

Collaborating our Capacity Strengthening Efforts for Refugee Led Organisations



Introduction

In protracted refugee crises, **refugee leaders have the capacity to meet the needs of the most vulnerable** and set ambitious integrated development strategies for their communities.

In East Africa, and globally, a thriving sector of **refugee-led organisations (RLOs) are taking a lead in the humanitarian response to refugee crises.**

Xavier Project, has been working with a network of refugee led organisations across East Africa, by strengthening their capacity and capability to further elevate RLOs' role in the humanitarian response and by extension the funds they receive.



Who is Xavier Project?



Xavier Project supports refugee leadership so that refugees can lead the positive changes that affect their communities.

- We have been **working with refugee communities in East Africa since 2008**, implementing education and livelihoods programmes with a range of donors and partners.
- We have partnered with refugee leaders since 2012 and are **currently working with 18 refugee led organisations (RLOs)** in Kenya and Uganda.
- In 2019 we **won UNHCR's Innovation Award** under the Partnerships category for a "[Capacity Strengthening and Sharing Course](#)" designed with and for leaders of RLOs.
- Through meaningful partnerships we reached **21,383 community members in 2020**.

Winner of
UNHCR
Innovation
Award 2019



Save the
Children



Xavier Project's Model



Xavier Project has designed a model to elevate and shift both power and funds to RLOs. The model will contribute to four long-term goals highlighted below.



Coordination

Showcase the work of RLOs and connect them with other RLOs and the wider international aid sector.



Funding

Create opportunities to fund RLOs at scale and mitigate the risks for both donors and RLOs.



Capacity Strengthening

Tailored support to ensure that RLOs can effectively respond to the needs of their communities.



Advocacy

Influence donor and implementing partner practices, and support RLOs to generate evidence.



Challenges and Our Solutions

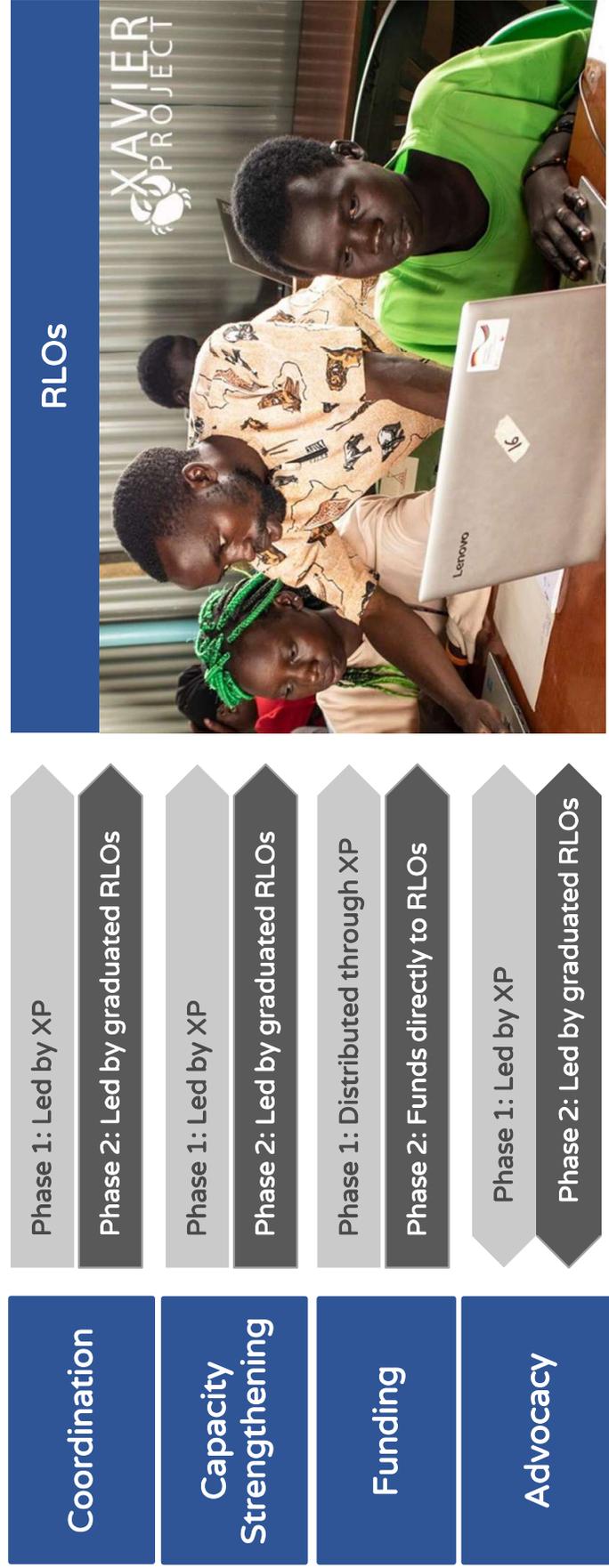


	Challenge faced by RLOs	Our Model's Proposed Solutions
Coordination	RLOs need greater access to networks and coordination with donors and partners, including other RLOs.	Networking and coordination will be facilitated through Xavier Project's RLO platform , which will also showcase RLO's work.
Capacity Strengthening	RLOs have the skills, community connections, and local expertise, but they may not have governance structures or financial systems to stand up to the due diligence processes of many donors.	Xavier Project's capacity strengthening and sharing course, that was co-designed with and for RLOs, will form the building blocks for tailored capacity and operational support for RLOs. Modules include Resource Mapping, Governance and Proving Impact.
Funding	While some RLOs can access private funds, many need opportunities for sustainable and flexible sources of funding.	Funding will be channelled to RLOs in a number of ways, including intermediary funding through Xavier Project, direct donor funding to RLOs, or pooled and direct funding facilitated Xavier Project's RLO platform .
Advocacy	RLOs are not widely recognised as service delivery partners by donors and INGOs involved in humanitarian assistance.	Advocate for funding to reach RLOs, influence private and government donor and implementing partner practices and funding pathways.

How we plan to grow the model



Our model is centred around equitable partnerships with RLOs and is designed to reduce Xavier Project's role over time, shifting power and funds to RLOs.



How we plan to grow the model



Activities with RLOs will be implemented in two phases, with successful RLOs from the first cohort graduating to lead on ideas for coordination, control of resources, sharing of best practice and results as part of phase 2.

	Phase 1 Objectives	Phase 2 Objectives	Vision
Coordination	Small networks and groups coordinated by XP, and facilitated by our RLO platform.	Effective refugee led networks, RLOs managing the platform and supporting nascent groups	Refugees lead the positive changes that affect them and lead better lives.
Capacity Strengthening	XP work directly with RLOs on “capacity strengthening and sharing” course	Capacity strengthening is partially “franchised”, and co-led by RLOs working with nascent groups	By 2030, Refugee Led Organisations will be impacting more than 2 million refugees in 6 countries. It will be delivered by 300 refugee led organisations.
Funding	Shared projects, intermediary funding through XP / partners, direct funding via the RLO platform.	Some intermediary funding through XP / partners, more RLOS directly funded by donors both on and off the RLO platform.	
Advocacy	Advocacy led by Xavier Project and partners.	Advocacy led by RLOs and their networks.	

Capacity Strengthening and Sharing



Our Capacity Strengthening and Sharing Course is tailored to the needs of RLOs and was co-designed with our RLO partners.

Collaborative Learning

Our collaborative learning style recognises existing capacity and encourages sharing of experiences to enrich learning.

Customisable Structure

Eight foundation modules are recommended to all learners. Twelve additional modules can be selected based on the needs of the RLO.

Open Source Content

The course content is open source and available for partners to leverage for further impact and learning.



In 2019 we won UNHCR's Innovation Award under the Partnerships category for the course.



What does the course cover?



Foundational Modules (8)

Recommended for all participants

- Understanding and Describing Your Community
- Analysing Community Problems
- Forming and Communicating a Vision
- Strategic Planning
- Resource Mapping
- Leadership
- Governance
- Proving Impact / MEAL

Optional Modules (12)

To be selected based on RLO needs

- Financial management and best practices
- Community project design and implementation
- Fundraising and partnership engagement
- Communication and advocacy
- Protection



Examples of Modules

Proving Impact

This module covers why Monitoring and Evaluation methods are important for RLOs. It also takes the RLOs through various qualitative and quantitative methods.

It also discusses how all this data fits into data levels such as outputs/activities, outcomes/impact not just for donors but also for ones organisational strategic analysis.

The module finally takes the RLOs through the process of building their own M&E systems.



CAPACITY STRENGTHENING AND SHARING COURSE

A Manual
For Refugee-Led Organisations



Written and Developed by:
Xavier Project and Community Partners
Version 1 - Published in December 2019 with Funds from the
UNHCR Innovation Award 2019



This work is licensed under a Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License

Examples of the Modules



Finance and Accounting for Community Projects and Organisations

This module teaches the RLOs how to build a financial system with methods for bookkeeping, maintaining financial records and coming up with internal controls.

The module brings it all together by helping the RLOs develop their own financial policy that can help them govern their activities.



Capacity Strengthening and Sharing



The Capacity Strengthening and Sharing Course follows this process



Impact Measurement and Learning



Accountability and Impact

Beyond the training, Xavier Project will act as accountability partners for the RLOs and other partners that we work with. Where needed, we will train RLOs on M&E tools and approaches that can help them demonstrate impact, as part of our capacity strengthening course. This training will enable refugee leaders to design their own results frameworks, prove impact, share their results widely and further advocate for this way of working.

Learning and Feedback

Our course tests new approaches in humanitarian support and we will evaluate the effectiveness of our strategies. We have early stage data on the effectiveness of strengthening the capacity of RLOs, but a lot more is needed. We are committed to sharing all our learning and will partner with other organisations as well as RLOs. Further, we will be able to collate impact data from RLOs, expanding our scope of learning.

**Thank you.
Asante.
Merci.
Weebale.
Mahadsanid.
Murakoze Urakoze.**



Contact Us:

r.njiri@xavierproject.org | www.xavierproject.org

Kenya

Woodley Estate, Wamagata Court
(off Kinoo Road), Kibera, Nairobi

Uganda

Hanlon Road
Nsamba, Kampala

