AMAHORO COALITION

HIDING IN PLAIN SIGHT

AFRICA'S $27B DISPLACEMENT MARKET OPPORTUNITY

Building blocks of the future

This cover image features a modern 3D geometric design, with each segment rendered in a distinct, vibrant colour representative of the key sectors discussed within. The individual shapes symbolize diversity with the overall design communicating innovation, resilience, and the power of interconnected systems driving new opportunities in Africa.

About
Amahoro Coalition

Established in 2019, Amahoro Coalition is the leading convener of African private sector leaders for social impact.

We provide tailored solutions to the private sector, enabling them to tap into the African demographic dividend, including in vulnerable settings like displaced communities.

At Amahoro we also work to empower the youth of Africa, including those in displaced communities, through strategic connections with the private sector to co-create breakthrough opportunities for all.

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Foreword

Discussions about Africa's displaced populations often centre on what has been lost – homes, livelihoods, stability. The crisis is measured in numbers that capture absence rather than presence. What is far less visible is what displaced communities are building in the wake of that loss.

Across the continent, displaced people are cultivating land in refugee settlements, running businesses in camp markets, and manufacturing products that compete across borders. These are individuals who have not waited for permission to rebuild their lives. They work, trade, and create value for themselves and their communities despite facing systemic barriers at every turn. Their resilience is not only admirable; it represents one of the most significant untapped commercial opportunities in Africa.

This report examines that opportunity across five sectors where displaced populations are already economically active. The research reveals that the constraints these communities face are structural rather than inherent. When financial institutions deny services due to documentation requirements, space emerges for adapted financial models. When supply chains bypass concentrated settlement markets, opportunities arise for new distribution networks. These gaps create less competitive markets in which early movers can establish loyalty before mainstream actors recognise the opportunity.

Amahoro Coalition works with private sector leaders who recognise that Africa's demographic dividend includes its displaced populations. The businesses featured in this report demonstrate what becomes possible when commercial models adapt to serve communities others have overlooked, from profitable banking branches in refugee camps to agricultural cooperatives supporting over a million farmers, and waste collection networks that address infrastructure gaps while creating jobs.

Ultimately, this research challenges prevailing perceptions of displacement. Behind humanitarian statistics are viable customers, capable workers, and innovative entrepreneurs. The question is whether the private sector is ready to recognise what has long existed.

Isaac Kwaku Fokuo, Jr.
Curator
Amahoro Coalition

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A Hidden **Economy**

The scale of **displacement in Africa**

$27bn

The displaced population's earnings per year, modelled

Africa's displaced populations constitute a major economic ecosystem. The continent's IDPs earn an estimated $22.1bn a year and refugees $5.6bn a year in a displaced economy the same *size* as Uganda's GDP in the 2010s and Zambia's today..

43.1m

Africa's displaced population in 2024, according to *UNHCR*

Africa's displaced population is *larger* than 45 of Africa's 54 nations. In Kenya, the refugee camp Dadaab, with a population of close to 450,000, is larger than two of the country's five chartered cities, yet it is not classified or measured as a city or town in any of Kenya's statistical or administrative systems.The millions of displaced across the continent create concentrated economic demand and supply opportunities at scale.

56%

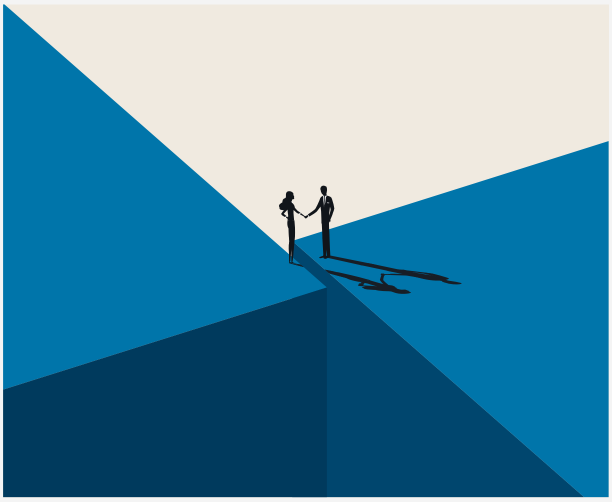
Of displaced population actively engaged in economic activities

Labor force participation among displaced populations is 56%, comparable to many African national averages despite legal and regulatory constraints. This participation is in both formal and informal sectors, with displaced populations often generating value through necessity-driven entrepreneurship that exceeds host community business creation rates.

Shifting the narrative **of displacement**

Research and business results show the displaced outperform in business survival, revenue growth, job creation, and employer loyalty.

Cut off from support networks and established homes, the continent's displaced populations have proven commitment to new ventures, delivering above-average growth results.



~3x

Lower business *failure rate* than *host communities*

12%

Displaced *entrepreneurship rate*

54%

Displaced *working age population* within 18-59 age range

Innovation acceleration under economic pressure

The bulk of primary income in displacement contexts comes from labor earnings and entrepreneurial activity, despite the systematic exclusion from formal systems.

This exclusion forces innovation that often outperforms.

- Mobile money *adoption* rates in displacement settings frequently exceed host community levels
- Refugee-focused lenders *demonstrate* 95%+ loan repayment rates comparable to non-refugee microfinance clients, with refugee rates often even lower than host community rates. This superior performance indicates strong financial discipline and reliability despite challenging circumstances.
- Relatively high entrepreneurship rates reflect necessity-driven business creation that develops solutions in challenging contexts. These businesses often serve broader markets beyond displaced populations, creating economic value for entire communities.

Displacement zones as **concentrated economic hubs**

Population density and purchasing power concentration create opportunities across unique displacement contexts

Urban vs. Camp-Based Populations

Africa's 8.8 million refugees are split between urban integration (40%) and camp-based settlements (60%), creating different market opportunities.

Urban refugees integrate into existing city economies, accessing traditional labor markets and participating in commerce. These inflows create vibrant new centres, such as Eastleigh in Nairobi, which has been transformed by Somali refugees into one of East Africa's top commercial hubs

IDPs (12.4 million) integrate more seamlessly into host communities as they do not have international status constraints. This reduces visibility while creating fewer distinct market opportunities.

Camps As Economic Drivers

Refugee camps function as concentrated economic nodes, where populations ***averaging*** 15,000+ people create market densities comparable to small cities. The larger camps have populations greater than 300,000, where estimates suggest more than $100 million is generated in economic activity.

Camp settlements collectively hold an estimated $400 million in accumulated wealth while generating $2.2 billion in annual economic activity (across populations of 4.2 million), with the estimated entrepreneurship rate at 12%.

Commercialization Through Demand Concentration

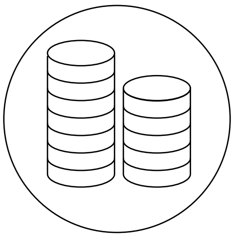
Communities around displaced populations benefit from surging food demand, with Ethiopian host communities adding 15.9% to livestock sales on every 1% increase in refugee numbers, while hosts within 10km of Kakuma camp are earning 25% more due to extra food sales.

A single refugee camp creates sufficient customer volume to support all manner of business services. As such, customer acquisition costs ***drop*** compared to dispersed rural markets due to geographic concentration and community network effects.

Predictable demand patterns enable inventory optimization and working capital efficiency which proves particularly valuable for businesses serving lower-income markets where demand volatility can constrain commercial viability.

Systematic exclusion creates **less competitive markets**

Regulatory and market failures generate specific commercial entry points where adapted business models achieve rapid market penetration



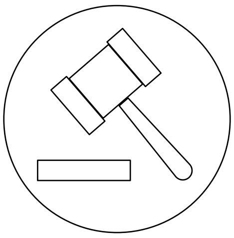
Financial system exclusion

Why it exists:

Traditional banking requires formal documentation, stable addresses, and verifiable income histories, designs that systematically exclude displaced populations regardless of their economic capacity or creditworthiness.

The commercial opportunity:

Minimal competition from established financial institutions enables rapid market penetration. Companies adapting customer onboarding and credit assessment can establish customer loyalty and brand recognition before competition recognizes market viability.



Labor market constraints

Why it exists:

Government policies restrict displaced populations' formal employment rights, while credential verification systems fail to recognize skills and qualifications from origin countries, creating systematic underutilization of qualified professionals.

The commercial opportunity:

Artificially suppressed wages and skills-wage mismatches enable companies to access qualified labor pools at competitive rates. Partnership structures and social enterprise models provide legal pathways to build competitive advantages through superior human capital access.

Value chain disconnection

Why it exists:

Conventional supply chains require documented transactions and commercial history that displaced populations lack. Geographic isolation and regulatory uncertainty create perceived risks that suppliers avoid.

The commercial opportunity:

Absence of established leaders means displaced populations partner with first movers solving coordination challenges. Companies providing integrated distribution services face limited competition while building supply chain networks.

The Business **Opportunity**

Total Addressable Market (TAM) for displacement-adapted business models

Population	Sample	Country sample representation of population	Methodology	Annual income
Refugees **(8.7m)**	**8,996** households (KE, UG, ET)	Representative of **37%** of refugee population	Settlement-type weighted average	**$5.6bn**
IDPs **(34.3m)**	**1,363** households across six countries	Representative of **36%** of IDP population	Country-weighted, extrapolated	**$22.1bn**
TOTAL (43m)	Combined approach	-	Combined the incomes from both groups	**$27.7bn**

Why financial exclusion creates opportunity

Structural barriers have created an untapped market

The absence of legal national status has left FDPs without IDs, credit records, collateral, right to work, or freedom of movement. This has made Africa's displacement zones some of the most competitively vacant markets on the continent

Commercial advantages of adapted models

- **First-mover benefit:** Establish customer loyalty before competition recognizes market viability.
- **Reduced customer acquisition costs:** Geographic concentration of displaced populations lowers marketing spend.
- **Counter-cyclical resilience:** Remittance-based consumption uncorrelated with host economy volatility.
- **Regulatory whitespace enables innovation:** Adaptive pilots can create testing grounds for scalable inclusion products.

Proven performance

- Mobile money adoption exceeds continental averages in some conflict settings (e.g. Burkina Faso, Mali at 120%+ of benchmark).
- Refugee-focused lenders demonstrate high loan repayment rates.
- Displaced savings behavior tracks continental averages.

Refugee market profile

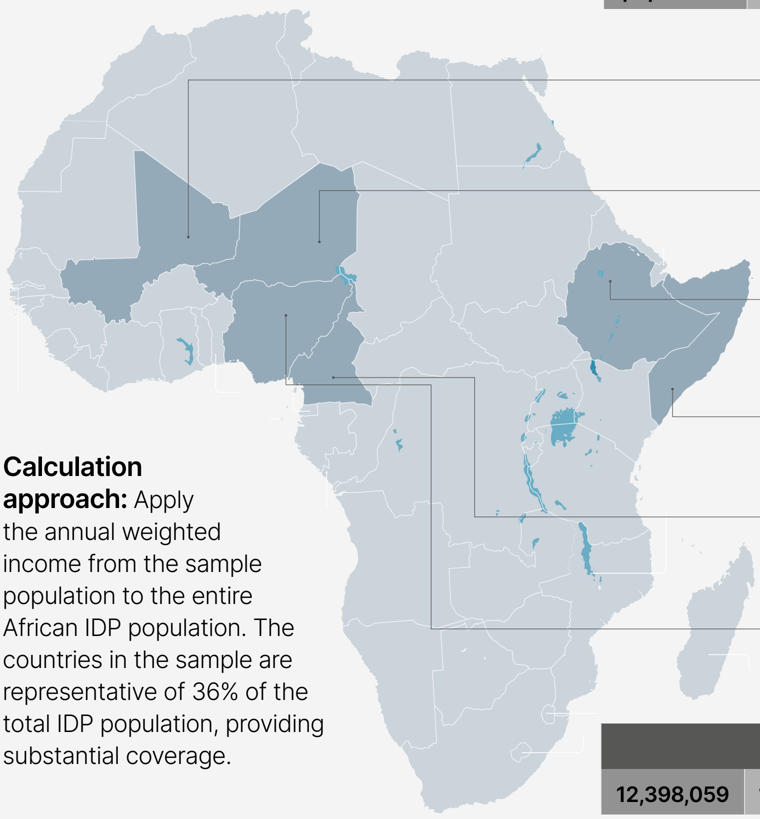
Metric	Urban Setting	Camp Setting
Monthly per capita income	$69	$31
Annual per capita income	$828	$366
Est. population	3.5m	5.2m
Average household size	7.35	
Est. # of households	480k	720k
Est. Income	$2.9bn	$1.9bn

Calculation approach: Estimates from household survey are extrapolated to the entire African refugee population by applying per capita income metrics for both urban and camp settings among surveyed populations to the total number of refugee households in Africa, segmented by settlement type.

Extrapolation parameters: We used UNHCR population statistics identifying 8.7 million refugees in Africa, with approximately 40% residing in urban settings and 60% in camps or other non-urban settings. This represents approximately 1.2 million refugee households across the continent.

A note on conservative baselines: Our camp-based per capita income estimate of $31 per month is, if anything, an understatement. Recent studies from the *World Bank* recorded income figures among camp-based refugees that more than double our baseline assumptions. The implication is that the $27bn total income figure used in this report should be read as a floor rather than a ceiling.

IDP market profile



KEY

Country	IDP population	% of sample	Monthly income	Weighted contribution
Mali	376,169	3.03%	$49.50	$1.50
Niger	407,430	3.29%	$82.50	$2.71
Ethiopia	3,363,973	27.13%	$56	$15.19
Somalia	3,861,634	31.15%	$55	$17.13
Cameroon	1,075,252	8.67%	$53.60	$4.65
Nigeria	3,313,601	26.73%	$47	$12.56
Total	**12,398,059**	**100%**	**Weighted: $54**	**$53.74/month**

Calculation approach: Apply the annual weighted income from the sample population to the entire African IDP population. The countries in the sample are representative of 36% of the total IDP population, providing substantial coverage.

Validation check: Weighted average ($645/year) compared to unweighted average ($687/year) shows (7% variance, indicating income stability across displacement contexts and validating the weighted approach.

Evaluating opportunities **across sectors**

The five sectors offering the greatest potential for investors to scale in displacement zones

The sectoral investment opportunities have been evaluated across five dimensions, with each sector receiving a score of 1-5 based on evidence from primary and secondary research. The key scoring dimensions are:

1. Market opportunity
Demonstrated ability to expand across displacement contexts

2. Ease of entry
Regulatory, operational, and infrastructure barriers to deployment

3. Proven business models
Track record of commercially viable enterprises at scale

4. Impact potential
Job creation and income generation per dollar invested

5. Scalability & replicability
Demonstrated ability to expand across displacement contexts

Business enablement and agriculture are the top scorers as investment opportunities, while manufacturing is held back by infrastructure barriers.

Sector	Market opportunity	Ease of entry	Proven Models	Impact potential	Scalability	Total
Entrepreneurship	**5**	**5**	**4**	**4**	**4**	**21/25**
Agriculture	**3**	**4**	**5**	**5**	**3**	**20/25**
Finance	**4**	**3**	**4**	**3**	**4**	**18/25**
Supply Chain	**2**	**3**	**4**	**3**	**3**	**15/25**
Manufacturing	**3**	**2**	**3**	**4**	**2**	**14/25**

Strategic engagement pathways, by sector

Securing the highest traction and returns requires capital approaches that build on unique characteristics in each displacement sector

Entrepreneurship

Score: 21/25 **Approach:** Direct Market Entry

- Broadest sectoral applicability across all industries
- Lowest operational barriers
- Technology-enabled delivery scales across contexts
- Estimated 500,000+ businesses

Investment strategy:
Risk capital for innovation and regulatory navigation across jurisdictions

Agriculture

Score: 20/25 **Approach:** Integrated Value Chain Development

- Highest direct income impact documented across sectors
- Multiple proven models at scale
- Strong host community integration creates regional benefits

Investment strategy:
Blended finance for physical infrastructure; policy advocacy for land access alongside capital deployment

Finance

Score: 18/25 **Approach:** Institution Building

- Large market (estimated $3B+ opportunity)
- Proven profitability across models
- Digital-first approaches minimize physical infrastructure
- Large underserved population

Investment strategy:
Micro-enterprise lending and selective scale-up programs identifying exceptional founders

Supply Chain

Score: 15/25 **Approach:** Partnership Infrastructure

- Can leverage existing humanitarian infrastructure with proven operational scale
- Acts as a core enabler for all other sectors

Investment strategy:
Partnership-dependent; coordinate with NGO actors to merge commercial efficiency with existing access

Manufacturing

Score: 14/25 **Approach:** Selective Venture Identification

- Strong direct employment creation potential
- Refugee-led organizations demonstrate viability across multiple subsectors
- Capital-intensive with longer timelines to scale

Investment strategy:
Identify exceptional refugee/IDP-led manufacturers to invest and collaborate with

Business Enablement

Entrepreneurship

$4.0bn

Estimated annual earning potential of displaced businesses

This figure likely represents an upper bound given the operational realities of fragile and conflict-affected states which compress profit margins and constrain business growth.

However, it also demonstrates that entrepreneurial potential in displacement contexts remains vastly underestimated and systematically undercapitalized. As some studies demonstrate, displaced businesses can earn even more.

24.1m Displaced labor force	**3.0m Entrepreneurs**	**3.4m Businesses**	**$1,195 Adjusted revenue**
56% average working age population applied to total displaced population	12% average entrepreneurship rate across segments	Scaling factor of 1.15 businesses per entrepreneur	Continental MSME revenue benchmark adjusted by 28.12% GNI factor

Total Estimated Potential: **$4.1bn**

Sources & assumptions

- **43.1m displaced persons:** Sourced from UNHCR's latest *displacement statistics,* representing refugees and IDPs across Africa.
- **56% working age population:** Drawn from the African Development Bank's *concept note* on youth economic opportunities in Africa. Validated with *ILO data* (within 15% margin of error).
- **12% entrepreneurship rate: Applied to the 4.9m labor force.** Derived from the International Trade Centre's 2017 report on *Kakuma as a Marketplace.* While extrapolating from a single context presents methodological limitations, this remains the only rigorous quantification of entrepreneurship rates in African displacement settings. This figure is deliberately conservative. falling well below the continental average of 22% reported by *AfDB.*
- **1.15 businesses per entrepreneur:** Multiplied by 3m entrepreneurs to project total business volume. Also sourced from the ITC Kakuma study and validated with broader continental *research.*
- **$4,248 annual MSME revenue:** Calculated by aggregating official statistics and peer-reviewed studies from five major African economies (*Kenya, Tanzania, Egypt, Ethiopia,* and *Nigeria*), resulting in an average MSME revenue of $4,248. *Note: multiple sources were used in the calculations for Kenya, Nigeria and Egypt.*
- **28.12% GNI adjustment factor: Applied to the baseline $4,248 continental MSME revenue.** Derived from comparing average GNI per capita of reference countries ($2,126 - *World Bank*) to displaced population average ($597 – page 31).

Cross-sectoral applicability and minimal entry barriers make entrepreneurship support the most accessible pathway for investment across displacement contexts

$4bn

Annual earning potential of displaced-led businesses

3.4m

Estimated number of displaced-led MSMEs in Africa

Dual opportunity

The entrepreneurship landscape in displacement settings cannot be compartmentalised into a single investment thesis, as different segments have different requirements to scale.

At one end, micro-enterprise support can put capital and training into the hands of thousands of small business owners relatively quickly. At the other end sits a smaller but high-potential cohort of founders, who, if given the right backing, can build regionally significant businesses. Fellowship and scale-up models that identify these individuals early, provide intensive support, and connect them to broader networks have already demonstrated what is possible.

The two approaches serve different segments at different capital levels, but the impact of both can be tremendous and there is no need to default to one at the expense of the other.

Key challenge

Most of these businesses remain informal, which limits growth and makes it harder to build the kind of enterprise that generates a sustainable livelihood rather than a survival income. Investment strategies in this space need to balance both breadth and depth. While broad-based support for the many small businesses that form the foundation of displaced economies is essential, targeted, intensive backing for the exceptional founders who have the potential to build something much larger would also be transformative.

Why entrepreneurship in displacement?

Necessity-driven innovation

Displacement has a way of turning necessity into invention. When formal labor markets are closed off (as they routinely are for refugees and IDPs across Africa) people find other ways to make a living. The result is a **business creation rate of 12%** among displaced populations, a figure that exceeds many host community averages.

Cross-sectoral opportunity

- **Manufacturing:** Agro-processing, textiles, assembly (8% of businesses)
- **Agriculture**: Farming, livestock, food processing
- **Services**: Repair, retail, hospitality, transportation, education
- **Technology:** Mobile services, digital platforms

Favorable conditions

The conditions for further growth are also more favorable than they might appear. Fifty-four percent of displaced populations fall within working age, and education levels are rising (tertiary enrollment more than tripled between 2019 and 2024). Micro-enterprises in this context are notably capital-efficient, with many businesses launched on less than $1,000.

Case Study: Inkomoko

Specialized lending infrastructure demonstrates that refugee entrepreneurs achieve commercial repayment rates when financial products adapt to displacement realities

29,000+ clients reached, **$11m** invested in 2024 ($371 per client)

15,000+ jobs created

95% loan repayment rates

Operations across **East Africa**

The model

Entrepreneurship support ecosystem combining training, business development, and flexible financing specifically designed for displaced populations

How they did it:

- Developed **flexible loan products** grounded in understanding refugee constraints.
- Provided **comprehensive capacity building** beyond capital alone.
- Collaborated with **partners across sectors** to create sustainable funding pipelines.
- **Connected clients to broader value chains** and customers beyond immediate settings.
- Built deep understanding of refugee business models and market dynamics to **create effective underwriting frameworks.**

The market opportunity

- **Economically excluded sector:** Entrepreneurs operate in displacement-affected areas where formal markets are broken.
- **Thriving marketplaces:** Refugee settlements and host communities generate significant economic activity despite operating outside traditional systems.
- **Demonstration effects:** Successful refugee enterprises shift perceptions and create policy momentum for broader initiatives.

Replication pathways

- **Financial intermediaries:** Specialized lenders can adapt the service model across different displacement contexts while building institutional knowledge of the market.
- **Partnership ecosystem building:** Multi-stakeholder collaborations enable systematic market development and risk sharing.
- **Regulatory innovation:** Frameworks recognizing refugee economic potential can facilitate mainstream financial sector.

"Entrepreneurs operate in displacement-affected areas where formal markets are broken."

Case Study:
LevelUp recyclers

Waste-to-value models position displaced populations as infrastructure problem-solvers while creating employment through circular economy approaches

100+ tonnes processed per month

500+ women aggregation schemes

>1,000 jobs created

Scaling to new, **more sophisticated,** product lines

The model

Founded by Agwu Kalu Ibe, an Amahoro Fellow, LevelUp transforms plastic waste streams into valuable manufacturing inputs, creating a circular economy model that generates employment opportunities while addressing waste infrastructure gaps in high-density areas.

How they did it:

- Built systematic waste aggregation systems using displaced populations as collection agents, employing systems to create immediate income opportunities for agents.
- Secured reliable demand from manufacturers ensuring consistent revenue streams for processed materials.
- Utilized donor support to access client bases and funding opportunities that enabled strong, sustainable scaling.

The market opportunity

- **Massive waste volumes:** Urban areas generate enormous plastic waste with minimal formal collection, creating abundant raw materials.
- **Manufacturing inputs:** Growing industrial demand for sustainable, cost-effective recycled materials creates reliable market for processed plastic.
- **Inadequate waste management** in camps and host communities creates immediate and obvious value, LevelUp solves a problem while generating revenue.

Replication pathways

- **Refugee-led innovation:** Displaced entrepreneurs can solve infrastructure challenges while creating economic value in host communities.
- **Fellowship model:** Provides frameworks and support systems that enable other displaced entrepreneurs to replicate waste-to-value models across different contexts.
- **Integrated employment:** Integrating both displaced and host-community labor force is ideal to scale.

"Founded by Agwu Kalu Ibe, an Amahoro Fellow, LevelUp transforms plastic waste streams into valuable manufacturing inputs."

Case Study:
Amahoro Fellowship Program

Structured investment in displaced entrepreneurs demonstrates that capital paired with mentorship and network access generates returns in jobs, income, and follow-on funding that neither produces on its own.

129 FDP leaders supported, $2M invested

2,200+ jobs created

$4M+ additional funding raised

Fellows across **Africa**

The model

The Amahoro Fellowship identifies FDP entrepreneurs with demonstrated leadership and entrepreneurial potential and provides funding alongside the full supporting infrastructure needed for this potential to flourish. Amahoro Fellows receive direct access to capital to grow their ventures, combined with leadership development, mentorship, and connections to private sector actors and investors across the continent. The program's alumni network extends that support beyond the fellowship period itself, creating a compounding ecosystem in which successful fellows open doors for those who come after them.

How they did it:

- Select high-potential FDP leaders with demonstrated leadership, entrepreneurial track record, and capacity for broader impact
- Provide direct access to funding, enabling fellows to build and scale their ventures
- This has led to a Pan-African ecosystem which continues to evolve and expand as the fellows' businesses mature and the number of fellows supported increases
- We have built in alumni pathways so that network access and support continue well beyond the fellowship period

The market opportunity

- **Untapped talent:** FDP leaders across Africa carry real skills and entrepreneurial capacity, but face a near-total absence of the funding, mentorship, and networks that would allow them to act on it.
- **Growing enterprises:** Refugee-led businesses are already creating jobs and strengthening local economies across the continent, and the Fellowship accelerates what is already happening organically.
- **Capital and support gap:** Most displaced entrepreneurs lack simultaneous access to financing, business development support, and the connections needed to reach broader markets. Addressing all three together is what distinguishes the model from standalone grant programs.
- **Systems change:** Each successful FDP-led venture shifts how investors and institutions perceive the sector, with demonstration effects that compound across the Fellowship's growing alumni base.

Replication pathways

- **Adaptable model:** The Fellowship structure can be applied across regions, sectors, and displacement contexts without fundamental redesign. The core logic of capital combined with ecosystem support holds regardless of geography.
- **Ecosystem partnerships:** The model functions by bringing together private sector actors, investors, development partners, and refugee-led organizations within a shared framework, making it inherently replicable wherever those stakeholders exist.
- **Leadership and capital combined:** Funding without mentorship and accountability produces weaker outcomes than the two together. Tying capital to development and network access creates the conditions for ventures to survive and grow beyond the initial investment period.
- **Multiplier returns:** For every dollar invested in FDP entrepreneurs has led to an additional $2 in external funding. This is evidence that the Fellowship operates as a gateway into the broader capital markets that displaced entrepreneurs have historically been shut out of.

Agriculture

Agriculture

$2.4bn

Estimated opportunity across displaced communities in Africa if adequate land access were provided

This figure represents what is achievable if land policy enables serviceable land tenure among displaced communities.

High-level agriculture *land access policy mapping across* Africa has been completed and is available upon request.

7.9m Displaced households	3.6m Displaced households in agriculture	1.8m Potential hectares under cultivation	$2.4bn Total potential agricultural output
43.1m displaced / 5.46 average household size	7.9 million households × *45% engaged in agriculture*	3.6m households × 0.5h average smallholder household landholding	1.8m hectares × $1,362 per capita productivity per hectare

Sources & assumptions

- **43.1m displaced persons:** Sourced from UNHCR's latest *displacement statistics.*
- **5.6 household size:** Average across all *UNCTAD-designated* African Least Developed Countries (LDC), sourced from *UN Population data.* LDC benchmarks used as it more closely mirrors displaced economic reality. Actual displaced household sizes likely higher based on refugee averages.
- **45% agriculture share of employment:** Continental average figure, drawn from *FAOStat.* The average continental employment figure is >90%, thus using share of employment is reasonable to estimate wider economic participation. This number is likely conservative as *FAO studies* in Mozambique and Northern Ethiopia, relatively fertile regions, show agriculture participation >80%. In *Uganda,* with structured legal frameworks for land access, this number rises to 94%.
- **0.5 hectares per household:** Sourced from *CGIAR spatial mapping data.* Africa's average smallholder farm size is 2.6ha, but 25% farm ≤0.5ha and 43% farm ≤1ha. Displaced populations likely align with lower quartile. The 0.5ha figure is also supported by Uganda's refugee land allocation legislation, tying estimates to reality.
- **$1,362 productivity per hectare:** Calculated from *Nature maize yield data* multiplied by wholesale maize prices across Africa *(Selina Wamucii)*. Maize represents continental staple crop production with broad farmer participation throughout Africa.

A Guaranteed Market

Displaced settlement farmers are positioned with inbuilt market linkage and ready demand removing one of the greatest barriers to agricultural success in Africa (160)

$5.2bn

Annual local market to feed Africa's 25.8m refugees and IDPs in camps at the WFP voucher rate of $0.55 per person per day (130)

60%

Reduction in value chain from farmer to consumer, from a norm in Africa of five to six steps, to two, reducing post-harvest losses and food costs(132)

88% of Africa lacks land access frameworks, leaving $2.4B agricultural potential unrealized

Tier	Policy Status	Countries	% of Africa
1	Active policy & wide implementation	Uganda, Zambia	3.7% (2 countries)
2	Policy exists, small/episodic issuance	Chad, Ethiopia, Mozambique	5.5% (3 countries)
3	Policy on paper, minimal practice	Cameroon, Rwanda	3.7% (2 countries)
4	No explicit land policy	All others	87% (47 countries)

Bankable Agriculture in Displacement Economies

The majority of displaced populations have farming backgrounds, bringing with them knowledge of climate-resilient crop varieties and resource-efficient techniques developed under often harsher conditions than those they now work. This knowledge does not simply disappear due to their new living conditions, and it can transfer to the benefit of host community farmers working alongside them.

The unique structure of camp-based settlements leads to steady consumer bases, with populations whose food needs remain relatively consistent across seasons. When integrated with host communities, this creates a commercial environment where agricultural incomes flow in both directions; with displaced producers selling to host consumers, host traders accessing displaced labor pools, and both sides multiplying the other's economic participation.

Multiple Commercial Entry Points

Commercial entry points exist across the entire value chain. On the production side, there is direct farming on allocated or leased land. Further along the chain, agro-processing (e.g. transforming raw harvests into milled grain, bottled juice, or preserved goods) creates value-added products that command better margins. Input provision offers yet another route, with the provision of seeds, tools, extension services, and financing that can be delivered commercially to replace aid. Finally, and perhaps the highest-potential opportunity of all, market linkage platforms that connect producers to buyers outside the settlement. This is especially important given that geographic isolation has historically been the single biggest constraint on what displaced farmers can earn.

Baseline Requirements

None of this works without land tenure. There is a need for documented, time-bound plot allocations recognized by local authorities which stands as the foundation for commercial agriculture. Without it, targeted investment in the sector will remain unrealistic.

Case Study: Omia Agribusiness farmer hub model

Integrated service centers prove displacement corridors can sustain commercial agricultural ventures when blended finance de-risks initial operations

49,000+ farmers served

$413,000+ flowed directly to refugee and host farmers by 2022

Commercially sustainable operations proven in displacement corridors

The model

Established integrated "Farmer Hubs" providing inputs, training, and market linkages to serve over 1 million South Sudanese refugees and host community farmers across Northern Uganda

How they did it:

- Secured blended finance using grant funding to de-risk operations in perceived high-risk displacement corridors.
- Capitalized on donor shift from in-kind food aid to cash assistance, creating purchasing power and commercial demand.
- Provided free agricultural extension services to farmers lacking traditional government support systems.
- Aggregated refugee-grown crops for commercial resale, creating complete value chain from input to market.

The market opportunity

- **Regional market transformation:** Investing in such hubs throughout refugee-hosting regions could transform food systems where input shortages and market isolation have historically constrained productivity.
- **Humanitarian-commercial convergence:** Combining private sector agricultural models with cash aid creates self-sustaining economic ecosystems that last beyond donor funding. The demonstrated sustainability proves market viability for mainstream investors.

Replication pathways

- **Integrated value chain development:** Models where displaced populations serve as producers, employees, and consumers builds community ownership and ensures sustainable economic integration.
- **Blended finance** can enable commercial viability in contexts perceived as too risky by lenders.
- Transitioning from traditional aid delivery to **market-based solutions** ensures continuation beyond initial interventions.

"Combining private sector agricultural models with cash aid creates self-sustaining economic ecosystems that last beyond donor funding."

Case Study: Uganda's land-based self-reliance approach

Policy guarantees on land access translate to refugee self-reliance at scale when institutionalized through plot allocations, agricultural services, and host-area investment

91% in settlements with 30×30m plots (some sites 100×50 m)

86,000+ trained in agriculture in 2023 alone

$200M+ invested in host districts since 2017

The model

Government-led settlement model that allocates small farm plots to refugees under a liberal legal framework, enabling cultivation and market participation for 1.7 million people while investing in host districts.

How they did it:

- Legislation guarantees movement and work and allows the state to allocate plots, enabling land-based livelihoods.
- Department of Refugees has MoUs with districts and landowners, with top-down planning and segmentation of plots.
- Development partners provide starter inputs, extension services and market support.
- Directed financing to refugee-hosting districts to improve host-community outcomes.

The market opportunity

- **Local economic stimulus:** Settlement investments (roads, water, schools) and aid inflows catalyze trade and employment for host communities.
- **Area-based development strategy:** National strategies position refugee presence as leverage for district-wide multi-year investment beyond settlement boundaries.
- **Food security gains:** Refugee agriculture contributes large share of household diets.
- **Fiscal sustainability:** Declining aid drove government focus on livelihood systems that reduce aid dependency.

Replication pathways

- **Land acquisition:** Negotiate MoUs with district/local authorities for settlement land with clear boundaries.
- **Host-area financing:** Combine domestic budgets with concessional funding to develop infrastructure and livelihoods in the host-communities.
- **Agricultural service delivery:** Provide starter kits, seasonal inputs, extension services, post-harvest support, and market linkages.

"Refugee agriculture contributes large share of household diets."

Case Study:
The Hive Group

Technology-driven beekeeping demonstrates how turnkey systems and guaranteed purchase agreements transform marginal activities into viable micro-enterprises

20,000+
farmers reached

Yields increasing up to **10x** for some farmers

Model has been effective in both host and displaced communities

The model

Introduced CAB hives – advanced systems that increase honey yields up to 600% compared to traditional hives. Through extensive training and guaranteed market access, the model transforms subsistence beekeeping into viable enterprises.

How they did it:

- Hands-on training and continuous mentorship
- Opened service branches in underserved areas, including refugee camps.
- Provided complete beekeeping starter kits and professional apiary setup services.
- Guaranteed honey buy-back at stable prices (~$4/kg)
- Trained community members as local agents and technicians for sustainable support.
- Promoted agroforestry and ecosystem protection alongside honey production.

The market opportunity

- **Technology-driven productivity scaling:** Advanced beekeeping systems can increase yields for small-scale producers, making previously marginal agricultural activities economically viable.
- Establishing reliable market linkages and **guaranteed purchase agreements** enables participation in formal economic systems despite geographic isolation.
- **Environmental co-benefits:** Pollination services generate additional ecosystem value. This also leads to alignment with conservation funding, creating additional revenue opportunities.

Replication pathways

- **Turnkey systems** and training reduces barriers to program replication across different contexts.
- **Multi-stakeholder partnership models** (e.g. collaboration with NGOs, government agencies, etc.) amplifies impact while reducing costs and risks.
- **Training community members as local agents and technicians** creates sustainable support networks, reducing external dependency and creating employment opportunities beyond beekeepers themselves.

Finance


50
KWACHA
ONE DINAR
10 SUID-AFRIKAANSE RESERWEBANK
National Bank of Ethiopia
TEN BIRR
CENTRAL BANK OF NIGERIA
CENTRAL BANK OF EGYPT
TWO HUNDRED POUNDS
POUNDS
200
Madiba
SF1683054 B
CAN RESERVE BANK
FIFTY RAND
50
BANK OF NAMIBIA
TWENTY NAMIBIA DOLLARS
CINQ MILLE FRANCS
RESERVE BANK OF MALAWI
500
KWACHA
₦200
Two Hundred
AA/34 156056
BANKI KUU YA KENYA
CENTRAL BANK OF KENYA
SHILINGI HAMSINI
THE FIRST PRESIDENT OF KENYA
MZEE JOMO KENYATTA
EH0258980
CENTRAL BANK OF
Seychelles
BANK SANTRAL SESEL
100
KWACHA
BANK OF UGANDA
BN3481465

Finance

$3.2bn

Estimated potential formal financial services opportunity at continental access parity

By applying continental financial participation rates without adjusting for transaction value differences, we assume displaced populations could match the financial profiles of formal users across Africa. However, this figure likely still represents a conservative estimate as those who access formal financial services typically transact larger amounts than informal users.

Savings	Credit
Total IDP & refugee GNI: $27.7bn	
Africa average savings as a % of GNI: **19.62%**	Africa average credit as a % of GDP: **20.21%**
-	GNI to GDP ratio:**2.08 → 9.73% (credit as % GNI)**
Total opportunity: **19.62%* $27.7bn = $5.4bn**	Total opportunity: **9.73%* $27.7bn = $2.7bn**
Formal % of saving: **50%**	Formal % of borrowing: **18%**
Formal opportunity: **50%* $5.4bn = $2.7bn**	Formal opportunity: **18%* $2.7bn = ~$500m**

Sources & assumptions

- **$27.7bn total displaced GNI:** Estimated gross national income of Africa's displaced populations, calculated from demographic data and income proxies *(see page 31)*.
- **Savings rate (19.62% of GNI):** Africa average from *World Bank Development Indicators*.
- **Credit rate (20.21% of GDP, converted to 9.73% of GNI):** Africa average from *World Bank Development Indicators.* Converted using GNI/GDP ratio of 2.08, itself calculated from World Bank Indicators. This ratio considers 44 African countries, excluding several such as Nigeria and Ethiopia due to missing GNI data.
- **Financial participation rates:** 53.02% of population saved money, 60.87% borrowed money, sourced from World Bank's *Global Findex.*
- **Formal vs. Informal Split:** 50% of savers and 18% of borrowers use formal channels *(Global Findex).* Calculated by identifying formal users and subtracting from total to determine informal-only percentage. *Note: Some individuals use both formal and informal services, creating overlap. As such, raw data on informal users is avoided.*
- **Key limitation:** Methodology applies participation rates uniformly without adjusting for transaction values, which are likely higher in formal channels.

Finance

Adaptive models are now overcoming FDPs' lack of legal status and documentation to secure rapid traction in large, unbanked markets with nearly zero competition

200x

Less competition. Africa has 852 commercial banks and 1,263 fintechs competing for host consumers. Fewer than 10 formal sector financial service providers - 3 documented - are offering to the continent's 27 million displaced, for:

$2.7bn

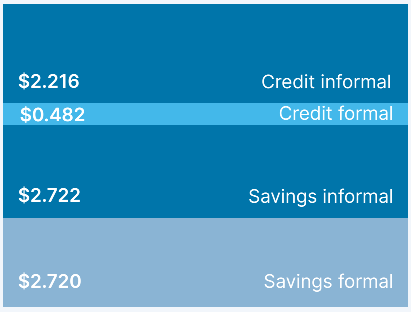
Formal savings of displaced populations

$500m

Formal credit for displaced entrepreneurs and households

This is part of $8bn total financial service market (including informal services), see chart.

Estimated total financial opportunity ($bn)



The persistent informality of credit across the continent (*82% borrow informally* compared to 50% in savings) demonstrates systematic credit market failure across Africa.

Displaced populations offer a $2.7bn opportunity to pilot solutions.

The market opportunities

- **First mover advantage:** Establish customer loyalty before competition recognizes market viability.
- **Reduced customer acquisition costs:** geographic concentration of displaced populations lowers marketing spend
- Mobile money need, with proven high adoption rates, and empty competitive space
- High loan repayment rates open way to blended finance instruments, bundling derisked loans into assets for sale

Why Financial Exclusion Creates Opportunity

The logic of traditional financial systems is built around settled lives, with permanent addresses and formal employment records often a necessity to enter the system. These requirements act as structural blockers for displaced populations, regardless of their economic capacity. This problem is compounded by regulatory frameworks with little accommodation for the cross-border documentation that displacement creates.

The result is a market that established financial institutions have largely walked away from. The gap is exemplified by the roughly 850 commercial banks and 1,250 fintechs competing for consumers across Africa, while less than 10 formal sector financial providers have offerings for the continent's displaced populations.

Commercial Advantages of Adapted Models

For any operators willing to adapt, the absence of entrenched competition in the market is an opening. Geographic concentration means that customer acquisition costs in displacement settings are often lower than in dispersed rural markets; a single camp of 50,000 people is a ready customer base with predictable financial behaviors. Early entrants can build customer loyalty and institutional trust well before other mainstream competitors recognize that the market exists. And because the regulatory space is still being defined, there is genuine room to pilot innovative models (e.g. group-based credit structures or mobile-first account opening) that could scale far beyond displacement settings.

Proven performance

- Mobile money adoption exceeds continental averages in some conflict settings (e.g. Burkina Faso, Mali at 120%+ of benchmark).
- Refugee-focused lenders demonstrate high loan repayment rates.
- Displaced savings behavior tracks continental averages.

Case Study:
MyBucks Dzaleka branch

Commercial viability proven in the world's first refugee camp bank branch, demonstrating how adapted documentation and digital systems can unlock profitable markets

7,500+
customers served

100% loan
repayment rates initially

$175K+
in deposits

Profitable
within first year of operations

The model

The branch was built inside a refugee camp in Malawi, serving 45,000 refugees who previously faced 70-kilometer round trips for basic banking.

How they did it:

- Accept UNHCR Registration Cards as valid ID, eliminating the primary access barrier.
- Facial recognition and tablet-based account opening.
- Diverse product suite including savings accounts, ATM access, microloans, money transfers, foreign exchange.
- Group lending using 10-person collectives for $100 microloans with peer accountability.
- Trained 1,500 adults in comprehensive three-week programs.

The market opportunity

- **Untapped scale:** The millions of displaced in the continent have severely limited access to finance.
- **Regulatory momentum:** Recent policy reforms in Ethiopia, Uganda, Rwanda now recognize refugee documentation for financial services, reducing compliance barriers. This regulatory precedent enables replication across multiple countries.
- **Economic multiplier:** Refugees established viable enterprises from piggeries to restaurants, stimulating local camp economy.

Replication pathways

- **Partnership model:** Cross sector collaboration provides regulatory support and market access, with shared risk enabling success in challenging environments.
- **Technology-first approach:** Tech-based systems reduce costs and risk assessment barriers.
- **Community integration:** Employment of refugees as agents and staff creates sustainable local capacity, extending reach beyond physical.

"The millions of displaced in the continent have severely limited access to finance."

Supply Chain

Supply Chain

$720m

Annual supply chain opportunity in Africa's displacement contexts

Drivers of high logistics costs in displacement settings include:

- Fuel dependency (up to 5% of budgets),
- Transport challenges (e.g. road/air freight), and

Losses - up to 80% of does not reach recipients in some African cases, emphasizing the need for efficiency improvements like local sourcing.

The significant gap in cost structure (60-80% vs. 20-30% in commercial logistics) indicates substntial opportunity for margin capture.

Supply chain share of humanitarian aid budgets in Africa

70%
Cross-continental average figure taken from six studies

Total estimated funding requirements for displacement

$1.03 billion
Derived from UNHCR total funding needs based on office sources across Africa

Supply Chain Opportunity: 70% of $1.03 billion = $720 million

Sources & assumptions

- **$1.03bn displacement funding requirement –** UNHCR's 2025 funding requirements for Africa, covering both refugees and IDPs under UNHCR mandate. Data current as of September 30, 2025. Taken from country office specific requirements (*Angola, Cameroon, CAR, Chad, DRC, Ethiopia, Kenya, Malawi, Niger, Sudan, Uganda, Zambia,* etc.). This figure understates total displacement logistics spending because: (1) Other major humanitarian actors are not captured; (2) UNHCR typically receives only 50-70% of requested funding; (3) Significant IDP assistance is delivered outside UNHCR. The $720M likely represents 30-50% of actual continental displacement logistics spending.
- **70% supply chain share:** Cross-continental studies show 60-80% of humanitarian funding is dedicated to supply chain and logistics, clustering at the 70% midpoint. For example:
  - *73%* of humanitarian response spending globally, with Africa examples mirroring this
  - *60-80%* in Horn of Africa (Somalia, Ethiopia) where infrastructure challenges drive costs higher
  - *60-80%* across multiple humanitarian studies
  - *60%* in humanitarian response plans in Ethiopia
  - *60-80%* according to the World Economic Forum.

Supply Chain

The transition in aid delivery, shifting to local suppliers and voucher based systems, is freeing infrastructure and generating gaps in parallel local systems

14000Km

The distance wheat has to travel from Kansas, USA, to Kakuma Camp in Kenya

The inefficiency premium

Humanitarian supply chains consume 60-80% of operational budgets compared to 20-30% in commercial entities, creating substantial margin for efficiency-driven private sector entry.

This premium stems from infrastructure gaps, emergency procurement practices, and fragmented coordination among multiple aid actors operating parallel systems.

How private sector can participate

Why supply chain dominates humanitarian budgets

Humanitarian supply chains are expensive, primarily due to conflicting donor priorities and international procurement requirements. The structural inefficiency is obvious when you consider the fragmented ecosystem of NGOs each with their own logistics networks built to serve overlapping populations in the same corridor. The inefficiencies continue even in cases where local sourcing is possible as international sourcing still dominates, adding unnecessary transport legs and cutting out potential domestic suppliers. This results in a system where logistics costs are regularly two to three times the commercial norm.

Leveraging established infrastructure

The infrastructure and digital systems that international development agencies have built to serve millions of people across the continent represent a foundation that private operators can integrate within. There is no need to build from scratch. Dual-use models (where a single logistics operator serves both humanitarian distribution and commercial market demand in the same corridor) can spread fixed costs across a larger revenue base and make remote operations viable where they currently are not.

Private sector efficiency and cost reduction

The efficiency gains from consolidation can be substantial. Consolidation, or having a single operator serving multiple NGO actors in a given corridor, would eliminate duplicate infrastructure. Additionally, prioritising local sourcing would greatly reduce transport costs and keep value in the local economy. The gap between what humanitarian logistics currently costs and what commercially organized supply chains typically spend is a margin available to any operator able to find the right method for stakeholder collaboration.

Case Study:
Humanitarian Distribution Network

Centralized coordination serving hundreds of thousands demonstrates the operational blueprint for commercial adaptation of last-mile distribution

Sources: *WFP, REFUGEE ECONOMIES, KKCFKE*

The Model

- **Centralized distribution hubs:** Manage large-scale procurement and primary distribution from strategic warehouses.
- **Dual delivery modalities:** Flexible system combining in-kind food rations with digital voucher systems, adapted to local context.
- **Integrated last-mile delivery:** Coordinated fleet management serves multiple NGO partners, creating economies of scale for final distribution.

The transition

There is a shift from physical, in-kind food aid delivery to digital vouchers underway in the humanitarian space. As food supplies move to ad hoc local logistics, there is increasing redundancy in the former humanitarian logistics infrastructure.

Integration Pathways

- **Humanitarian-Commercial Hybrid Model:** Blending humanitarian access and community relationships with commercial operational efficiency can create sustainable models for distribution in fragile contexts, especially if able to leverage donor funding to establish physical infrastructure and systems.
- **Technology-enabled expansion:** Digital platforms reduce marginal costs of expansion to new locations as core systems and processes replicable across different operational contexts.

Case Study:
Informal Networks in the Horn of Africa

Displaced populations build sophisticated cross-border logistics without institutional support, formalization partnerships could multiply existing capabilities

The model

In East Africa, entrepreneurial networks operate massive informal cross-border logistics operations, taking advantage of the market gap created by insecurity to transport goods across the region.

- **Clan-Based Trust Networks:** Organize logistics around kinship relationships rather than contracts, enabling cross-border operations with many transactions on informal credit.
- **Mobile-Enabled Route Optimization:** Use real-time mobile intelligence to navigate security threats, dynamically redirecting through alternative routes when formal systems fail.
- **Hybrid transportation systems:** Combine traditional methods (livestock trekking) with modern trucking (large fleets of 2,000+ trucks).

Scale

- **Massive Transaction Volumes:** Informal logistics transaction volumes are larger than many formal logistics companies, with operations spanning Kenya, Somalia, Ethiopia, Uganda, even extending to the Middle East. Some banks in Nairobi's Eastleigh neighbourhood (the country's Somali hub) have over $20M in daily cash flows. The total annual additional income generated in the cross-border livestock marketing chain in Somalia's Berbera and Bosasso marketing corridors alone are estimated at ~$150 million.
- **Strategic Geographic Positioning:** 12% of global commerce flows pass through Somalia's 3,000+ km coastline (Africa's longest), making it a natural trade corridor.

Adaptation potential

- **Humanitarian Logistics Applications:** Leverage unparalleled cross-border expertise for camp supply chain challenges.
- **Policy Integration Frameworks:** Create charter systems legitimizing informal operators within existing frameworks.
- **Commercial Formalization Pathway:** Partner with informal networks rather than attempting to compete or displace. Providing formal services (e.g. financial products, legal protections, technology platforms) while maintaining and leveraging trust-based social foundations.

"12% of global commerce flows pass through Somalia's 3,000+ km coastline (Africa's longest), making it a natural trade corridor."

Manufacturing

Manufacturing

$2.8bn

Annual manufacturing output from displaced labor force in Africa

Manufacturing participation varies significantly by displacement context, with planned settlements and progressive policy environments showing higher rates than encampment settings or restrictive regulatory frameworks. With targeted investment removing capital barriers, formalizing operations, and connecting to broader value chains, productivity per worker could increase 2-5x based on documented cases.

Refugees	IDPs
8.7m refugees × 56% labor *force participation* = 4.9 million refugee labor force	**34.3m IDPs** × *56% labor force participation* = 19.2 million IDP labor force
10% *engaged in manufacturing* = 490,000 in manufacturing	**5.3%** *Africa LDC average* engaged in manufacturing = ~1 million in manufacturing
Multiplied by $1,886 *Africa low-income average productivity* per worker = **$926m**	Multiplied by $1,886 *Africa low-income average productivity* per worker = **$1.9bn**

Combined total: $2.8bn

Sources & assumptions

- **Displaced persons:** Sourced from UNHCR's latest *displacement statistics.*
- **56% working age population:** Drawn from the African Development Bank's *concept note* on youth economic opportunities in Africa. Validated with ILO *statistics* (within 15% margin of error), rendering projections more conservative.
- **10% manufacturing (refugees):** Derived from World Bank *survey data* of displaced populations across Nigeria, Somalia, South Sudan and Sudan. While extrapolating from four countries to the continent presents limitations, these nations represent a significant proportion of Africa's displaced and rank among the continent's most fragile, suggesting these figures are likely representative of broader displacement realities.
- **5.3% manufacturing (IDPs):** *UNIDO* Africa LDC average for manufacturing sector participation. *Note: Nigerian IDP survey data shows only 3% manufacturing participation. 5.3% figure may represent an upper bound; many displaced manufacturers operate below this benchmark.*
- **Productivity per employee ($1,886):** Number taken from International Labour Organization *(ILO) data,* specifically the metric *Low-income Sub-Saharan Africa average annual manufacturing productivity per worker.*
- Where continental benchmarks were required we applied low-income continental averages rather than the overall ones to better reflect the economic conditions in displacement.

Manufacturing

While capital-intensive with longer timelines, manufacturing offers patient investors access to an established workforce and proven production models at scale

1.5m

Estimated number of displaced individuals currently working in manufacturing across Africa

29

Annual estimated manufacturing output from Africa's displaced labor force currently engaged in the sector

Capital Intensity Challenge:

Infrastructure is the defining issue for manufacturing in displacement settings. Where highways link camps to raw materials and markets, broader manufacturing becomes viable. This is the most capital-intensive sector with highest operational barriers to entry. Success requires patient capital with 5+ year timelines and integrated support infrastructure.

Existing manufacturing in displacement zones is focused on light-industry, with segments such as agro-processing, textiles & apparel, and leather. This leverages local agricultural value chains rather than pursuing the expensive heavy industrialization.

High-potential Manufacturing Segments

Within manufacturing, three segments stand out for their accessibility and commercial logic in displacement contexts:

1. Agro Processing

Agro-processing carries the lowest capital requirements of any manufacturing activity, and it maps directly onto the economic conditions of displacement. Camps and settlements create concentrated, predictable demand for processed food products (e.g. milled grain, bottled juice, preserved vegetables, refined oil, etc.) and local raw material supply is frequently available nearby. This is the most natural manufacturing entry point in displacement settings and requires far less upfront investment than any other production activity.

2. Small-scale assembly

Many refugee populations carry skills and technical training from their countries of origin that are rarely formally recognized but remain practically intact. Examples of this include electronics assembly, furniture production, construction materials, and metal fabrication, all of which can draw on this existing human capital, with labor cost structures that make integration into regional value chains commercially attractive. The key advantage of light assembly is that it does not require deep supply chain development and can connect into existing regional infrastructure without starting from zero.

3. Repair and maintenance

Represents perhaps the most immediately viable entry point of all. Formal service providers are largely absent from displacement corridors, creating an obvious gap with low setup costs. Businesses in this space generate immediate value for both refugee and host community residents, and they provide a foothold from which more capital-intensive manufacturing activity can grow. Examples include electronics repair, vehicle maintenance, and appliance repair.

Case Study:
Kivu Society Corporation (KSC)

Refugee-led agro-processing in Eastern DRC demonstrates manufacturing viability even in active conflict zones when entrepreneurs integrate complete value chains

The model

Founded by Amos Kwizera, an Amahoro Coalition Fellow, with lived experience as a refugee, KSC transforms locally sourced agricultural products such as fruits, ginger, and honey into soft drinks and juices in Eastern DRC, a region marked by conflict and displacement.

How they did It:

- Partnered with major distributors, including Coca-Cola for market reach across region.
- Trained local farmers, particularly displaced persons, to cultivate tangawizi (ginger) specifically for juice production.
- Leveraged relationships with development actors to secure blended financing suitable for high-risk growth.
- Built complete value chain from agricultural input sourcing to finished product distribution.

The market opportunity

- **Integrated supply chain advantages:** Complete value chain control reduces dependency on unreliable external suppliers in conflict zones and enables quality control throughout production.
- **Conflict resilience:** Continued profitable operations despite severe insecurity challenges proves manufacturing viability in a context perceived as impossible by many investors.
- **Producer surplus:** Operating in perceived high-risk areas creates competitive moats, enabling rapid market dominance and share capture.

Amahoro Fellowship impact

- **Refugee-led development:** Displaced entrepreneurs uniquely positioned to drive economic growth in origin countries, leveraging cultural competency and deep community trust impossible for outsiders.
- **Scalable methodology:** Fellowship supports replicable that can be adapted across different sectors and geographies, even in the most extreme conditions.
- **Multiplier effects beyond individual ventures:** Each successful refugee-led enterprise creates broader demonstration effects, shifting the risk perception and unlocking market access for other displaced entrepreneurs.

“KSC transforms locally sourced agricultural products such as fruits, ginger, and honey into soft drinks and juices in Eastern DRC, a region marked by conflict and displacement.”

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