependence on public assistance, crime and other social evils.

Recommendations:

The host organization and stakeholders of the project have agreed to provide both specific and general recommendations that will oversee and monitor the implementation of the unattained parts of outcomes. To achieve both intermediate and long-term outcomes, the project to provide the following:

- The project host organization and its stakeholder agreed to provide more training opportunities for the refugees. The training will include vocational training that is run by New Hampshire Technical Institute. To involve Department of Unemployment Security and local employment agencies to assume more responsibility.
Other training suggested was License Nurse Assistance and other apprentice Trainings.
- Since some of the participants have basic concept of entrepreneurship, the project will initiate, encourage refugees to be more active in setting up small and medium entrepreneurs. Participants will be encouraged to learn skills

necessary for the business. The project suggests that funding will be crucial for sponsoring workshop and seminars for Individual Development Account and how to secure loan and business license.

- Establish a network between the host organization, the State and local government in order to help in educating the general public about refugee. The net work program will include social, economic and political integration.
- To increase number of volunteers and the stakeholders that will meet the need of project inputs.
- Currently the host organization has one Van donated by individual from the community yet, it fell short of meeting participants' transportation need. As such, the project will need at least two more vehicles
- Project will ensure that the source of funding for the project be diversified to meet the future financial challenges. Not all funding will be in cash, the project will expect donation in- kind
- More childcare programs/ centers are needed for the participants in future to minimize the low rate of attendance in the training, ESL classes other workshops. The project suggests that a stronger relationship with the Department of Health and Human Services will be maintained in future.