

Project Description

Phase II: 'Strengthening the capacities of Community-Based Organizations (CBOs) serving migrants in Egypt'

Submitted by Saint Andrew's Refugee Services

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List of Abbreviations

CBO: Community Based Organization

COD: StARS Community Outreach Department

GBV: Gender-Based Violence, including sexual violence

GoE: Government of Egypt

ICRC: International Committee of Red Cross and Red Crescent Organizations

MAP: StARS Medical Access Program

PS: StARS Psychosocial Department

RaMCIS: Refugee and Migrant Communities Information System

RLAD: StARS Refugee Legal Aid Department

RSD: Refugee Status Determination

UCY: StARS Unaccompanied Children and Youth Department

1. Project Rationale

1.1 National context

The political, economic, and security situation for refugees and vulnerable migrants in Cairo has continued to deteriorate over the last three years, given the current local conditions and the detrimental impact of the Covid-19 pandemic.

Egypt has continued to battle with an ever-increasing population, and with the devaluation of the Egyptian pound leading to fluctuating inflation rates, the poverty rate is nearing 30%. Since the events of the Arab Spring in Egypt, citizens have continued to live under harsh and repressive conditions imposed by the Government of Egypt (GoE). There have been increased global reports of the GoE imprisoning human rights activists, lawyers or government critics, and security forces continue to act with impunity, prosecuting and harassing individuals and their families for speaking against the government.

This hostile situation has a devastating impact on refugees in Cairo. The GoE refuses to allow refugees or asylum seekers to work, and there are increasing barriers to accessing support services, education and healthcare. Before the Covid-19 outbreak, refugees and asylum-seekers in Egypt were already extremely vulnerable, with seven out of ten refugees unable to meet their basic needs.¹ Many refugees are falling into increased debt, unable to provide their families with basic food and shelter and faced with homelessness and destitution. Since Covid-19 and the announcement of protective measures by the GoE in March 2020 (which included a daily curfew and closures to businesses, transportation, and government services), CBOs have become the main source of protection for their communities. Community members are experiencing additional layers of vulnerabilities, including reports of increased discrimination and xenophobia, denial of medical care and access, loss of employment, widespread evictions and hunger.

As of 31 December 2020, UNHCR Egypt had a total number of 259,292 registered refugees and asylum-seekers from 58 countries, over half of which continue to be Syrian, followed by Sudanese, South Sudanese, Eritrean, Ethiopian, and Yemeni.² In the last few years, the number of refugees registered in Cairo has steadily increased and, although there was a significant drop in the number of refugees entering the country in early 2020 as a result of the pandemic, it was quickly followed by a spike in estimated new arrivals in November 2020.

¹UNHCR Egypt - <https://www.unhcr.org/eg/16453-COVID-19-takes-heavy-toll-on-refugees-in-egypt.html#:~:text=Following%20the%20outbreak%2C%20many%20have,violence%20are%20on%20the%20rise.>

²<https://www.unhcr.org/eg/wp-content/uploads/sites/36/2021/01/December-2020-UNHCR-Egypt-Monthly-Statistical-Report.pdf>

Throughout 2020, refugees have faced numerous challenges in accessing international organizations' services as many services for refugees were curtailed by the Covid-19 pandemic. In 2020, UNHCR's services closed temporarily, dramatically impacting social and protection issues, especially for newcomers and undocumented migrants. RSD interviews were postponed for half of 2020, and most significantly, registration services were reduced, leaving a backlog of tens of thousands of unregistered individuals and a backlog of more than 60,000 refugees who possessed expired documentation. Without being able to register at UNHCR or validating their UNHCR documents, refugees have not been able to obtain a valid Egyptian residency permit, affecting their ability to access services. Without a residence permit, for example, you cannot access phone services and SIM cards - which has left many newly arrived refugees disconnected. Consequently, UNHCR's winterization assistance program in 2020 only reached 55 percent, half of the intended beneficiaries being unreachable because of severed phone lines.

Equally, without a residence permit, refugees face an increased risk of detention, arrest or trouble with security forces, further adding to their protection risks. Government Legal aid is still not available for refugees, and therefore, legal advice has to be disseminated by the service providers or falls on CBOs to provide accurate information on reporting protection issues, preparing for refugee status determination interviews or advising on durable solutions.

Recently, unaccompanied and separated children have also become more vulnerable, while gender-based violence incidents have increased. UNHCR reported 1539 GBV incidents, a figure which is undoubtedly an underrepresentation of the true scale of GBV due to problems with reporting to UNHCR while offices were closed in early 2020. Almost 40% of cases reported were rape and sexual violence, highlighting the severity of GBV incidents perpetrated against refugees. With fewer opportunities to report to UNHCR due to closures, the protection of survivors again has fallen back on CBOs who are already operating with limited resources. In Cairo, other than CARE and StARS, there are no other services providing community outreach support, or training to CBOs tasked with protecting survivors.

Despite the efforts of service providers and UNHCR refugees' basic needs are still not being met. UNHCR Egypt calculates that an individual requires EGP 1,462 in order to meet their survival minimum expenditure however currently, UNHCR can only provide unconditional cash grants ranging from only EGP 600 to EGP 3,000 EGP and this is limited to only 30% of refugee households.³ Consequently, without access to funds and without the right to work, many refugees continue to rely on the support of family, friends and their communities. In September 2020, a survey conducted on behalf of UNHCR by Sagaci Research showed that 81 percent of refugees in Cairo had reduced their food intake, 64 percent had skipped rent payments and were in debt to landlords; and 52 percent

³ Minimum Expenditure Basket 2019-2020," UNHCR Egypt, shared at Cash-Based Interventions Working Group, 20 May 2020.

had, at some point, resorted to begging. In 2021 it is predicted that there will be an even more significant reduction in cash assistance as UNHCR's multipurpose cash assistance is set to be cut by more than 15 percent. Refugee communities have reported being afraid that in 2021 they will not receive assistance and fall further into destitution.

In addition, livelihood and employment opportunities have decreased, which has had dire consequences on housing security. Despite not being able to legally work, many refugees rely on everyday work. A UNHCR needs assessment shared in December stated that 41 percent of the surveyed refugee respondents who were previously employed had lost employment during 2020 due to the socio-economic impact of Covid-19, while those who had retained their jobs are now subject to increasingly exploitative or underpaying working environments. This decrease in income has led to a backlog of unpaid rent and refugees being evicted from their homes. More refugees therefore are relying on community-based housing solutions in the absence of enough support from service-providing organizations such as UNHCR. Community-based housing solutions are an emergency response, and while very important in this context, they are often overcrowded and lack hygiene facilities.

As COVID-19 cases increase and public healthcare facilities are overwhelmed, refugee access to medical care has also been impeded. Although UNHCR reports having liaised closely with the World Health Organization (WHO) and Egypt's Ministry of Health and Population (MoHP) to ensure refugees and asylum-seekers with Covid-19 symptoms have access to health care on the same level as Egyptian nationals,⁴ in reality this is not the case. Research published in December 2020 by UNHCR and Caritas indicated that 57 percent of surveyed refugees did not know where and how to seek treatment for Covid-19. In addition, CBOs have observed fear among refugee populations of disclosing Covid-19 symptoms and presenting at government facilities, partly as a result of expired documentation and perceived risk of arrest.

The pandemic also has had some of the worst consequences worldwide for children in education, and in Cairo, this is no exception. According to UNHCR, there are 98,385 children registered with UNHCR in Egypt,⁵ of which approximately half are in some form of formal education. At present roughly 20 percent of the refugee population are not entitled to access Egyptian public education and those who are able to enroll in Egyptian public schools from Syria, Sudan, South Sudan, and Yemen, do not attend for reasons including a preference for their own national curriculum, documentation barriers to enrolment in public schools, and xenophobia or harassment faced by refugee children. Therefore, a large portion of children attend community schools led by refugees, for refugees.

Refugee community schools are in a desperate financial situation, undermining their ability to deliver education to refugee children. Community schools rely on education grants received through UNHCRs' implementing partner Catholic Relief Services (CRS), which have been reduced in 2020/2021 to only EGP 1000 per enrolled child which means families can no longer cover the school

⁴<https://www.unhcr.org/eg/wp-content/uploads/sites/36/2021/02/UNHCR-Egypt-Operational-Update-October-December-2020.pdf>.

⁵ UNHCR education facts

fees. In mid-January 2021, StARS found that out of 21 community schools surveyed, on average, only 37% of students had been able to pay their fees. At one school, the figure was as low as 5%.⁶ As a consequence, schools fear being able to stay open, and others are unable to meet operating costs, including rent, teacher salaries, and administrative costs. Additionally, due to Covid-19 Community schools are trying to keep to government guidelines and move to online modes of schooling, however they do not have the material resources to support the children. With a lack of internet in the communities and nearly half of students not having access to online learning, UNICEF have reported an increase in children dropping out of school, while 67 percent of refugee children feel that they are not learning at all, 64 percent reported they are not using any learning materials, and 62 percent of children feel tense and 37 percent reported violence in the home. Without interventions, thousands of refugee children risk falling out of education.

1.2 Local context

The needs outlined above highlight Community-Based Organizations (CBOs) frontline role as first-responders within their communities. In the absence of support from most (I)NGOs in Egypt during the Covid pandemic, refugees, vulnerable migrants and new arrivals in Egypt have been mainly dependent on their local CBOs. Over the last year, CBOs have spent much of the pandemic finding community-based solutions to homelessness and food insecurity, and provided food boxes, medical grants, and other forms of material and financial assistance. With UNHCR mostly closing its doors due to the pandemic, CBOs were increasingly relied on to provide community-based protection, advice and support.

Despite an increase in refugees and migrants relying on community-based protection, CBOs and civil society groups still lack financial support and funding for the crucial work they carry out, with challenges to becoming legally registered at the heart of this problem. A new NGO law passed by the Government of Egypt in summer 2019 further jeopardized attempts for CBOs to legally register as an organization within Egypt. This has in turn made it difficult to source funding through international organizations.

In addition, CBOs are still struggling to get their voices heard and to meaningfully participate in decisions that affect their communities. StARS has been advocating with (I)NGOs and UNHCR to have the CBO network represented at relevant Working Groups but currently CBOs still are unable to attend. CBOs continue to be overlooked and increased resources are needed to advocate for their participation in policy dialogue.

By not including refugee civil society structures in available opportunities, UNHCR continue to resign themselves to throwing away money on projects that are designed using top-down models of community engagement and that do not serve communities most effectively

⁶ Education Working Group, Rapid assessment notes - January 2021

1.3 Global Context

Since the beginning of Phase I of the project “Strengthening the capacities of Community Based Organizations (CBOs) serving migrants in Egypt” there has been growing recognition and enhanced advocacy towards the meaningful participation of refugees in the refugee response. During the 2016 New York Declaration and the 2018 Global Compact on Refugees (GCR), refugees and host community members were recognized as key to ensuring that refugee responses are meaningful, appropriate, accessible, and inclusive and ensure the inclusion of their perspectives in progress.⁷

The Global Refugee-Led Network defines the meaningful participation of refugees as:

*‘When refugees — regardless of location, legal recognition, gender, identity and demographics — are prepared for and participating in fora and processes where strategies are being developed and/or decisions are being made (including at local, national, regional, and global levels, and especially when they facilitate interactions with host states, donors, or other influential bodies), in a manner that is ethical, sustained, safe, and supported financially’.*⁸

Since the Global Compact on Refugees in 2018 more and more refugee-led networks like the Global Refugee-Led Network have been involved in advisory talks and were active in the drafting of the Global Compact on refugees, participating in the Global Refugee Forum Event alongside 70 other refugee voices in Geneva. This has also included other pan-regional groups such as the Asia Pacific Refugee Rights Network and Asia Pacific Network of Refugees whose forums include 451 civil society organizations and individuals from 38 countries committed to advancing the rights of refugees in the Asia Pacific region and are strongly advocating refugee engagement and promoting the inclusion and self-representation of people with lived experience.⁹

At a time when global migration is on the rise - the number of migrants globally reaching an estimated 272 million, of which 20,414,203 are vulnerable migrants and refugees, coupled with increasing political negative attitudes highlight that a focus on community protection and refugee-led programming is more important than ever.¹⁰

Despite these gains and global interest, in reality refugee participation still faces a number of challenges. Firstly, on a funding level larger INGOs are still not willing to fund smaller community-led organizations. On a policy level, sadly refugee participation is still tokenized, as opinions are often sought through brief meetings to compliment projects rather than embedded in program design and development. Meaningful participation unfortunately may not appear immediately feasible for many international organizations, given the historically entrenched structures that they operate within. However, a shift in thinking and in organizational culture needs to happen, as the current models

⁷ <https://www.unhcr.org/afr/5e8b2a107.pdf>

⁸Meaningful Participation Guidelines, 2019 - https://asylumaccess.org/wp-content/uploads/2019/12/Meaningful-Refugee-Participation-Guidelines_Web.pdf

⁹ <http://aprrn.org/wp-content/uploads/2021/01/APRRN-Annual-Report-2019.pdf>

¹⁰ Refugee data finder - <https://www.unhcr.org/refugee-statistics/download/?url=p9M8>

implemented by international NGOs are unsustainable, inefficient, and disempowering for the very populations they are meant to assist and enable.

This project, as well as contributing to this wider movement on refugee-led programming also falls in line with the Sustainable Development Goals. The Egyptian government cannot achieve the broad ambition of the Sustainable Development Goals (SDGs) without the support of strong civil society institutions to address service gaps and community needs. Strengthening the capacities of migrant CBOs to provide sustainable support to their communities, contributes to SDG 16 peace, justice and strong institutions; SDG 3 good health and wellbeing (e.g., expanded sustainable protection services); and SDG 5 gender equality (e.g., promotion of gender equality, serving survivors of SGBV and trafficking).

Currently, there are still only a handful of examples from around the world of truly refugee-led initiatives, of which StARS is one. With refugee-led protection finally being recognized on the global stage, Phase II of this project therefore aims to be at the forefront of this wider movement - calling for systematic and transformative long-term change so that refugees can meaningfully participate in programs and policies that influence their lives.

2. About StARS

2.1 Overview

StARS was founded in 1979 by the congregation of St. Andrew's United Church of Cairo and is a registered faith-based organization in Egypt, operating under the authority and the protection of the Protestant Churches within Egypt. StARS was one of the first organizations in Egypt dedicated to improving the quality of life of refugees and vulnerable migrants and continues to provide services under four key programs, Education, Psychosocial services, Legal and Community Outreach.

Importantly, since 2015 StARS has committed itself to becoming an organization run by and for refugees. StARS model is founded on the idea that the people most often qualified to represent, assist, and make decisions for refugees and vulnerable migrants are members of those same communities, as they have the greatest knowledge of the communities' social, cultural, economic, and political environments and needs as well as of potential solutions. Currently, over 85 percent of StARS staff members are from displaced populations, and over 80 per cent of StARS teams are led by members of displaced populations. Five of the nine Directors of StARS are members of displaced populations.

Over the last five years, StARS have been committed to 4 key areas of their work to ensure meaningful participation:

- **Recruitment; Look and you will find** - While qualified refugees had been in Egypt for a long time StARS had largely overlooked them because we were not looking for them. In 2015, Once StARS committed to hiring refugees, StARS were able to find capable, qualified, experienced candidates who are also members of displaced populations. StARS is trying to create a sustainable organizational structure fueled by training and professional development that will equip refugee staff for future careers, be it with StARS, or alternatively in their country of origin or after resettlement.

- **Fair and equal pay scale and transparency** - Most international NGOs have multiple pay scales, with internationally-hired staff being paid far more than locally-hired staff – even for the same work. This disparate treatment, which extends to benefits such as allowances and insurance, damages morale and cohesion. At StARS, all staff are paid on the same scale at local rates, sending a clear and unequivocal message that the work of refugees is no less valuable than that of staff with a different legal status or nationality.
- **Do not expect less; support more** - Even though they experience daily the harsh realities of refugee existence in Egypt and the disruptions caused by forced migration, we do not expect any less of our refugee staff. Instead, we provide our staff with greater levels of internal and external training and support. In addition to regular training, supervision, and support, staff have access to counsellors and other forms of psychosocial care.
- **Collaborate with existing refugee community structures** - StARS has implemented a complementary secondary model to promote local ownership, in collaboration with some of the dozens of refugee-led community-based organizations in Cairo. In a long-term approach, through the Community Outreach team StARS is working with CBOs in Cairo to train them in providing legal, education, and psychosocial services, as well as equipping them with tools to access external funding. It is through this team that Phase II of this project will be carried out.

Due to the above approach, StARS occupies a unique position in Cairo, influenced and trusted by a range of (I) NGOs, and equally trusted and supported by refugee-led Community Based Organizations. On an international stage, StARS has been invited yearly to participate in UNHCR NGO consultations in Geneva while within Cairo StARS sits on all Working Groups at UNHCR, influencing policy and advocating for refugee communities' needs. As a result of the Community Outreach program (more details provided below) and its connection to CBOs in Cairo it has become well positioned to provide a voice for many of the refugee and migrant communities. With regular consultations with CBOs, hearing from communities and StARS staff, StARS can authentically represent their issues at the national and global level, with diplomatic missions and with senior policy makers.

2.2 Community Outreach Department

Phase II of this project, like Phase I, will predominantly be managed and overseen through the Community Outreach Department. Since 2018 and the start of Phase I the Community Outreach team has grown significantly. After beginning in 2016 with just one Legal and one Syrian officer it has grown to include 38 positions of staff working under seven separate programs. Since 2016 the CO team have worked with over 51 Community Based Organizations and continually maps and assesses new CBOs set up in Cairo, supporting through specialized training, identifying needs and providing updated information to ensure communities are positively impacted. Having expanded in the last three years the Community Outreach team now has six core programs:

1. **External Projects Program:** The main aim of this program is to strengthen the institutional capacity (internal systems, procedures, policies) of CBOs. This includes capacity building

support through needs assessments, workshop series, training and individual support to CBOs across Cairo.

2. **Deputy Education Legal Psychosocial (DELP):** This program builds the operational capacity building of CBOs and trains and supervises the staff to provide high quality Education, Legal and Psychosocial programs within the CBOs:
 - a. The Education team consists of the CO Education Manager, two teacher trainers and a Special needs education officer. They are responsible for CBO education trainees and provide teacher training to CBOs including classroom management, child protection and communication while providing advice and encouragement to CBOs in developing their own education centers.
 - b. The CO legal team consists of a CO Legal Manager, Senior Legal Officer, Legal Associate, Legal Officer. They work on building the legal capacity of the CBOs by providing legal training and supervision in addition to training and workshops for community members and active community leaders.
 - c. The PS team consists of a CO PS Manager, two CO PS Associates, Senior Psychosocial Officer and are responsible for interviewing, hiring, and overseeing PS trainees. They review and approve multi-cash assistance, one-off cash assistance and food box assistance and provide CBOs with multi-purpose cash grants every three months, providing food, and hygiene boxes for CBOs to distribute. They also assist in developing referral systems between CBOs and StARS PS teams.
3. **Gender Program:** The Gender program builds the capacities of CBOs to integrate a gender perspective within their organizations and services and guide the integration of gender within CO programs as a whole. As of September 2020, it consists of Gender Equality Officer and Gender Associate.
4. **Syrian and Yemeni (SYCO) & African Nations Programs (ANCO):** SYCO and ANCO are responsible for the management and oversight of work with CBOs across StARS, including the mapping and identifying the needs of Community Based Organizations. Most importantly, SYCO and ANCO work to manage and develop relationships with leadership at CBOs, and advocate for the urgent needs of the communities. Currently they work with 51 CBOs across Cairo.
5. **Communication Program:** This program was started to create and improve StARS promotional material as photos, infographics, annual report, newsletter, in order to maintain StARS social media presence and platforms while also creating and maintaining online platforms between CBO leaders. In Phase I they have worked to build the capacity of leaders in their communication skills and delivery advocacy messages.
6. **System Development Program:** The System Development Program was created in December 2018 and has set up a case management system (CMS) that helps CBOs record, track, and report on their activities. This in turn helps with their advocacy efforts and fundraising opportunities.
7. **HR and Program Officer** - The Community Outreach is unique in that it is the only StARS department with its own designated HR staff, outside of the StARS Management HR team due to the number of CBOs staff hired and the ongoing HR activities work with CBOs.

8. **Fundraising Team:** The fundraising team works with CBOs to look for and provide resource mobilization support including delivering fundraising trainings and 1-1 sessions to help develop organizational fundraising plans.

With StARS Community Outreach team uniquely positioned in the community and with their in-depth understanding of the community's needs it is in a prime position to carry out this exciting, innovative project to develop CBOs' capacity to deliver high quality sustainable services through Phase II of this project. For further information on StARS organizational structure see Annex VII.

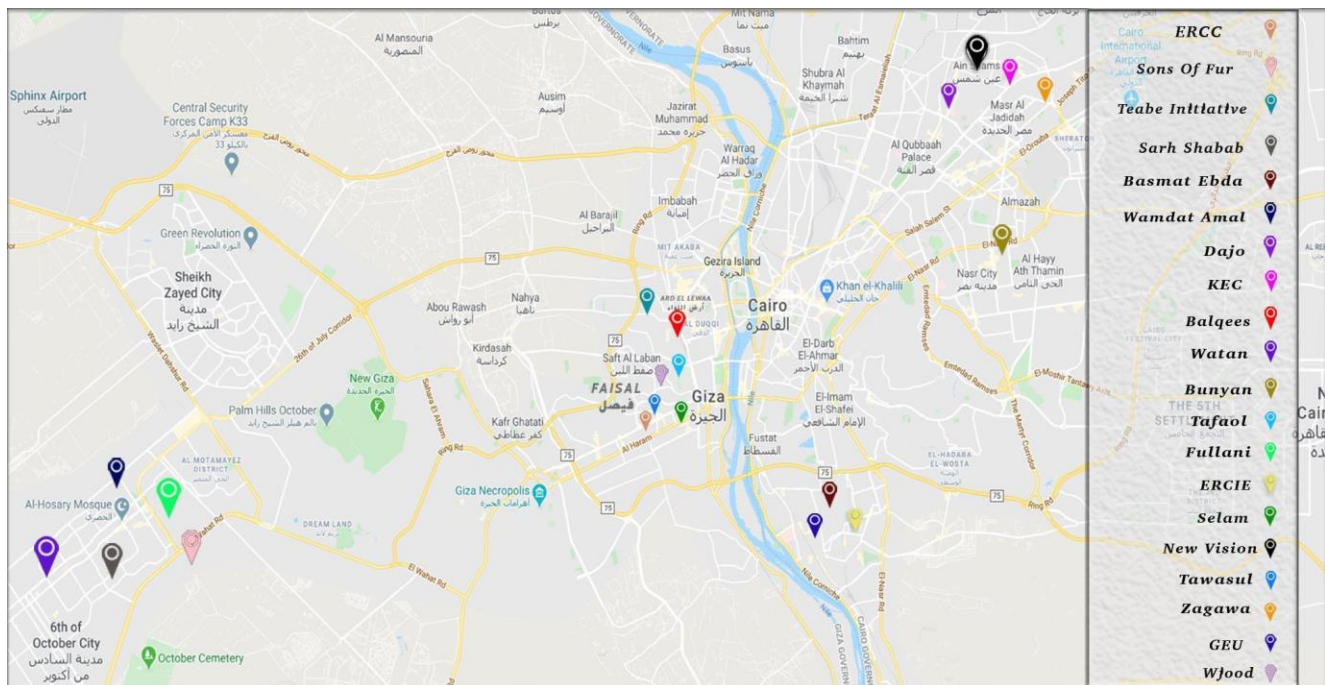
3. Impact of Phase I

During Phase I of the “Strengthening the capacities of Community Based Organizations (CBOs) serving migrants in Egypt” StARS have worked with 20 CBOs across Greater Cairo. As outlined in the Phase I proposal, over three years, the 20 CBOs were provided support in three rounds, R1, R2, R3. By the end of the project, R1 will have received 36 months of support, R2 will have received 24 months and R3 will have received 14 months. The CBOs supported in Phase I are listed below by round (further info on each CBO can be found in Annex VI: Stakeholder analysis):

Round 1: Balquees, Watan, Salam, Sons of Fur (currently suspended)

Round 2: Bunyan, ERCIE, Fulani, GEU, New Vision, Tawasul, Zagahawa

Round 3: ERCC, Tafawul, Wojood, Dajo, Basmat Ebda, Sareh Shebab, Knowledge Education Centre, Teabe, Womdat Amal.



When joining Phase I of the project all of the CBOs had varying starting points and as a result, at the end of Phase I the CBOs will also have varying finishing points in terms of their financial stability, operational services and institutional capacity. For example, the bigger CBOs like Watan, that were already legally registered when joining the project, have a large school and as a result have more financial stability through income generation. By contrast, other CBOs like Balquees or Selam are still not legally registered and have far less income making them less financially stable. Despite this, the distance travelled by Balquees is probably greater than by Watan. This varying need will be important to take into account in Phase II.

The overall impact and progress of Phase I has been thoroughly documented through the six-month progress reports as well as through an external evaluation conducted in February 2020 which evaluated the end of the first year of the project; its impact and effectiveness as well as its relevance and sustainability. Below is a brief overview of the current impact up until March 2021 and including all CBOs involved in the project. A further progress report will be submitted in July 2021 to give a further update on Phase I of the project.

3.1 Overall Impact

As represented in the external evaluation, progress reports from Phase I have had a positive and strong impact on refugee communities in Cairo. 20 CBOs have developed new services, have gained skills and knowledge to deliver high quality psychosocial, educational, and legal services and have begun to use this knowledge to work together collaboratively for the greater needs of their communities. CBO community members and beneficiaries have witnessed this change and have spoken very positively across all CBOs.

There are three indicators in Phase I that measured the impact and sustainability of this project and the steps towards these have been documented extensively in the progress reports and the Year 1 Evaluation. Therefore, below is only a short summary of the impact so far of this project, followed by an overview of key lessons learnt for Phase II.

Indicator 1: refugee communities are able to access services from adequately recompensed, highly trained professionals through community-based organizations and to have their voices heard through these organizations.

The external evaluation from year one, progress reports and satisfaction surveys from communities show that this project has successfully reached marginalized refugee communities as a result of CBO staff being trained to provide high quality services. In total over the course of Phase I, StARS has trained 260 CBO staff, including 22 leaders, 33 project staff, 190 teachers, and 15 volunteers across 20 CBOs. These trainings have professionalized CBO structures and services while also giving CBOs the tools and knowledge to advocate for their communities and begin to access funding. At the end of Jan 2021 - the average number of community members served per week has increased by 72% since the beginning of the project.

In satisfaction surveys conducted at the end of December 2020, community members reported they were highly satisfied with the individual services being offered - with 76% satisfied with legal services, 60% with PS services and 61% with CBO education services. The levels of satisfaction were lowest when asked about financial assistance and medical care - which are areas known to be underfunded by service providers and UNHCR. Through the provision of education and medical grants over the course of Phase I StARS and CBOs have tried to bridge this gap however there are still limited resources. Levels of satisfaction were highest regarding the staff and trainees within the CBOs with 90% of community members reporting feeling listened to and supported by the trainees and the CBOs.

Further interviews and focus groups with CBO leaders and their chairs as part of the needs assessment for Phase II (see next section) highlighted the impact on the community. This quote represents the general feel towards the project:

'The training they have received has changed a lot their professional level and has a direct impact inside the CBO and made it more professional. They started giving services to the community in a well-founded way and are supporting a bigger number in the community. We also now have the trust among the community' CBO chairman 2021.

Overall, the impact of Phase I of this project on refugee and migrant communities in Cairo has been a huge success, with a 70% increase in vulnerable refugees and migrants having access to protection services. Without this project and these CBOs providing support during the COVID-19 pandemic many would have gone without any support and vulnerable refugees and migrants would have fallen through the cracks.

Indicator 2: CBOs are sustainable through finding alternative funding sources and are able to provide services without interruption.

Over Phase I, StARS has worked with all 20 CBOs to provide initial training and support in institutional capacity building. This has involved completing funding applications in addition to giving advice and help in becoming legally registered. Through the setup of RaMCIS case management systems and the CBOs project applications for the microgrants, CBOs have visibly upgraded their advocacy skills and the written representation of their work to funders. Following the employment of a Community Fundraiser in Phase I, CBOs also have received further intensive training on writing applications, budgeting and income-generation, resource mobilization and how to build actionable fundraising plans.

As a direct result of the above actions some CBOs in the project have already been able to secure funding from other (I) NGOs, including Balquees, a women-led Yemeni CBO, who now partner with CARE International Egypt to work on a women's empowerment project. Other CBOs have had positive outcomes in trying alternative fundraising techniques and income -generation activities. Over the course of Covid-19 many CBOs fundraised within their communities and Watan successfully

distributed food boxes to 700 families, Sons of Fur started to fundraise abroad and Selam collected EGP 10,000 to get sim cards to support new arrivals.

These positive examples above are just some of the outcomes that represent the increase in knowledge, time, effort and drive by CBOs to look for fundraising opportunities. However, despite these efforts there have been numerous challenges throughout Phase I in securing financial stability (see key lessons learned) - building on this indicator is crucial for the long-term success of this project.

Indicator 3: UNHCR is regularly engaging with a network of community leaders:

In Phase I, StARS have made steady progress towards this indicator and Phase II aims at building on the foundations that have been laid. In Phase I StARS focused on delivering advocacy trainings while setting up the CBO network. The CBO network has met quarterly and has provided a space for CBOs to work together, share ideas, experiences and expertise. For example, one CBO has offered training for others on legal registration while others have developed referral pathways between themselves. In 2019, CBOs also had the opportunity to practice their advocacy skills at a conference organized by the Embassy of Switzerland and IOM and in 2020 some CBO leaders from the network had a meeting with the World Food Program outlining their communities needs and interests. In May 2020, 91% of 11 CBOs indicated they benefited from online and in person networks.

In 2020/21, with the employment of a Policy and Advocacy officer the network has been formalized, and a collective mission and goals have been established. The mission is 'to unite and instill solidarity among refugee-led organizations working in Greater Cairo in order to strengthen the rights and access to basic needs of refugees, asylum seekers and migrants through joint advocacy and the provision of services' while the goals aim to improve on communication between members, work on referral pathways, share expertise in addition to working more closely with international organizations. By the end of Phase I the CBO network will therefore be in a more stable place to move into Phase II and develop a clear advocacy strategy for regular engagement with UNHCR and other service providers in Cairo.

External to the direct program, StARS have continued their advocacy on the international level and are communicating with INGOs to understand the barriers to refugee participation. StARS senior management are advocating within all UNHCR Working Groups while on an international level StARS have attended the Global Refugee Forum in Geneva in 2019, StARS Executive Director spent time in Washington with commissions and StARS senior staff are regular attendees to UNHCR's yearly NGO consultations in Geneva.

Thankfully, the Covid-19 pandemic and accompanying restrictions have had a limited impact on this indicator. StARS suspended all in-person activities, including networking events and informal meetings, but has actively continued the networking activities and joint trainings online. This ensured continuous best practice sharing. StARS hopes for Phase II to build on the above by

developing more formal advocacy goals, increasing the number of CBOs participating in the network and working towards it being self-led by the CBO members.

3.2 Key lessons learnt from Phase I of the project

At the end of Phase I there are some key lessons learnt and challenges that will be taken into account in the development of Phase II:

Suspension of CBOs during the project

Over the course of Phase I some CBOs had to be suspended from the project due to issues relating to gross misconduct, lack of transparency and internal politics of the CBOs. These suspensions have been discussed thoroughly in the progress reports and they outline how StARS adapted their CBO selection process to include more thorough needs assessments. StARS encouraged greater transparency and ensured that agreements of salary and donations to CBOs were confirmed by CBO leadership before the beginning of the project. In 2020, StARS had to temporarily suspend another CBO, Sons of Fur, due to ongoing investigation resulting in internal politics of the CBO. StARS has had numerous meetings with Sons of Fur CBO leadership however the situation is still unchanged. To prevent this from happening over the course of Phase II, CBOs will be asked to renew their commitment to the project and agree with its terms and conditions before accepting ongoing funding. Although this could result in less CBOs receiving direct support from the project - it guarantees that the CBOs in Phase II of the project are those with the commitment and structures in place to provide services to a high-quality standard for the foreseeable future.

CBOs have been heavily impacted by the protective measures brought in due to COVID-19 which will have long term consequences for CBOs financial income, fundraising efforts and planned activities.

Over 2020 all CBOs noted that the demand for education showed a downward trend as less community members wanted to directly attend the schools, many children did not have the equipment for online classes and many parents were unable to afford the school fees. As education is the main income-generating activity for most CBOs this has meant that during 2020 CBOs have lost income and had to continue services on a shoestring budget. To help struggling CBOs in Phase I of the project the microgrants, which were originally planned to use towards project-based activities have had to cover operational costs during the pandemic. As other service providers reduced their services during Covid-19, CBOs have also been under increased pressure and have reported increased number of community members at a heightened vulnerability. This has placed a greater importance on CBOs who are the first port of call for many in the community. StARS therefore will increase training and support for income-generation and fundraising in Phase II.

Building sustainable capacity needs more tailored 1:1 support across finances, funding opportunities and governance and operations.

Each CBO has varying needs and while some excel in writing funding proposals others do not, and the same goes across all areas of institutional governance and operations. During Phase I, all CBOs received similar training in the three rounds from fundraising to governance to service

implementation, however it was impossible for the CO team to cater to all the varying needs for every CBO. For example, the funding applications for microgrants were an excellent project for CBOs to learn how to complete funding applications and put into practice the skills from their trainings, however it took StARS CO staff far longer than expected as CBOs needed more feedback and 1:1 support than had been planned. Similarly, the PS, legal and education trainees in the project needed extensive 1:1 supervision to monitor and supervise their referrals and keep them to a high standard. StARS raised this through progress reports however this maintains an issue for the project. In Phase II, StARS hope to regroup CBOs according to their needs and provide more tailored support.

Applying for funding and grant opportunities from national and international donors needs more resources

A big barrier for some CBOs in sourcing funding to do with difficulties in becoming legally registered in light of the new NGO law 2019. Despite recruiting a legal consultant this has still been a barrier and it has been impossible for some CBOs due to a lack of the right documents or paperwork to complete the process. To overcome this issue StARS is supporting CBOs explore other avenues of registering through building partnership umbrellas and applying for funding together.

Networking and advocacy with INGOs and UNHCR in Egypt

Over Phase I, StARS has advocated strongly with UNHCR and other INGOs in Cairo for CBO participation in policy and program design however progress has been slower than expected. Despite multiple meetings, requests for CBO representation in the Education Working Groups and Communicating with Communities Working Group UNHCR and INGOs still are unwilling to accept formal referrals from CBOs and have anyone from the CBO network within these meetings. StARS realize there needs to be a change of strategy and at the beginning of 2021 have sent out questionnaires to all INGOs and UNHCR in Cairo to understand the barriers, perceptions and risks perceived in refugee participation. Building on these responses StARS aims for this to be one of the main focuses of Phase II and will allocate more resources to bilateral meetings, highlighting the achievements and needs of CBOs to build up their visibility.

Gender mainstreaming - needs a more qualitative approach

StARS have experienced challenges in regard to the lack of female applicants for project staff and trainee positions in Phase I. One of the main barriers to female applicants was identified as the English language fluency requirement and to tackle this issue, the criteria was adjusted in the job descriptions for Round Two CBOs, so that intermediate English skills were sufficient, as long as there was a clear intention and plan to strengthen language proficiency. For Round Three CBOs, StARS advertised job descriptions in Arabic and other languages to reach a greater number of qualified female applicants. However, despite these rigorous efforts to find female applicants only 11 out of 38 leaders are female. Despite these setbacks StARS has noticed changes in behavior and an increase in gender awareness within CBOs. For Phase II StARS would like to continue building these equal opportunities in the workplace but also work further with CBO leadership to mainstream gender into their funding applications, programs and activities.

4. Needs Assessment for Phase II

To understand the needs of the CBOs and ensure their participation in the design of Phase II of this project, StARS conducted a needs assessment with the CBOs, their communities and StARS community outreach team. The needs assessment involved the following consultations:

- 2 x community CBO consultations were held in June 2020. One meeting with Round 1 and another with Round 2 CBOs. These were guided discussions about the reflection of Phase I and brainstorming different aspects for Phase II.
- 1 x online focus group and problem analysis with 25 CBO leaders in February 2021. This took place with an external consultant hired to help design Phase II of the project. This initially started as a brainstorming session and moved onto group problem analysis where CBO leaders analyzed four core areas and provided ideas for solutions, outputs and activities.
- 3 x 1:1 Interviews with the CBO chairs of ERCIE, Teabe and Salem. These took place with an external consultant. The CBO chairs *are not* the paid project leaders on Phase I of the project but they oversee the CBO. The aim was to find out how their CBOs have benefitted from the project and how well information is shared and sustained beyond the project trainees and leaders.
- 1 x online focus group - Community Outreach Psychosocial, Education and Legal Managers.

During the focus groups and CBO consultations, CBO leaders were asked about their continuing needs of their CBOs, completed a problem analysis together and developed objectives for a future Phase II project and activities. The key needs and suggestions for Phase II included:

Operational and financial support

- **Continued operational support to maintain core services after the impact of COVID-19:** CBOs suggested for Phase II to continue offering financial support towards their rent and other core costs while they built up further knowledge of funding opportunities and partnerships (see below) and recovered from the impact of Covid-19.
- **Continued or increased medical and educational grants:** The current medical and educational grants need to increase to meet the demands of vulnerable populations and migrants.
- **Increased support in securing funding opportunities and more tailored assistance in completing funding applications:** CBO requested more support in writing applications as well as increased support in practically implementing the skills they learnt in Phase I.
- **CBO leaders would like more support to become legally registered** or suggested more support in creating an umbrella so they can apply for funding applications together.

Support in the transference of knowledge and practical implementation

- **Further support in training other members and volunteers in the CBO to sustain and strengthen the knowledge CBO leaders already gained from Phase I:** CBO leaders expressed that they did their best to pass on knowledge but sometimes did not have the time or the skills to deliver these trainings and develop handover documents. The CBO chairs who are not involved in the project suggested that other CBO members could be involved in the network meetings and would benefit more from English language trainings and funding trainings.
- **More targeted 1:1 training depending on the needs of the CBOs:** While some CBOs need to work on improving their skills around funding and finances others need to focus on building up their educational activities and learning to train other staff. CBO leaders therefore suggested targeted training for CBOs depending on their needs in finances, fundraising, governance support or service delivery.

Networking and Advocacy

- **Further support in developing partnerships and networking between the CBOs:** For some CBOs this has started to happen more naturally as part of the project, however from CBO consultations it was clear some still did not know much about the other CBOs involved in the project. CBOs therefore asked for increased networking opportunities where they could share trainings as well as support each other in terms of legal registration and improving referrals.
- **Further support in creating referral systems and advocacy with other service providers including NGOs and UNHCR:** CBO leaders suggested using their network to arrange more meetings with other service providers and UNHCR, and some suggested arranging a conference for Phase II between CBO network and other INGOs and service providers.

In addition to the above outlined needs, the Community Outreach staff were also consulted by an external consultant and took part in two online workshops, to review and reflect on the needs assessment and develop Phase II of the project. These included Community Outreach director, StARS Executive director, CO Policy and Advocacy Officer.

Other key needs addressed by StARS staff directly IN ADDITION to the above include:

- **Increase in staff to provide tailored and targeted supervisory 1:1 support**
- **Further trainings in leadership and supervision for CBO leadership**
- **More staff to support the networking and advocacy**
- **Greater focus on gender mainstreaming across services and GBV resources**
- **Increased focus on fundraising and finances.**

5. Cross Cutting Themes

5.1 Gender

As outlined in the Phase I project proposal, in Egypt, the relationships between men and women are traditional and women largely expected to be confined to the domestic sphere while men are the breadwinners. Similarly, within some of the refugee communities in Cairo, these gender roles are also upheld and can prevent women from having a role in the development of their diaspora communities and the design of activities to serve their needs.

In June 2019, the Special Rapporteur of Human rights published a document on the impact of migration on migrant women and girls. In this report they note that, 'while women and men decide to migrate for similar reasons, gender-specific social and cultural norms play decisive roles in the migration process and therefore affect their experiences. Understanding these experiences within Cairo has been integral to Phase I of this project as well as within StARS as a whole. By collecting disaggregated data in Phase I and carrying out thorough gender analysis within CBOs StARS have noticed some key limitations and gaps in areas of gender equality and mainstreaming amongst migrant communities. With this understanding, which is discussed below, StARS have been able to tailor their programs providing opportunities for women and girls.

During Phase I, StARS have focused on mainstreaming gender through delivering trainees, carrying out needs assessments and building on equal opportunities. StARS has ensured gender integration in every stage of the application process of trainees and have recorded all data by sex, gender and age. Through completing gender-mainstreamed organizational capacity needs assessments of each CBO and facilitating training packages to CBO leaders, the awareness of gender disparities, gender awareness has increased through the CBOs. In the year one Evaluation, this was made apparent as one CBO leader stated *'the training has helped us understand that women can share in all areas. Although they are not yet involved in working here, we are trying to make it happen through training and volunteering. In general, there has been a change in attitude and men and leading with women together'*. Equally, CBO beneficiaries reported feeling like their voices are heard more in the CBOs and female community members in focus groups said they felt more listened to, and saw activities catered to their needs.

Although there has been an increase in gender awareness in Phase I there were notable challenges related to the employment of female leaders and trainees. Despite human resources rigorous attempts to recruit equal numbers of women, due to limited female applications and language barriers faced by CBO female staff by the end of Phase I there are only three female-led CBOs out of 19. As for project trainees, only 11 out of 38 are across all three rounds.

StARS Gender Mainstreaming officer also conducted an assessment in 2020 and found that female staff in the project often had increased pressure, generally had less IT literacy and also felt less confidence in leading, speaking up and facilitating trainings. Additionally, female staff and specifically trainees noted increased pressure during the Covid-19 pandemic, due to their caregiver responsibilities alongside an increase in Gender Based violence cases. In Phase I as a response to this

need StARS set up a Gender Based Violence (GBV) task force to support CBOs working with GBV survivors however this is beyond the capacity of Community Outreach team staff and more work has been needed in this area.

In light of the above, Phase II aims to further support CBOs in mainstreaming gender at an institutional and organizational level. This includes re-assessment of where CBOs are and working with CBOs individually to support them in making gender analysis of their organizations. Further field visits will be included and gender mainstreaming trainings will be open to more members of the CBO. Gender will also be incorporated into the CBO network to address organizational changes collaboratively in terms of PSEA mechanisms and sexual harassment. StARS will start a Female Leaders Group for female staff to share their experiences and knowledge, identify barriers to female participation in CBO decision-making, and encourage networking to later develop synergy in internal and external gender mainstreaming advocacy.

To strengthen service delivery StARS will work to develop, sustain and assess current support services for survivors of GBV, and ensure CBOs have the training and capacity to deal with the increased cases since Covid-19.

A full gender analysis of the CBOs was included as part of the progress report in May 2020.

5.2 Governance

Good governance comes from having clear and effective systems and structures in place. StARS believes that at the core of institutional capacity building is the need for systematizing efforts so that CBOs have formal and systemized mechanisms and structures in place to support their services and respond to their communities' needs. Over Phase I, StARS have helped CBOs to systematize their policies and procedures, in order to prepare them to work closely with other potential partners and funders. This organizational support has been provided in conjunction with personal and professional skill development of the project leaders to ensure that the systems they develop on are consistently applied, and can be transferred to others within the organization.

Over Phase I, StARS have supported 20 CBOs in governance through conducting thorough organizational needs assessments, providing trainings and designing practical tasks such as strategic plans, policies, documents and grants so that CBOs have varying methods and opportunities to strengthen governance with their organizations. CBO leaders have requested for more intensive support across similar areas and directed towards more individuals across the CBO leadership rather than just the CBO leaders involved in the project, as this would ensure information is transferred to others in the organization.

Therefore, Phase II aims to focus on governance and disseminating knowledge amongst more of CBO leadership, focusing on passing on the knowledge to others while also providing intensive 1:1 support to the CBO. In this way, the governance and organizational structures will be maintained beyond the scope of the project and embedded into the constitutions of each CBO.

6. Phase II Project Proposal

The overall goal of Phase II of the Community Outreach development project continues to be the same as Phase I:

To foster and ensure the protection and self-resilience of refugees and migrants through developing the capacity of 20-30 migrant Community Based Organizations in Cairo towards maintainable deliverance of services and active role in policy dialogue with UN organizations, donors and INGOs.

StARS has amended the outcomes of Phase I in line with the needs assessment and lessons learned and will be taking a **three-pronged approach** (rather than a dual approach as in Phase I) to improving the services for displaced people in Cairo. By the end of Phase II, the following three outcomes will be achieved:

- **Outcome 1: Community-based protection services for refugees and migrants will be sustained by improving CBOs financial knowledge and providing greater access to a variety of funding opportunities.**
- **Outcome 2: Resilience of refugees and migrants is enhanced by further strengthening institutional and operational capacities within CBOs with a focus on sustainability, unity, and partnership.**
- **Outcome 3: 30 CBOs form a network with a unified agenda and recognized status able to advocate for their community needs with major policy and decision makers on the local, global, and international level.**

In general, in Phase II there will be a shift towards strengthening and sustaining the CBOs that are already part of the project. This will be executed through a primary focus on fundraising and building sustainable financial solutions while also providing tailored 1:1 support to CBO leadership and implementing the knowledge learned. CBOs will no longer be grouped in the same Rounds as in Phase I and at the beginning of Phase II will conduct a joint needs assessment to determine their needs and type of support to be provided. Additionally, more resources will be applied to advocacy and the CBO network, which will expand to include 30 CBOs and will be community-led by the end of this project.

Phase II is also broken down into three outcomes, as opposed to the two that were included in Phase I. The purpose of this is to separate financial support from that of capacity building support. By doing this, the CBOs will receive greater control over the financial management of their projects, while still receiving support to increase the quality and sustainability of services provided.

6.1 Outcome 1: outputs and indicators

This outcome was added under Phase II as an extra outcome as it is fundamental for the sustainability of this project for CBOs to become financially independent and have access to a variety of funding solutions in order to maintain their services for refugees and migrants in their community. It was

evident from Phase I that this has become a huge challenge and will demand resources to build up CBOs skills and knowledge so they are sustainable for the foreseeable future. This outcome therefore will put the financial and fundraising training gained in Phase I into practice by asking the CBOs to apply for a two year project fund, through a competitive application process and tender opportunity. In addition, due to the varying financial needs of CBOs StARS will support CBOs individually in exploring a variety of funding opportunities and improving their outcomes through support in building income -generating activities, funding processes, financial and budgeting training and 1:1 intensive feedback and support. Throughout this outcome there will also be a focus on legal registration which will also encourage and provide information on creating funding umbrella partnerships and umbrellas. Outcome one will have three key outputs:

Output 1.1: 15 CBOs successfully develop a two year funding proposal to secure services and activities

This output is designed as an opportunity for CBOs to build on the funding skills they have learnt in Phase I and will give CBOs the direct experience of writing a competitive funding application and working with a funding donor. A total of 15 grant awards of up to EGP 250,000 a year will be available for the CBOs to fund their projects for up to two years. Grants will be contingent upon CBOs meeting the relevant criteria and milestones in terms of merit, financial standards, liability and institutional governance. CBOs will be given full decision-making over the budget of the project, division of roles and responsibilities and the activities and services funded by the project fund. For the two years of the project, StARS will take on the role of the donor, reviewing project proposals, reports and feedback and engaging with each CBO in dialogue and negotiation around their services, training needs and lessons learnt. Through gaining experience working with a donor in a formal capacity CBOs will be able to show a record of grant applications to future funders, evidencing their ability to manage project funds.

Output 1.2: 15 CBOs receive tailored 1:1 support and training to improve their financial management and increase fundraising opportunities

This output aims to put more resources into finding financial opportunities for CBOs after the end of Phase II so services in their communities can be maintained. It is therefore crucial for the sustainability and overall impact of this project. Moving away from the Phase I model of working only with two CBO leaders, the support and training will be available to individuals within the CBO leadership identified by the CBO, who will focus on finances and fundraising. StARS community fundraiser and finances officers will provide in-depth training and explore and support each CBO according to their needs - from helping with income generating activities to supporting donor applications. As English language is an ongoing issue for writing funding proposals CBO leaders will continue to receive English lessons - with a focus on writing applications and business English. Under this output StARS legal consultants will continue to provide trainings on becoming legally registered to individual CBOs and provide updates on the law and the steps needed.

6.2 Outcome 2 - outputs and indicators

This outcome will enhance, strengthen and sustain current services to the most vulnerable refugees and migrants across Cairo. Through a combination of 1:1 targeted support, focused individualized training, and ongoing mentoring it will improve the capacity of their direct services and expand their reach to partner with service providers and consequently improving the support for their communities.

Output 2.1: CBOs will further enhance their direct services to migrants by supporting 240 CBO staff members to strengthen their partnerships, referrals and internal processes.

This output aims to increase the professionalism of the current trainees in the project by developing their skills in training others and overseeing their referrals with other CBOs and external service providers. CBOs will be able to refer and apply for medical and educational grants to support the most vulnerable migrants and refugees in the communities and these will continue to be supervised in the first year by StARS who will continue to support in training and CBO trainees' advocacy skills. Trainees and CBOs will also have specialized support in supporting GBV survivors.

Over the course of Phase II StARS supervision of trainees will gradually decrease in a systematic way, eventually being fully handed over to the CBO leadership.

Output 2.2 CBOs receive targeted tailored 1:1 support applying practically their knowledge on governance, organizational structure and leadership.

As part of the funding application devised under output 1.1 CBOs will have to complete their own needs assessment and assign roles and responsibilities amongst CBO leadership. This will include focal points for finances, fundraising, governance and institutional capacity, service management. This will place further responsibility on more individuals in the CBOs, transferring the knowledge from Phase I but also optimizing the time spent on the management of these areas. Through trainings and intensive 1:1 support from StARS CBOs will gradually build their autonomy and have structures that will be upheld after the end of this project.

Output 2.3 CBOs complete a gender analysis and reinforce activities that further support women's roles within the CBOs and migrant communities

This output builds on Phase I steps towards female empowerment by moving beyond human resources and equal opportunities towards building the confidence and skills of the female leaders and trainees within the project. CBOs will have to complete an individual gender analysis within their CBOs, reviewing gender within all their activities, staffing and programming. StARS will also help set up a female leadership group to implement a safe space for female leaders and trainees to share their experiences and knowledge, identify barriers to female participation in CBO decision-making, and encourage networking.

6.3 Outcome 3 - outputs and indicators

This outcome will be one of the main focuses of Phase II and is one of the biggest areas of growth in the next three years. Given the global movement and shift behind refugee participation StARS hope that by the end of Phase II, CBOs will have built more formal partnerships between themselves, funders and other international service providers in Cairo. At a local level, this project aims to build on the CBO network, create a unified voice that can support advocacy at the national and global level. Within Egypt itself StARS aims to implement a structured advocacy strategy with UNHCR and other INGOs, encouraging the participation of refugee communities in policy and working groups.

Output 3.1 CBO network and platform is formalized and run by CBOs to share knowledge, skills, partnerships and mutual support.

Through the recruitment of a Policy and Advocacy Coordinator StARS will be able to build the skills, knowledge and voice of the CBO network. Under this output the CBO network will create its own goals for advocacy and arrange meetings and presentations within the network with INGOs, UNHCR and other refugee-led organizations around the globe. Throughout Phase II, the network will increase its membership from 20 to 30 CBOs and will continue to grow and reform beyond the scope of the project. New CBOs in the network will be mentored by the older members through sharing their knowledge and expertise.

Output 3.2: StARS implement continue a policy dialogue with INGOs and service providers to increase refugee participation at a national and global level

The CO Policy and Advocacy Coordinator will work with StARS senior management to implement an advocacy plan with INGOs and UNHCR to understand, unravel and problem solve on barriers to refugee and CBO participation. With bilateral meetings with CBOs, research and continued advocacy at the national and global level StARS will advocate alongside the CBO network to get them represented in working groups and build formalized referral mechanisms with service providers.

Output 3.3: 30 CBOs advocacy skills will be strengthened through tailored advocacy training and case management tools.

After the needs assessments for Phase II, CBO leaders and CBO chairs asked for more support in building their advocacy skills, professionalism and communicating and raising community needs with service providers. With an officer focused only on advocacy and data collection within CBOs, this output will build the confidence of CBOs to represent their community needs at a policy level and therefore increase support to the most marginalized groups in their communities.

6.4 Implementation strategy and activities

Phase II will run between December 2021 - November 2024. An implementation timeframe of activities can be found in Annex II: Implementation timeframe.

Outcome One - Implementation strategy and activities

Advertising a competitive funding opportunity for CBOs for a grant award of up to 250,000 EGP a year.

Before the beginning of Phase II, StARS will advertise a funding opportunity for all CBOs currently under Phase I of this project. There will be a total of 15 grant awards made available. CBOs will be able to apply for the grant award separately or in partnership with each other and will have the opportunity to request the grant award to be operational or activity-based. The Notice to Tender will give details of the funding opportunity and will outline the conditions of the funding and include offers of support from StARS in terms of training, supervision. StARS will provide training to CBOs on how to complete the funding application at the beginning of Phase II.

In December 2021 CBOs will apply for the grant award by writing a comprehensive project proposal narrative and will be given two months to submit the first draft. As well as a project narrative the proposal will have to include:

- a) **Needs assessment:** CBOs will be asked to conduct their own needs assessment and StARS will also conduct a needs assessment of each CBO across finances, fundraising, governance, service provision and advocacy. This will be discussed together before funding is given and a training plan put in place.
- b) **Definition of roles and responsibilities:** CBOs will be asked to have certain individuals responsible for certain areas in finances, fundraising, governance, service provision and advocacy. They will be responsible for dividing up these responsibilities alongside allocating budget lines for salaries and job roles.
- c) **Requested extra support from StARS:** Based on the needs assessments CBOs will identify what training support is needed from StARS in the above areas.
- d) **Gender Analysis:** With support from StARS, they will conduct a gender analysis across staffing, activities and programs.
- e) **Logframe matrix:** including outcomes, outputs and indicators and activities.
- f) **Budget:** This will include rent, salaries and also overhead costs of 7% to help with the sustainability of the project. Giving CBOs the full decision-making over the budget of the project, services and activities will cater towards the individual needs and set up of each CBO. It is also an opportunity for funding to be shared across the CBO rather than just the CBO leaders and trainees in the project.

In February 2022, after receiving the application StARS will review them and will set up individual donor meetings with every CBO. StARS aims to replicate a positive donor relationship with each CBO, develop a back-and-forth negotiation over budgets, discuss the proposal and any changes needed - creating a positive space for compromise and discussion over line items. In these meetings each CBO and StARS will decide on:

- a) Amount granted and what it covers
- b) Contract of agreement - including financial accountability and transparency
- c) Mid/progress reports
- d) Training outline depending on needs

In taking part in the project CBOs will agree to being members of the CBO network, agree to continued training support by StARS and agree to the reporting terms and conditions. ***If all is agreed then the two year project fund will start from April 2022.***

While there are currently 20 CBOs receiving financial support under Phase I, there will only be 15 grant awards available. Grants will only be awarded to the CBOs that are best able to meet the strict criteria in place and are fully accountable and transparent in terms of their finances. For those who do not receive the project fund, they will still be invited to be a part of the membership of the CBO network and advocacy training.

Financial support for rent and salaries will continue at 100% for each CBO between December 2021 - March 2022. Within this four months CBOs will be designing and drafting their applications for the grant award alongside StARS and will need continued financial support to cover the current costs of rent and salaries for four months.

The grants will be awarded from April 2022 and StARS will develop a rotational training schedule and 1:1 support for fundraising and financial needs for each CBO. These trainings will be more focused than in Phase I and will work on topics in depth and include tailored support and practical interventions for the CBO. The Community Outreach team will review their income generation, their funding opportunities and legal registration processes.

CBOs will write progress reports on lessons learnt, outcomes and expenditure every six months and also a final report. This will be overseen by the CO team and reviewed with CBOs and will include lessons learnt, challenges faced and review any discrepancies in the budget or activities. CBOs will be able to practice their report writing for future donors, increasing their funding opportunities in the future.

StARS will collaborate with CBOs to fundraise for extra financial support to cover their costs after April 2024 and until the end of Phase II or possibly beyond the project. StARS is acutely aware of the difficult financial climate that the CBOs operate within and recognizes that some CBOs will need further financial support following the two year grant. Therefore, StARS will continue to support CBOs through skill-building, and networking to become financially independent and source other funding opportunities and donors.

By April 2024 the two year funding grant will finish but supervisory support will continue until the end of Phase II in Nov 2024. Over the final eight months of the project StARS will continue to provide supervision to all CBOs by helping review funding applications and other funding opportunities until the end of the eight months. At this point StARS will withdraw from operationally and will be focused mainly on finances and fundraising.

In general, under outcome one through focusing activities on building financial sustainability we increase the chances of CBO sustainability beyond the scope of this project.

Outcome Two - implementation and activities

Between Dec 2021 - March 2022 (while CBOs are applying for the grant award) StARS will complete a needs assessment in conjunction with each CBO. This will assess their needs in terms of (1) service delivery and supervision, (2) governance and institutional support (3) gender (4) finances and (5) fundraising (see outcome 1 for the latter 2 points). As part of the funding proposal CBOs will have to evaluate their needs (see outcome one) and StARS will do the same for each CBO. Each CBO as part of the funding proposal will be asked to assign focal points in the CBO for each area (networking, finance, fundraising service delivery and supervision, governance and institutional capacity) and tasks will be shared amongst more of the CBO leadership (in Phase I all tasks and responsibilities were the responsibility of only the two CBO leaders in the project). Following this division, CBOs will receive training in each area with more focused training for the focal points. The strategy for this is outlined below:

For service delivery and supervision:

- **StARS will continue to support CBOs operationally across Psychosocial, Legal and Educational programs through supervision, training and provision of medical and educational grants.** This will continue from Phase I and the Community Outreach team will supervise the CBO trainees in improving their referrals, provide top-up trainings to new volunteers and trainees and ongoing supervision to ensure a high quality of service. The CO team will reevaluate the needs of each CBO and the supervisory support needed by each. Referrals into StARS PS, legal and education teams will continue to be monitored and reviewed both by focal points within StARS and by the CO team.
- **StARS CO Psychosocial, Educational and team support will work with the CBO leadership to provide joint supervision and gradually hand over the supervision to the CBO over the course of Phase II.** In the first year, CBO leadership will be provided with more trainings and support in case management supervision, deepening their knowledge of leadership and service delivery. This will be completed through further trainings with the CBO leadership and service delivery focal point and through the provision of joint supervision with CBO trainees. Moving into year two, this supervisory support will gradually be handed over to CBO leadership.
- **StARS CO team will provide GBV training to CBO trainees and leadership.** StARS will set up a GBV taskforce and evaluate the current gaps in GBV across service provision in Cairo. The StARS team will then provide training to all trainees and leadership so they can improve their work with GBV survivors and improve referrals to targeted support in Cairo.
- **Throughout phase two, StARS Community Outreach team will work with CBO trainees to build formal referrals with service providers.** As CBOs improve on their referrals into StARS and their advocacy skills for their communities, StARS CO team will work with them to start making referrals to other external service providers. This will involve continued monitoring of referrals and practical support at the same time as working with the CBO network and CBO leaders to build trust and responsibility between service providers. Eventually, by the end of Phase II, CBO trainees will be referring directly into StARS as well as other services in Cairo. StARS CO team support will slowly change over the course of Phase

II, first focusing on the continued supervision and referrals into StARS and slowly working to improve their communication and advocacy with other service providers.

- **From April 2023 the CO team will start to work with CBO trainees and CBO leadership to develop handover documents and trainings.** These handover documents will help cement the knowledge and training learnt by trainees so that it is maintained and built on after the end of Phase II of this project. These handover documents will include the development of training materials, job description, working with vulnerable clients, child protection, UNHCR processes etc. The Community Outreach team will also run a 'Training of Trainers' for some of the CBO trainees, so they can train their future trainees.

Governance and Institutional capacity: output two

- **From April 2022 - following the joint StARS and CBO needs assessment, StARS will develop individually tailored training and 1:1 support program for each CBO to offer more practical guidance on governance and institutional capacity.** With each CBO StARS will develop a training and support plan which will include a combination of some group trainings across many CBOs in the program as well as some tailored 1:1 support within CBOs and specifically targeting the CBO focal points in areas of strategic planning, finances, fundraising, institutional support and advocacy. Some trainings may include:
 - a) Leadership and supervision
 - b) Monitoring and evaluation
 - c) Managing conflict and Conflict resolution
 - d) Project management/ Resource management/ time management
 - e) Gender mainstreaming
 - f) Disability mainstreaming
 - g) Conflict avoidance and resolution
 - h) Transparency and accountability
- **From April 2022 - 2024, 1:1 intensive support will be provided with each CBO rotationally.** CBOs will be divided into three or four different groups and allocated a period over the year when they will work with StARS Community Outreach team. During this month period StARS will organize meetings and provide support not only to the CBO leaders and focal points in the project but also for the CBO chairs and other decision makers in the CBO. It will be complementary to the trainings received in Phase I and focus on their strategic documents, governance systems, monitoring and evaluation and theories of change. This support will be rotational across all of each CBO.
- **In 2023 StARS and CBOs will endeavor to find recognized accounting, finance or business courses for CBO leadership.** Many individuals in the CBOs have qualifications in their home counties in financial management, business, accounting that are not recognized in Cairo or by funders. StARS will therefore try to find partners in Cairo at the American Bureau of Commerce or American University to provide cheap training courses that are recognizable to international and nation funders. This will show sound financial or program management.

Gender mainstreaming across CBOs:

- At the start of Phase II, **StARS will assess the extent gender has been mainstreamed at different levels using the needs assessment from Phase I.** Building on capacity building trainings in Phase I the Gender Mainstreaming team will further support with organization-wide implementation, 1-1 individualized support to CBOs which will be assessed on a quarterly basis.
- **Between Dec 2022- March 2023 - CBOs will complete a gender analysis as part of the funding application (outcome one).** This gender analysis will have to evaluate gender across staffing, activities, leadership and programs and will ask CBO leadership to look for gaps and challenges in building equal opportunities and spaces for female-led groups and decision making. Following this assessment, the gender team will work with CBOs to address these gaps and brainstorm on activities and changes they can make to improve female representation in their communities.
- **From Jan 2022 a Female Leadership group will be established for female project leaders and trainees.** This will be a monthly group offering space and guidance to female leaders involved in the project. The group will be set up, establish goals and needs and identify barriers to female participation in CBO decision-making.
- **Recruitment of any new trainees in the project will continue to take into account gender and advertise in Arabic and English across the CBOs.** As in Phase I, any recruitment of new trainees and other roles under the program will take into account strict HR policies to promote equal opportunities for women in refugee communities.

In building up the operational and governance structures across the CBO and in focusing on the transference of knowledge - refugees and migrants will have increased quality support and their protection needs will be fully met.

Outcome Three - implementation and activities

At the beginning of Phase II StARS will recruit a Policy and Advocacy Coordinator. It is essential under this role to recruit someone else to support outcome three, to support the development of the network and advocacy efforts of StARS and increase refugee participation. In the recruitment process, StARS will follow similar HR criteria and encourage recruitment from a refugee background as well as someone who speaks Arabic within the team.

From the beginning of Phase II, 20 CBO members will re-nominate two representatives from their CBO to take part in CBO network meetings regularly and be part of the General Assembly. In phase I all responsibilities were placed on the two CBO leaders salaried under the project. However, in Phase II, to increase collaboration and involve more CBO leadership, CBOs will be able to nominate themselves two people to attend. It is essential that one of the people attending is one of the CBO leaders from Phase I however the other can be an alternative representative from the CBO

leadership team. They both must commit fully to becoming members of the General Assembly and will meet regularly every quarter.

CBO network will meet regularly as a general assembly or sub-committees with the mission to build communication and expertise, discuss common challenges and to build formal referral pathways. The mission of the CBO network will be to unite and instill solidarity among refugee-led organizations working in Greater Cairo in order to strengthen the rights and access to basic needs of refugees, asylum seekers and migrants through joint advocacy and the provision of services. This will be achieved by:

- 1) Building strong communication and coordination between member organizations in order to strengthen service provision and avoid duplication.
- 2) Create referral pathways between member organizations in order to best serve clients.
- 3) Share expertise, information and experience between member organizations in order to internally build the capacity of member organizations.
- 4) Collectively share common challenges faced by refugees, asylum seekers and migrants in order to work on and advocate for solutions.
- 5) Strengthen relationships between the CBO network and the international community.

A strong leadership structure will be in place by the end of Phase I and will continue throughout Phase II. This includes a Steering Committee, General assembly, sub-committees and the Executive committee. The General Assembly will consist of all members of the CBO network and includes two representatives from one CBO with a total of one vote. The Executive Committee, who are made up of nominated leaders of each subcommittee will chair the meetings, raise issues and actions taken within their subcommittees and the General assembly will have the opportunity to raise questions. Subcommittees will be focused on certain areas such as Health, protection and education etc. and will meet monthly.

During year one of Phase II, StARS senior management will consult with CBO network subcommittees to highlight needs to be addressed in advocacy with UNHCR. In order for issues to be represented at UNHCR working groups, StARS staff will meet with CBO subcommittees regularly to hear concerns, advocacy issues and raise needs of their communities. StARS will take this directly to the UNHCR Working groups. This will continue until the CBO network is more represented at UNHCR working groups as a result of StARS advocacy and ongoing policy dialogue with UNHCR and other international organizations.

StARS will continue to advocate for CBO involvement in UNHCR working groups and referral pathways through a formalized policy dialogue and structure. StARS will hold a number of bilateral meetings with INGOs and consistently address and raise successes of the CBO network and the subcommittees. Through regular dialogue meetings organized with both StARS and the CBO network StARS hopes to gradually open the floor to more meaningful participation. Please see Annex 5 - policy dialogue for more info.

CBO network and StARS will organize bilateral meetings with different INGOs/ service providers in addition to global refugee-led organizations on a quarterly basis. In 2023/2024 CBO network will link with INGOs but also have meetings within the CBO network with other refugee-led networks around the world - to share ideas, brainstorm and improve their advocacy. Meetings with INGOs in Cairo will be planned through StARS initially and StARS will provide advocacy training and preparatory support (see advocacy trainings below) before the meetings take place to help the CBOs at communicating advocacy messages and needs.

In 2022, StARS and CBO network collaboratively nominate 10 new CBOs to become new members of the CBO network. To give opportunities to other CBOs within Cairo and to ensure the CBO network is adapting to the needs of the refugee communities the CBO network will expand slowly to incorporate new CBOs. New CBOs joining the network will be nominated by both the CBO network and StARS and will initially be given an associate membership for one year without voting power. During this year new CBO members will be trained, and mentored by old CBO members and eventually will become full members of the general assembly. New membership criteria will be formalized so the CBO network can continue expanding beyond the scope of Phase II of this project.

Network organizes two conferences over Phase II with CBOs and INGOs. Two of these will take place in Phase II, the first taking place after one year of the project in 2023 and the second in the beginning of 2024. The initial year of Phase II will be focused on building skills and individual meetings with INGOs, formalizing the CBO structures and subcommittees which will culminate in the first conference. This will then be an opportunity for the CBO network to introduce itself formally to INGOs and service providers in Cairo, be a space to share dialogue and suggest ways they can work together and create partnerships.

30 members of the CBO network will receive advocacy training and ongoing practical support. Advocacy training will be conducted through the network and will include topics and practical tasks around the following:

- Stakeholder mapping
- Identifying advocacy goals and priorities
- Framing advocacy messages
- Drafting position papers
- Advanced data collection and analysis

Between trainings there will be 1:1 advocacy practical tasks and support through the network. Policy and Advocacy team will work with the network before bilateral meetings to work on framing and communicating advocacy messages.

Outcome three hopes to give power to the refugee and migrant communities of Cairo, increasing their voices and including them in decisions that affect them. Through increased participation, community-based protection services will be better funded and provide more support to those who need it.

Building Sustainability - an exit strategy:

By the end of Phase II StARS plans for the following to be in place within each CBOs to ensure sustainability beyond the project:

- High quality services will continue to be delivered, supervised and monitored by CBO leadership.
- Governance structures will be inbuilt in CBO strategic plans, visions and missions and institutional knowledge will be maintained throughout CBO leadership
- CBO will have access to more funding opportunities through increased financial management and varied funding opportunities.
- CBO network will be self-led
- INGOs and service providers will form referral pathways with the CBO network and start inviting CBO network to policy dialogue meetings with a shared agenda.

To gradually reduce dependency, StARS has factored into Phase II systematic ways to reduce support across all areas and gradually handover everything to CBOs once they have a groundwork in place to run services to a high standard without StARS' support. StARS have built-in activities and outputs that have created strong governance structures and resources sharing networks which will hopefully allow CBO leaders to advocate for their communities and obtain funding self-sufficiently. This will ensure not only that resources will continue to enter refugee civil society, but also that no matter the amount of funding present among the CBOs, financial resources are used efficiently and collaboratively to have the greatest community impact and leaders of these communities have the agency to leverage the material and financial resources of other organizations.

Given the financially precarious situation and limited funding available, StARS will also fundraise in partnership with CBOs for further financial support if needed beyond the scope of Phase II.

The Community Outreach team is a core part of StARS, and keeps StARS focused and connected to the communities they aim to help. The CO project will therefore be continuing to seek advice, council, and provide training to CBOs beyond Phase II of this project.

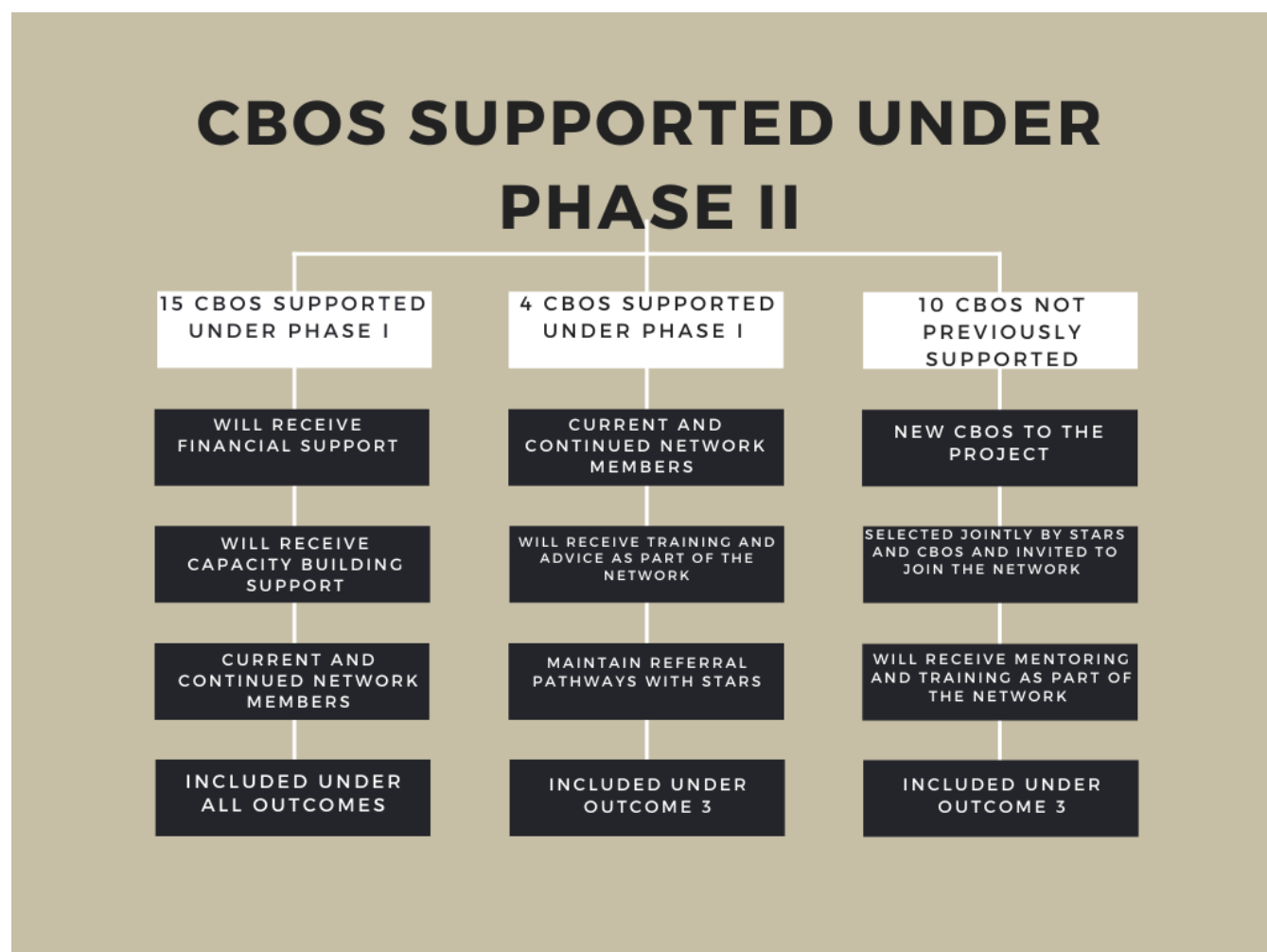
Division of CBOs

While grouping the CBOs into rounds for the first phase of this project was essential for the initial interventions, for Phase II, a different approach is required. The CBOs involved in Phase II can therefore be split into three different groupings based on type of support received under different outcomes:

15 CBOs from Phase I with successful grant applications will be eligible to receive financial support under Outcomes 1 and 2. As existing network members they will also receive training and guidance under Outcome 3.

4 CBOs from Phase I will not be successful in their grant applications. However, they will remain as network members and will therefore also receive training and guidance under Outcome 3.

At least 10 CBOs who were not supported in Phase I will be invited to join the network by March of 2022. They will then receive mentoring and support from Phase I CBOs who are existing network members, and will receive training and guidance under Outcome 3.



6.5 Beneficiaries

The focus of this project is on supporting vulnerable refugees and migrants who are in Cairo across all nationalities. Currently at UNHCR 259,292 refugees and asylum-seekers from 58 countries were newly registered with UNHCR Egypt, over half of which continue to be Syrian, followed by Sudanese, South Sudanese, Eritrean, Ethiopian, and Yemeni.¹¹

Throughout Phase I, StARS can report that 20 Community Based Organizations were supported and they trained 260 CBO staff, including 22 leaders, 33 project staff, 190 teachers, and 15 volunteers. As

¹¹<https://www.unhcr.org/eg/wp-content/uploads/sites/36/2021/01/December-2020-UNHCR-Egypt-Monthly-Statistical-Report.pdf>

the focus on Phase II is not on training new staff the beneficiaries will be expected to stay the same but may increase slightly if new teachers are trained and volunteers over the course of Phase II.

In terms of direct beneficiaries due to the advantages of having the RaMCIS case management system installed in the CBOs, it has been recorded that in February 2021, 20 CBOs provided 3105 education, psychosocial and legal services to refugees in Cairo. Given that each individual accesses around 1.4 services each, that provides an estimated total of 2218 direct beneficiaries a month. It is important to note that the 11 CBOs in Round 3 have not yet had installed RaMCIS at this point so these are estimates and it is likely the number is a little higher.

For Phase II, StARS expect a similar number of beneficiaries to be reached. Therefore, through supporting 15 CBOs directly in service delivery and up to 30 CBOs through the network. The project will directly benefit (approximately):

- a) 2,500 direct beneficiaries a month.
- b) 50,000 direct beneficiaries over 3 years migrants receiving multiple services such as emergency assistance, legal counseling or education.
- c) 125,000 indirect beneficiaries - including direct family members.¹²
- d) 300 CBO staff for managerial and administrative training, and 60 trainees on the job training on service delivery.

In addition to the above, the results of outcome three hopefully will have a profound impact and indirectly benefit all CBOs and refugee communities in Cairo with the hope that their views and needs are more widely addressed and listened to through increased participation and dialogue with UNHCR and its implementing partners in Cairo.

6.6 Monitoring and Evaluation

It is known that it can be difficult to demonstrate the true value and impact of humanitarian development projects that focus on long term behavior change. mental health and well-being or capacity building. This is because often, these types of projects are of a complex nature, shifting and moving over time with the interactions between stakeholders, communities and the external situation. Therefore, like in Phase I, Phase II adopts a Complex Adaptive Systems approach to evaluate our work. A Complex Adaptive System is an approach that challenges simple cause and effect assumptions, and instead sees systems, or you could say projects, as a dynamic process. It takes into account the complex nature of monitoring humanitarian, protection and capacity building projects and is grounded in participatory approaches. CAS type approaches give greater accountability to local stakeholders and services users, but can equally be criticized for lack of structure and boundaries, and an inability to prove success because of the broad nature of the indicators.

¹² This is worked out on average of 2.5 children per family

In light of this complexity a mixed methods approach will continue to be used to fully understand the complexities of Phase II of this project and a logframe of all activities, outcomes and outputs is in annex 1. A variety of data will be used to gather both quantitative and qualitative information and feedback from the CBO leaders and trainees directly involved in the project and also directly from communities served as well as other INGOs. Ensuring all stakeholders in the project have the opportunity to provide opinions, thoughts and feedback StARS can be sure to measure the true impact of the project. A variety of data collection tools will be used simultaneously to evaluate and monitor the program in the following ways:

1. **Refugee and Migrant Case Information System (RaMCIS)** - RaMCIS is a case management system which enables the CBOs to record their work accurately and in a standardized manner. It has been set up in all the 20 CBOs currently involved in Phase I and will continue into Phase II. CBOs will be using RaMCIS to report on the no. of beneficiaries, actions taken and services delivered. This is helpful for StARS own M&E but also for their own advocacy purposes beyond the scope of this project.
2. **Fedena** - Fedena a multipurpose school management system which aids in monitoring school operations, absences, classes and allows StARS to provide track school attendances and progress.
3. **Surveys** - Surveys will be conducted with community members every 6 months to monitor the impact of the project and will also be conducted with CBO leaders, trainees and CBO decision makers to understand the true impact of the project and obtain feedback and ideas for the design and future of the project.
4. **Focus group discussions** - To ensure participation it is fundamental for the project to have regular focus groups with Community members, CBO decision makers, CBO leaders and trainees to get their opinions, feedback and suggestions for the development of the project moving forward and the needs of their communities. These will be a key part of the yearly evaluation and mid-year progress reports.
5. **Pre- and post-tests** - These will be used before and after all trainings and workshops conducted with CBO trainees, CBO management, volunteers, external committees or leaders. For ongoing trainings these will be completed regularly and will provide insight into self-evaluation of capacity gained and will be integral to the development of the project, its design and understanding the needs of the beneficiaries.
6. **Workshop records and Attendance records** - Collected and stored to show quantitative numbers of beneficiaries of the project, trainings and workshops.
7. **Case studies and quotes** - Will be captured, recorded and presented as part of the progress and yearly evaluation report to highlight and show the rich human element of the project.

8. **1:1 Interviews and meetings** - as part of the beginning of Phase II, 1:1 interviews and meetings will be conducted with CBO chairs and leaders, with minutes recorded to fully understand and measure the true impact of the project. Throughout Phase I these were also completed and measured through minutes and provide a good record of growth and participation in the project.

The above data tools will be monitored, assessed and supported by a Community outreach M&E officer with the guidance and assistance of StARS M&E officers. The M&E officers will be responsible for both assessing data but also providing further training to the communities.

To measure the sustainability and impact of the project an external consultant will be asked to evaluate the project every year, including three months after the end of Phase II to measure the true impact and sustainability.

6.7 Organizational and Project Management

The project will be managed by the Director of the Community Outreach Team, under the supervision of the Executive Director and the Deputy Director.

it all be delivered predominantly by the Community Outreach team and in conjunction with other staff within StARS programs. See annex 6: StARS organizational chart.

The project will remain participatory and will be co- led by a team of CBO leaders in the Executive committee of the CBO network and the Steering group. StARS Community Outreach Team will service the Executive committee and Steering Group and the Executive Director, Director of Programs and the Director of Community Outreach Team will sit within it. The Steering Group will meet once every quarter, as will the wider group to review the project, lessons learnt and challenges within the project.

Financial oversight will be provided by StARS financial team supported by their UK based accountant. StARS accounts are audited by UK auditors.

A wide variety of staff already employed by StARS will be working on this project, either because they are core function staff, or because in order to transfer the skills and ethos of StARS projects to the CBOs and will be used either in training, shadowing, support, and supervision.

For a full breakdown of staff please see annex VII: StARS Organizational chart.

6.8 Cost-benefit analysis

StARS model continues to provide an alternative to the costly practice of parachuting expensive western “experts” into urban refugee settings in the Global South.

The existing model of aid often unintentionally robs refugees and vulnerable migrants of their agency and wastes scarce resources on international salaries and projects implemented with limited understanding of actual need. With tightening budgets amidst a mass movement of people, it is now necessary to modify or abandon the model of INGO-delivered services.

The StARS model is founded on the idea that the people most often qualified to represent, assist, and make decisions for refugees and vulnerable migrants are members of those same communities, as they have the greatest knowledge of the communities' social, cultural, economic, and political environments and needs as well as of potential solutions. StARS' model therefore pays all staff at local salaries and does not have expensive costs from international salaries. All resources are locally sourced and paid for making this project excellent value compared with other international development projects.

6.9 Resources and Budget:

StARS' total expenditure in 2020 on its activities was ca. CHF 3,390,000.

StARS' income for 2020 was ca. 3,560,000

StARS has been approved for funding by the following organizations and will receive the following amounts:

US Department of State, Bureau of Population, Refugees and Migration (through Church World Service as a sub-grantee) (01/08/2021-31/07/2021, Y3 of 3): USD 1,150,000

European Union, RDPP NA AWP 2018 (01/01/2020-31/12/2021): EUR 715,000

European Union, RDPP NA AWP 2019-2020 (01/01/2021-31/12/2022): EUR 1,000,000

Evangelical Lutheran Church of America (01/02/2020-31/01/2023): USD 330,00

Comic Relief (UK) (01/05/2020-30/04/2023): GBP 400,000

Secours Catholique Caritas France (SCCF) (01/11/2019-31/10/2022): EUR 150,000

StARS has been consistently well-resourced for a number of years, has reasonable organizational reserves, and expects to confirm additional funding throughout this year and beyond. In Phase I, StARS has comfortably met and surpassed co-financing targets.

StARS has existing infrastructure in place to support this project. StARS pays all staff at local rates, runs with minimal overhead costs, and has no existing liabilities that will affect the project.

The overall Phase II budget of the project is CHF 2,137,976.

7. ANNEXES

7.1 Annex I: Logical framework

7.2 Annex II: Implementation timeframe

7.3 Annex III: Detailed project budget

7.4 Annex IV: Policy dialogue

7.5 Annex V: Stakeholder analysis

7.6 Annex VI: Detailed risk assessment

7.7 Annex VII: StARS organizational chart

7.8 Annex VIII: Strategic priorities

7.9 Annex IX: Governance and ethics

7.10 Annex X: Gender considerations

7.11 Annex XI: Complaints and response mechanisms