COVID-19 Emergency Statelessness Fund (CESF) Evaluation

Evaluation Report

Hafsar Tameesuddin & Sabine Larribeau

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INTRODUCTION

In June 2020, just three months after the COVID-19 pandemic had brought much of the world to a standstill, the Institute on Statelessness and Inclusion (ISI) established the COVID-19 Emergency Statelessness Fund (CESF) as part of its COVID-19 response. ISI's COVID-19 response aimed 'to strategically leverage ISI's position (as the sole NGO working on the right to nationality globally), networks (communities, activists, NGOs and academia) and expertise (research, advocacy, training and technical knowledge etc.), to lead and coordinate a joined-up civil society response to the crisis'.[1] The CESF that came out of this was a targeted and time-bound[2] initiative to raise and channel resources to, strengthen capacities of and work in partnership with NGOs and citizenship rights activists at the frontline of the crisis (primarily in the global south).

The focus of the model was on structural solutions, but funds could also be used to provide stop-gap relief to those in acute need. A two-tier award system was put in place:

1. Scoping Awards and Exceptional Awards: Small awards up to 5,000 EUR, to be allocated directly by ISI based on the agreed criteria. ISI may seek the advice or input of Committee members, in administering these awards.
2. Action Awards: Larger awards, over 5,000 EUR to a maximum of 20,000 EUR, for which decision-making rests with a granting subcommittee drawn from the CESF Committee.

Working with ISI's own network and that of the various existing regional and global civil society networks and coalitions where the needs are, ISI supported in the development of proposals. These were considered under the CESF Criteria, and decisions made at ISI level and by the CESF committee (see below) on the awards to be given to projects. The two-tiered scheme allowed for initial 'scoping' projects to be funded, that for some organisations then led to the development of more substantive projects that were support through Action Awards.

The following awards were granted, supporting projects across 13 countries alongside global advocacy efforts:

- 10 Scoping Awards of approximately 5,000 EUR per award
- 4 Exceptional Awards ranging from 1,600 EUR to 5,000 EUR
- 13 Action Awards, ranging from 10,000 EUR to 25,000 EUR[3]

In addition, 25 additional advocacy and wrap-up grants were provided,[4] ranging from 300 to 1,550 EUR. There were a further 10 potential awards that did not proceed to full applications and grants provided.

The CESF was administered by ISI, with the guidance of a CESF committee, constituted by a range of individuals with a range of experience and expertise[5] that helped guide the model and its implementation. The committee had the following tasks and authority:[6]

[1] Background note on CESF (6 June 2020)
[2] All funds were allocated by the end of 2021, although partners' project activities could continue until the end of June 2022.
[3] Note that five organisations received action awards over 20,000 EUR. Initially 20,000 EUR was stipulated to be the maximum award, but this was adapted to 25,000 EUR.
[4] Advocacy grants were added following feedback received from partners during the mid-term review.
[5] Comprised of people directly affected by statelessness, civil society representatives, advocates, humanitarian actors and grant makers.
[6] CESF Committee Governing Document

a) Advising on the establishment of the criteria and application process for each of the three types of Awards to be issued under the COVID-19 Emergency Statelessness Fund (CESF): *Scoping Awards, Exceptional Awards and Action Awards.*
b) Advising on questions relating to the administration of the CESF, including fundraising, decision-making and reporting, as well as on strategic issues arising in the implementation of activities under the Fund (e.g., advocacy or capacity building).
c) Mid-term review of the CESF (in the first quarter of 2021).
d) Review the activities implemented under the CESF, and activities carried out by ISI under its allocation of CESF funds (max 20%).
e) Mediation and decision making on issues of dispute or difference between ISI and project partners which cannot be settled amicably.
f) Decision making to approve or reject proposals for Action Awards (5,000 – 25,000 Euros).

Those organisations who received awards formed a CESF consortium, with peer-to-peer learning, information sharing, capacity building activities, and contributions towards ISI-led research-based global advocacy. As quoted in the CESF Brochure produced in 2021, 'the Consortium's innovative design allows for frontline citizenship rights activists from around the world to work collaboratively'.[7] This coordinated response led to the production of advocacy reports on COVID-19 and structural issues impacting on stateless communities in light of the pandemic. This included the Impact Report produced in 2020, and the Together We Can report produced in 2021.

PURPOSE OF THE EVALUATION

ISI and the CESF consortium have engaged in a wrap up and evaluation process. The purpose of this process is to:

i. Evaluate the impact of the model and its impact on partners and the issue on the ground
ii. Evaluate the impact/added value of the consortium as a whole and any joined-up activities
iii. Evaluate the impact on ISI and the organisation's ability to pursue their mission.
iv. Evaluate the success with which the model and fund were administered and managed.

To inform this process, ISI is implementing two concurrent and complementary pieces of work:

1. An <u>impact and lessons learned</u> process through which consortium members are reflecting on and documenting lessons learned and the impact of their projects on the statelessness issues they are working on with the group. This will lead to a final impact and lessons learned report that all consortium members will have contributed to, looking at how to build on the roadmap for change.

2. An <u>evaluation</u> of the management, administration and process of the model and fund, including whether it was implemented in line with its objectives and scope, the impact of involvement in the fund on consortium members and ISI, and an analysis and recommendations regarding the use and implementation of such a model to support ISI's

[7] Quote from Nesha Balasubramanian, DLA Piper.

mission and the work of partners. The evaluation considers what ISI, partners and donors can learn from the consortium model.

Through both processes, ISI has taken an approach to examining what the consortium have been able to achieve, the approach to which it has done so, and ISI's role – with a desire to learn from what has taken place. This is crucial. Seeking to create social change and impact the structures that shape peoples' lives is challenging in complex environments, in which there is uncertainty in the context of the work and in the mechanisms that connect work being done to the desired change. The starting position should be that learning, including acknowledging failure and changing direction, is not an add on to the work but is essential.[8]

METHODOLOGY

The evaluation was conducted using a qualitative approach to primary data collection, complemented by a secondary data review. To inform the evaluation, the consultants reviewed documents, data sets, reports, minutes, and tools that have either informed the CESF fund or have been produced as a consequence of the CESF fund. A full list of resources reviewed can be found at Annex 1.

Primary data collection for the evaluation sought to engage those involved with the CESF model, including ISI staff, CESF committee members, and partner organisations. The objectives of gathering primary data in the evaluation were as follows:

1. Follow-up on information of interest or gaps identified during the secondary data review
2. Open enquiry giving all consortium and committee members the opportunity to contribute to the evaluation with feedback, issues and concerns important to them
3. Space to hear from ISI, consortium and committee members as part of a process of reflection of the consortium outcomes and experience

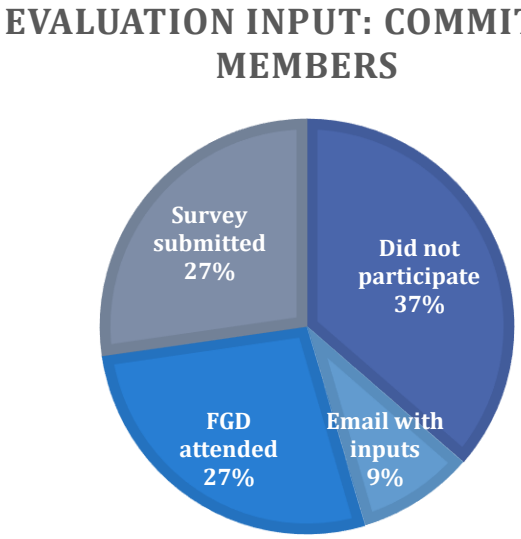
To meet these objectives within the scope of the evaluation, whilst ensuring that primary data can be received from as many contributors as possible within the given time frame, the primary data collection was conducted primarily using focus groups discussions (FGDs), supplemented by surveys (covering the same questions) for those who could not attend the focus group discussions. FGD and survey guides were shaped by questions developed to elicit information under the four areas of evaluation (outlined above). While the main structure remained the same, some small edits were made to questions depending on whether the FGD/survey was aimed at ISI staff, committee members, or consortium members. An example survey can be found at Annex 2.

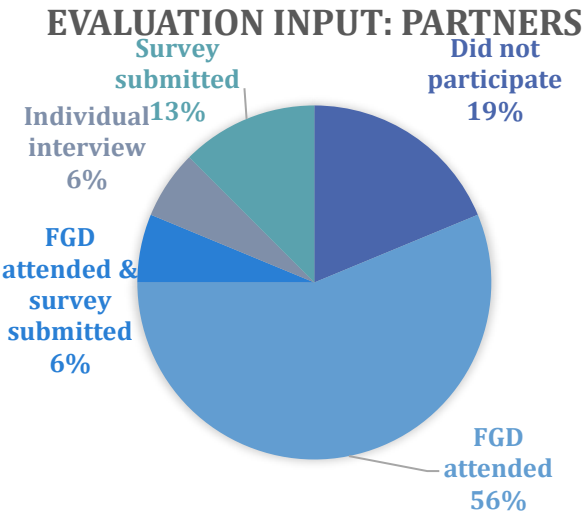
In total, there were 23 individuals who participated in the initial primary data collection of the evaluation. Two FGDs were conducted with CESF partner organisations, as well as a one-to-one interview, with a total of 11 participants. One FGD was held with three committee members, and one FGD was held with five ISI staff. Surveys were sent out to committee members and CESF partner organisations, to enable input for those who did not attend the FGDs. A total of four

[8] Valters, C., Cummings, C. and Nixon, H. (2016) Putting Learning at the Centre: Adaptive Development Programming in Practice. ODI Report.

written surveys were submitted, and one short feedback by email. Three surveys were submitted by an organisation represented on both the committee and as a partner organisation. Of the surveys, one was submitted by an organisation who had also participated in the FGD for partners.

Participation in the primary data collection was higher among consortium partner organisations, in which 81% participated in one way or another, than among committee members, which had a participation rate of 63%.





To analyse the primary data collected, the consultants used a methodology of qualitative coding. This approach systematically categorises excerpts from the qualitative data gathered in the focus groups and interviews in order to find themes and patterns. Upon completing the focus groups and interviews analysis was conducted to identify themes from participants' contributions. The evaluators have used these themes, and cross referenced them with the secondary data review, to identify key findings from the evaluation and recommendations.

Once qualitative coding and analysis alongside the secondary data review had taken place, an evaluation workshop was held to which ISI staff and committee members were invited. The evaluators presented the core findings to date, and attendees contributed through questions and comments. Discussions held were recorded and incorporated into the final analysis for this report.

It is important to note the limitations to the evaluation and its methodology, due to time and resource constraints. As noted above, the primary data collection took place predominantly through focus group discussions and surveys. This enabled input from a large range of participants in the CESF model without taking up a significant amount of time. For a more in-depth evaluation, and to negate the impacts on contributions of feedback in group modalities, one-to-one interviews could have elicited more substantive feedback and findings. The secondary data review focused predominantly on ISI-produced documents, with some theoretical documents incorporated into the review where the evaluators found them applicable to the review of the CESF. There are a number of identified areas in which more in-depth analysis could be conducted, that this evaluation did not have the scope to do. These have been included as part of the recommendations.

EVALUATION FINDINGS

The evaluation findings were analysed and are presented under the four areas of evaluation.

i. Impact of the model, on partners and issues on the ground
ii. Added value of collaborative approach
iii. Impact on ISI and ability to pursue mission
iv. Administration & management

In addition, replicability of the model was considered throughout these evaluation themes, and findings on this are also presented.

IMPACT OF THE MODEL, ON PARTNERS & ISSUES ON THE GROUND

Purpose of the fund and model

In its background note on the CESF[9], ISI explain that:

> *The aim of the fund is to raise and channel resources to, strengthen capacities of and work in partnership with NGOs and citizenship rights activists at the frontline of the crisis (primarily in the global south). While the focus is on structural solutions, the fund can also provide stop-gap relief to those in acute need.*

ISI go on to further outline that the aim of all the interventions under the CESF is to identify and work towards a systemic solution, and specifically that the funding is not intended to meet

[9] Background note on CESF (6 June 2020)

humanitarian needs for stateless people. Rather the fund should be used to 'challenge their exclusion and find ways to ensure that the barriers they face – practical, legal, political – are recognised and broken down'. Given the nature of the COVID-19 crisis, ISI nonetheless decided that 'where humanitarian needs are identified by partners on the ground and there are no other means to address them swiftly, humanitarian relief can also be provided…in order to offer short-term relief while working towards a structural solution'. The criteria for projects under the fund reflected this dynamic, with baseline conditions that projects, partners and activities must operate within the framework of wider structural statelessness issues, with the possibility to address humanitarian needs where this contributed towards systemic solutions.[10] The 'parameters of the CESF' table included as part of the Values Statement annexed to partnership agreements, was a useful reiteration of these points, and a tool for managing expectations in terms of the purpose of the CESF and what the expectations for involvement were.

The inclusion of humanitarian aspects to the fund and model really arose from ISI listening to organisations who were responding to the COVID-19 crisis on the ground, in particular those led by people with lived experience of statelessness. Challenges they were hearing about were on the face of it humanitarian issues, but as ISI delved deeper by asking questions to those responding in their communities they saw that it was underlying structural issues driving these humanitarian needs. The two went hand-in-hand. While it was recognised that 'humanitarian support would never be enough', it was also understood that, in light of the needs arising out of the pandemic, it 'would have been very difficult to work on structural issues alone'.[11]

On an immediate level people need to survive, and systems change cannot be effective if they don't. This fund was particularly well placed because it had the humanitarian angle, but also the wider advocacy and structural aspects. These after often not addressed through the same funding streams but is a useful approach in the circumstances to do so and demonstrated how the two aspects interact to improve outcomes.

During evaluation consultations with partner organisations, examples were provided on how this dynamic played out in their work.

> *"By giving us the means to fund our research, we have uncovered systemic issues suffered by the [stateless community], which have greatly exacerbated the impact of COVID-19 there. We're a small NGO that is dependent on whatever funding we can obtain. Our report would not have been possible without this funding."*

> *"The possibility of giving relief food in a human rights project…allowed us to address urgent needs caused by Covid 19…[but] it was a short time to have an advocacy goal, thus the need to have a longer life cycle of the project."*

> *"It enabled us to highlight the exceptional situation, to have humanitarian funds and do some research that enabled us to go to policy and advocacy."*

[10] CESF Criteria
[11] Comments from ISI FGD.

In thinking about these differing aspects of the fund, a committee member suggested conceptualising structural change as a ladder, in which humanitarian impact is a wrung of a ladder from which steps are built to lead to systemic impact. By approaching it in this way, as a holistic interaction between these approaches, the model was able to bridge the sometimes 'sharp division between people who do service, and those who support systemic change and advocacy'.[12] Furthermore, by doing so the model managed to bring in more actors with lived experience, that a stricter emphasis on advocacy may have left behind.

In light of the model and fund's structural-humanitarian coordinated approach, it is useful to consider applicable lessons from principles of the humanitarian-development-peace nexus. As the OECD Development Assistance Committee explain in their Recommendation on the Humanitarian-Development-Peace Nexus:

> *Nexus approach refers to the aim of strengthening collaboration, coherence and complementarity. The approach seeks to capitalize on the comparative advantages of each pillar – to the extent of their relevance in the specific context – in order to reduce overall vulnerability and the number of unmet needs, strengthen risk management capacities and address root causes of conflict.*[13]

ISI may benefit from considering how nexus best practices may apply to the CESF or similar funding-consortium models. For example, in its advocacy messages on Nexus Financing[14] the IASC make clear that quality funding supports a nexus approach. Of particular interest are the characteristics of quality funding – flexibility, duration, predictability, and limited or no earmarking of funds. Evaluation findings on the critical nature of flexible funding, on the duration of available funds and on the benefit of funding frontline work in a timely manner, are not specific to this model but are very much in line with the wider discourse on nexus best practices.

Impact on statelessness issues

This evaluation did not focus on the impact of the model on statelessness issues at large. These are being considered in depth as part of the impact and lessons learned progress. However, the success of the model is inevitably steeped in the sought outcome of structural solutions for statelessness issues. Partner organisations were keen to provide examples of the way in which they were able to use the model and fund in the contexts in which they were working.

When considering the extent to which the consortium gave access to data and information collected on other partners' projects, one participant from a partner organisation explained:

> *"We asked for information collected by other partners and ISI responded to it and shared the data with us. It was pretty smooth on our end and ISI's end. For us it was very helpful. As a regional organisation we were not providing humanitarian service, our work was research*

[12] Comments from committee members FGD.
[13] See DAC Recommendation on the Humanitarian-Development-Peace Nexus, OECD Legal Instruments.
[14] Interagency Standing Committee (IASC) Advocacy Messages on Nexus Financing, July 2021. See https://interagencystandingcommittee.org/system/files/2021-07/IASC%20Results%20Group%205%20Key%20Advocacy%20Messages%20on%20Nexus%20Financing.pdf.

through partners. We were building on the Together We Can report. We relied heavily on the Together We Can report for Asia Pacific countries."

Efforts to really systematise documentation of what was happening and to learn from it laid groundwork for organisations to continue to work in this way in their advocacy going forward. Broadly, the involvement of communities and grassroots organisations with lived experience in the design and implementation of projects, with the provision of some training and support, had an impact on those community members with capacity building and skills enhancement. This has strengthened their capacity to do their statelessness work on the ground, and to feed this work into coordinated advocacy initiatives.

Indeed, participants reported the model supported new programming and existing work at a critical time, and strengthened their ability to do advocacy. This work emphasised the fact that activism can be as effective in emergency periods, when it is particularly important to 'counter the toxic narrative' and raise awareness on statelessness issues. Partner organisations tied this into public health and community development outcomes that they witnessed.

Successful aspects of the model

The evaluation found that participants' (partners, committee members, and ISI) experience of the model and its impact was overwhelmingly positive. The funding was made available at a particularly difficult time to access funds, thus enabling grassroots organizations to survive, and to respond to statelessness issues and communities particularly affected by pandemic. The success of the model was felt by the partner organisations themselves, and on the wider contexts in which they were working. This was highlighted in an example given by one partner organisation:

"*The fund came at a time when we were almost thinking that we would need to close because we didn't have funds. We didn't know what to expect. There were bi-national families separated due to border closures. The fund came in and helped us advocate for reuniting families…. We campaigned for digitisation of the system…That took place…The fund helped sustain us and helped those discriminated by nationality laws."*

Particularly crucial to the success of the model was the flexibility with which it was implemented across all stages – from project design and the preparation of proposals, implementation of individual and joint activities, learning and adaptation of projects, through to budget and the provision of funds. The importance and value of flexibility was raised 26 times throughout the FGDs and surveys. The partnership approach to the model between ISI and the organisations receiving funds was viewed as an important part of this flexibility. This approached enabled discussions, developed common understanding, and led to flexibility to adapt to the developing circumstances faced by partner organisations.[15] ISI managed this while also giving partners the space for their work to flourish without micromanagement.

[15] For example, one partner organisation explained, '*the flexibility aspect has been very positive in the sense that throughout the time we were working on our project we were facing unrest in the country. Which is why we were unable to conduct our activities the way we had originally planned, but this flexibility aspect was helpful in us being able to shape the project activities in a way that we were able to respond to what was in front of us.'*

There may be a risk of seeing flexibility and the need for support due to a lack of capacity on the part of grassroots organizations, but in fact these must be viewed within the prism of practical restraints and circumstances, structural discrimination, and other relevant issues. It would be useful to use the lessons learned from the CESF and consult further with partner organisations about, practically speaking, why flexibility is so vital. This is needed to improve understanding among ISI and donors, which may then inform discussions about how to keep these vital elements in other projects.

Another successful aspect of the model contingent upon coordination was the 'collaborative peer structure' that connected organisations and partners, enhancing networks and knowledge sharing. One partner organisation spoke of the 'critical development' in their work of the creation of 'global solidarity networks'. ISI's implementation of a communal project management tool, Basecamp, made collaboration 'easier, more effective, and speedier'.[16] In particular, there were benefits of understanding statelessness situations in different country contexts and collaborating in developing responses.

> *We were able to seek answers to problems we had initially suspected [were] unique to our circumstances.*
>
> CESF partner organisation

The success of the model is reflected across findings in this evaluation. It is also reflected in the openness among most of those involved to contribute and learn from it. That said, there could have been more critical analysis of the model, particularly in discussions with partner organisations. Limitations to critical analysis, and expression of legitimate criticism, may have a number of contributing factors. One aspect may be the power dynamics inherent in funding relationships and programming/advocacy partnerships, and the ongoing relationship between ISI and partner organisations. Another may be the methodological approach of the evaluation. With focus groups rather than one-to-one interviews, group discussions may not have been considered such a safe space for those who may want to raise challenges. It is important to be aware of these and ensure there are multiple means for learning from partners' experiences.

ADDED VALUE OF COLLABORATIVE APPROACH

Consortium – activities and added value

[16] Comment from partner FGD.

Highlighted throughout this evaluation are benefits of the consortium model implemented through the CESF. For the wider statelessness advocacy movement, it was highly valuable to have inputs and coordination from civil society actors globally. This fed into advocacy on national, regional and international levels, and led to an overarching sense of solidarity. This was through collaboration among all actors, such as in the production of the Together We Can report, as well as through bilateral relationships developed which shaped project activities locally and regionally. This was not always straight forward; projects starting at different intervals led to, at times, a lack of cohesion between projects.[17]

Our recommendation is to expand the consortium and encourage as much engagement between partners as possible. We are far stronger together.

CESF partner organisation

Partners who started implementing projects at a later stage reported less involvement in consortium activities. Furthermore, among all partners there was varied ability and capacity to engage. The consortium model added additional responsibilities onto those implementing projects, and their ability to respond to these was impacted by their time and availability. One partner organisation raised the restrictions on engagement with the expectations of involvement in consortium activities in English, and as such a limited number of staff were able to be involved. With CESF funding allocating small amounts of funds (GBP 5,000 – 20,000), there was some expectations of involvement in the consortium that went over and above what the organisations were being funded to do. Funding needs to be available that takes into account, and reflects in budgets, the staff time and resources needed for consortium model activities.

In focus group discussions with partners about the consortium activities and benefits, there was not a lot of feedback provided regarding structured capacity building activities among the consortium. One organisation reported that they did ask for training, and some was provided (a few others reported that these trainings were helpful), and that while this was limited they would not have had capacity to do more with everything else that they were managing. There was a greater emphasis by partners on outcomes from consortium activities involving on-the-job capacity building by ISI and peer-to-peer learning—especially to less established organisations.

The consortium model was undoubtedly a strength of the CESF, making the work done throughout this period on statelessness issues more effective and better able to address the needs of marginalised groups, even with small amounts of funding. Value for money[18] was positively impacted by the cross-learning and additional support available. The efficiency with which the consortium model operated was limited by varied available resources and engagement with the consortium. For further consortium models value for money can only be improved by further input from partner organisations and those with lived experience early in the planning stages.

Structure, role and added value of the committee

[17] Comment from FGD with ISI staff.
[18] For a brief explanation of the four factors to consider when planning for and evaluating value for money – economy, efficiency, effectiveness, equity – see Value for Money | Better Evaluation.

The committee played an arguably important advisory role and to some extent shaped the scope of ISI's work and the CESF. The advisory role seemed clear in scope among the various people involved. The overarching sense was that the value of committee was greatest in the earlier stages, when committee members were working with ISI to think through approach to sub-granting. This was an important aspect of the CESF's success, given ISI had not previously provided grants. Committee members had a range of expertise and connections, giving legitimacy to the decision to implement the CESF and credibility to the model that was adopted. This also strengthened the implementation. As one committee member stated, "*Learning from the variety of expertise and perspectives among the committee members allows for a holistic and equitable approach to decision-making.*"

Nevertheless, there was a sense that they could have been more utilized and engaged on an ongoing basis. Suggestions included further links with the consortium, including informal meetings with partners and ISI, a greater engagement with the advocacy strategy, and working with a smaller group of people. A recommendation was made at the mid-term review to leverage more their expertise, but there was not much evidence that this happened. The added value of the committee was not always clear throughout the process and at times there could have been an added value greater than what there was. A further contributing factor was that the level of engagement among the committee members was varied. ISI recognised that there may have been strategies that could have kept them more involved, including more regular updates on the progression of projects and the coming together of work at the global advocacy level.

The extent to which the committee was engaged in meaningful decision making on projects, as opposed to being more of an accountability mechanism, was not always clear. While ISI staff believed in the substantive importance of the decision-making role of the committee, far over and above box ticking, reflections among some committee members identified a greater sense of playing a role in raising red flags and validating the process. One explanation proffered was that this may be because of the amount of work gone in to supporting partners with applications, by the time they reached the committee level they were in very good shape. Decisions not to proceed with funding were made by ISI and partners prior to the project reaching the committee. From an accountability perspective, these decisions at least being presented to the committee would ensure decision making is effectively and equitably implemented.

In the context of ISI establishing and implementing the CESF, during a crisis and without having previously played a role in grant giving, the committee's advisory and accountability roles demonstrate the extent to which ISI was taking a thoughtful, considered, and necessarily cautious approach, open to others' input and guidance. The make-up of the committee, including stateless people, donors, and humanitarian actors, demonstrated ISI's awareness of the range of insight that could and should input into the implementation of the model and fund. Should such a model and fund be implemented in the future, further thought would need to go into how to structure and compose such a committee/decision making body, and ensure clarity and purpose in its functions.

IMPACT ON ISI AND ABILITY TO PURSUE MISSION

Establishment of the fund & model

The establishment of the fund and development of the model took place as ISI listened and responded to the needs of partners as they communicated what impact the pandemic was having on stateless communities, and what support would help. While there could have been more involvement with partners at this stage in the project design, ISI looked externally for consultation on the structure of the model, notably with a number of those who formed part of the committee, including those with lived experience of statelessness. They also consulted with the board about the incorporation of funding for humanitarian needs along with work on structural issues. Their approach of having different types of awards and modest amounts of money was beneficial to managing the CESF, particularly given it was the first time ISI had done so. The amount of work involved in the establishment and management of the model and the impact on ISI's capacity was at times burdensome. This needs to be considered should ISI run a similar project in the future.

To get referrals for the fund, ISI went through regional networks of community-based organisations. They were purposeful in doing so to make sure that they went through people that understood the field. The relationships developed between ISI and partners throughout the CESF form a good basis for co-designing future projects. The project has propelled forward not only ISI's relationships, but its thinking and understanding of wider statelessness issues and models for its work.

The overarching sentiment throughout the evaluation was that the CESF was a step towards addressing the overlooking of statelessness as an issue to fund. It moved in that direction both directly through its implementation, as well as in its opening up of wider donor discussions. The CESF was established with 'impressive speed and efficiency'.[19] ISI and the committee sought to balance having good structures and regulations with flexibility and efficiency. With some ups and downs, it seems to have managed this well.

Overarching impact

The work around the CESF, in its many different facets, has had a meaningful impact on ISI and its ability to pursue its mission. They have developed an understanding about the use of resources and collaboration as tools for systems change. This is shaping other approaches and programming, and has increased their ambition in their approach and what they believe they can achieve. Having responded to community needs at a time of crisis, and done so well, they have more credibility, which will support their future work with partners and with donors. In the words of one ISI staff member, they have 'more confidence, more experience, more legitimacy'.

Equal partnership / donor relationship

The success of the model lies significantly in relationships developed, and the manner of its implementation allowed trust to build between ISI and partner organisations. ISI did a good job in making partners feel relaxed and able to share problems and jointly problem solve. This led to a positive sense of partnerships throughout. Partners expressed appreciation, particularly regarding how supportive and flexible ISI were throughout implementation of the fund. Partners

[19] Survey from committee member.

underlined that this approach should be taken by other donors. A partner organisation reported that 'ISI understand the donor dynamic', and there was an appreciation that ISI didn't seem to want partners to face unnecessary challenges.

ISI were keen that this sense of partnership override any hierarchical donor/grantee dynamics. This was played out with a degree of success. ISI worked to support partners in designing projects in a spirit of 'joint partnership'. Asylum Access' position paper on Building Equitable Partnerships[20] highlights five foundation elements for equitable partnerships: embrace DEI (diversity, equity and inclusion) values, co-design, co-leadership, co-visibility, and transparency. While there would be room for extensive analysis under each of these elements, and undoubtedly areas for adaptation and improvement under each, the review has highlighted how well ISI have positioned their partnership work through the CESF. ISI and partners developed and utilised a model and implemented it with an approach that reflected many core aspects of these foundational elements of equitable partnerships. ISI may benefit from an in-depth look at their approach to partnerships and, building on the CESF Values Statement (included as an annex to partnership agreements), develop further their own best practice guidelines from which they can examine any future collaborative models they design and implement, particularly where there is funding involved. Doing so may also give weight to advocacy with donors on the reasoning and imperative behind the approach ISI wants to take in working with partners and, where relevant, in providing grants. This may also be a useful way for ISI to engage and challenge the power dynamics inherent in any partnership, even those that may be less immediately obvious.

The nature of the development of the model and fund in response to the pandemic meant that it evolved. This changing nature of opportunities and expectations as part of the consortium emphasised the importance of communication among partners and ISI. There was not a mutual expectation for the direction it took. In particular, the global advocacy developed and led to the Together We Can report. The level of involvement in this seemed to vary somewhat between partners, and there was some sense that it was above and above what partners were being funded to do. Many were happy and felt it was a significant learning opportunity; at least one partner organisation felt like it was too much in light of the small amount of funding. It certainly needs to be considered that it should not be expected that organisations run by people with lived experience feed into wider advocacy and movements for systems change without providing proper compensation, regardless of their willingness to participate.

For ISI, the CESF model catalysed its own conversations with donors, and helped build stronger relationships in which the sense of partnership was also developed. The model provided insight into potential new approaches and solutions to present to donors that could support grassroots groups to access funding. The more learning ISI does in relation to the model and its core principles, the better positioned it will be to have an impact in this regard. ISI could proactively reach out to other initiatives that are working to provide funding and capacity strengthening with grassroots organizations. Examples include the Resourcing Refugee Leadership Initiative[21] and the Refugee Leadership Alliance[22], to learn about strategies in funding and partnerships with grassroots organizations, through working to increase access to donor funding.

[20] Asylum Access (2021) Building Equitable Partnerships. Accessed at: https://asylumaccess.org/wp-content/uploads/2021/12/Building_Equitable_Partnerships.pdf.
[21] See Resourcing Refugee Leadership Initiative | RRLI (refugeeslead.org).
[22] See Refugee Leadership Alliance - APNOR.

ADMINISTRATION & MANAGEMENT

Proposal development / applications

ISI worked with organisations who were interested in receiving funds through the CESF to develop projects that were realistic. Projects were usually designed throughout a number of meetings. They were largely achievable. Partner organisations reported that the process was 'smooth and clear', and templates were helpful, although there was also a suggestion that partners may have benefited from further introduction to the process. Technical support was available as needed, and was greatly appreciated. One concern was raised about the technical support being based on partner requests and whether it is necessary to think about the equity implications – do all partners feel able to ask for the support needed? The process of developing applications did have a capacity building element to it. As a participant in the evaluation workshop said, 'it's the difference between having a funder that's an ATM machine, and one that is developmental'. This work also then opened a relationship with partners to request support for other grant applications, in which ISI can support the application of skills developed.

The amount of work that went into the project design meant that by the time they were presented to the committee they were in good shape. There was, however, also a sense of decisions having largely been made regarding the projects. The committee's role was again seen as one of accountability. An area in which there could have been greater accountability was in decisions made not to pursue and fund projects under the CESF. Evaluators identified minimal documentation outlining decisions, but did view email correspondence outlining decisions and brief reasons why. A committee member raised that it could be beneficial to have some discussion and learning around what the CESF wouldn't or couldn't fund.

One partner organisation suggested that applications submitted by consortiums may be a positive next step. This should be considered with some degree of caution. One project implemented by a consortium was part of the CESF, and there were challenges that did not apply in the same way to agreements between ISI and one partner organisation only. The amount of funding was too small to have much of an impact across multiple organisations; neither did it compensate for the additional hours and resources that went into consortium activities and advocacy.

Reporting

Feedback given by partner organisations on their experiences of reporting throughout the project was mixed. Some commented on the reporting's 'light touch', 'easy process', the minimal requirements, as well as time saving and smooth processes. However, there was also a few points raised by partners who felt the reporting was work intensive, partly due to the scope of the topic rather than ISI demands, sometimes repetitive, and potentially excessive for such small grants. The distinction between reporting for funding purposes and reporting for advocacy purposes was not always clear. The feedback demonstrates the need for thinking about monitoring, evaluation, and learning throughout design and implementation, reducing bureaucracy and making reporting effective. Reporting can be a burden or an opportunity to learn.

Reporting was for some a useful exercise, felt to have developed capacity in preparing 'impactful reports'. Providing regular project updates and involvement in evaluation activities has been a helpful tool for reflective practice. ISI were again praised for their flexible and supportive approach, which was also enabled by the scope of donor requirements for the CESF. ISI's ability to maintain flexibility in reporting in future models of funding is dependent upon the understanding reached with any donors.

Budget & funds

The amount of funding available under the CESF was very limited, with the largest grants at EUR 25,000. Despite the limited amount of funding available under the CESF, partners reported that they were able to have more structural impact with the funds available than they usually are with other projects. The staged approach, through both scoping awards and action awards, was a useful model for building on the provision of funds. Partners that ISI may have known less well, or where initial scoping about project potential needed to take place before more substantive funds were given, could still be supported without putting the CESF at risk.

ISI and partners were able to manage any issues relating to the budget and distribution of funds through strong communication. This communication positively impacted on trust, which enabled ISI to maintain a flexible approach with partners, even in the scope of funding and transfers. There would have been organisations, particularly those that were stateless-led, that simply would not have been able to receive the funding without this flexibility. As an ISI staff member explained:

> *"We were in a privileged position. We received money from donors in the context of the pandemic – they understood maximum flexibility was needed along with critical checks and balances. In general, the funding landscape does not look like this."*

As ISI considers its role in the provision of grants to grassroots statelessness groups, reflection on how best to maintain this flexibility that was so valued throughout the implementation of the CESF is an important exercise. There will very likely be constraints placed on funding that were not applicable during the pandemic. ISI needs to build concrete recommendations for maintaining donor flexibility. ISI can then use its relationships with donors to communicate the impact of the flexible approach, and how the CESF demonstrated that this enabled greater impact than would otherwise have been possible. Those on the committee with expertise in the provision of grants and donor relationships can play an important role in helping ISI shape this most effectively.

General administration

Overall, the administration of the model and the fund was managed well. The committee had expressed concerns about the potential for excessive bureaucracy as a result of ISI's concern for proper processes being in place, but for the most part this did not play out. The evaluators identified a few areas where more documentation may be helpful, in particular regarding decisions on grants, and the tracking of project management decisions more widely. That said, administrative processes were referred to as 'smooth' multiple times during the evaluation, and the CESF project files are reflective of a high level of organisation and the quality of administrative oversight. For partner organisations the support from ISI on the administrative aspects was raised as something that was greatly appreciated and learned from. By providing such close support, ISI also had the opportunity to see more closely how administrative requirements of grants are managed by grassroots organisations, which aspects are barriers to implementing projects, and which aspects are helpful across the board. Thinking through lessons learned here will help ISI as it considers its approach for any future grant models.

> *I have to say, I was impressed with how it was documented and thought through.*
>
> CESF Committee Member

The issue of language came up as a significant barrier to participation, in the consortium, in grant management, and in coordinated advocacy activities. By limiting participation in the range of project management and consortium activities, it limited the level that partners were able to engage, and often put more emphasis on one or two people within partner organisations with the requisite level of English. This is something that for future partnerships ISI needs to consider, with the potential to better engage with translation as an everyday part of coordination.[23] There are resource implications for this. Again, ISI would be in a good position to really identify its positioning in this regard, to be able to construct persuasive arguments about the needed allocation of resources to this.

REPLICABILITY OF THE MODEL

Throughout the review, the evaluators considered whether CESF model is replicable. In particular whether and in what way ISI could consider adapting and using such a model for future work with grassroots organisations addressing statelessness issues. We found that the model is certainly replicable. Despite its limitations, including the short time frame for implementation, the small amount of funds, and the crisis context in which it was implemented, the predominant experience of the model was positive for those involved. The CESF supported organisations to concretely address immediate needs and structural barriers facing stateless communities during COVID-19. It was a unique approach to partnership, that really enabled ISI and partners to develop their work. This developed the capacity of grassroots responses through coalition of partners interested in systems change. However, if this is going to develop into strong and long-term movement building, it is important to look at considerations in replicability and applicability of the model.

[23] This is also a recommendation under Asylum Access' Building Equitable Partnerships position paper.

Because of the success of the solidarity aspects of the model, and the coordination among partners on issues of relevance to structural statelessness issues across jurisdictions, the peer-to-peer learning and knowledge exchange would be a useful part of the model to adapt and implement on an ongoing basis, alongside ISI's partnership and facilitation role. The actual manner in which this is done needs to be thought through, and adjustments made to the approach taken during the CESF. CESF partner organisations should be engaged throughout this process, to provide feedback, input, and planning.

Learning and adaptation could and arguably should be an express goal for any meaningful, long-term and sustainable partnership approach within a framework of working towards systems change.[24] A key factor in implementing this is ISI's internal capacity. The CESF and coordinated advocacy efforts that arose from it put a burden on ISI resources and staff time. Any future consortium models should be considered in light of what ISI has the capacity to oversee and implement, and what resources may be needed to enable it to do so effectively and sustainably. This isn't to reduce the impetus to implement such a model, but rather to highlight what is needed to do so effectively. The possibility of having a learning partner was raised by ISI as something to consider for the future. If ISI and partners want to dig deep into learning and adaptation and how best to use it to strengthen work on structural issues, a learning partner to facilitate this and drive it forward may be a good option.[25] This would bring expertise and some objectivity, and allow ISI to play a learning role alongside other consortium organisations (rather than as the facilitator). A learning partner would in itself require funding and resources, but it is potentially well worth investing into in light of ISI's mission.

Participating in learning activities and networks also takes up time and resources from each partner organisation, particularly if it is to be done well. This must be factored into budgets. It must also be part of discussions with partner organisations and donors during planning in order to be clear about expectations.[26] ISI may want to consider making involvement in consortium learning activities a prerequisite for any future funding under such a model. What is expected in terms of involvement in learning activities would need to be outlined – the CESF demonstrated the variance to which partners may prioritise and engage with these aspects of the work.

The provision of small grant funding with flexible grant requirements, alongside support offered by ISI, proved successful in terms of strengthening programming and building capacity in project management and donor requirements. This was a very positive experience for many partner organisations, who feel in a better position to drive forward their work. The replicability of this depends on ISI's prioritising of this approach. It is also dependent upon the extent to which ISI is able to secure funding with the flexibility required by many grassroots organisations. Without influencing the wider donor community, ISI will be limited in what it can do. The evaluation has

[24] See Valters, C. et al, *ibid.* See also discussion on creating learning networks, in McKenzie, F., 2021. Building a culture of learning at scale: learning networks for systems change.

[25] McKenzie's (2021, *ibid*.) work on building cultures of learning emphasizes the creation of spaces for learning processes to unfold, that go deeper that an exchange of knowledge or best practice and involve critical reflection and experimental action. This necessitates drawing on diverse sources of knowledge, experience, and capabilities.

[26] Mercy Corp's paper on adaptive management highlights four components that underpin adaptive management, including creating an enabling environment. The component on an enabling environment focuses on recommendations for donors. Recommendations include aspects such as funding for learning positions. See Mercy Corps (2015) Managing Complexity: Adaptive management at Mercy Corps.

come up with a number of suggestions to strengthen ISI's position and advocacy in this regard (see Recommendations).

Should ISI be able to secure a range of funding with different requirements, a consortium model may need to take a hybrid approach to providing grants, with some grants having stricter requirements than others. This would certainly be a complicating factor, and would need to be planned out in some detail and managed well in terms of expectations and relationship dynamics among partners.

After the end of the CESF ISI had conversations with a number of groups about the possibility of setting up a statelessness fund. As one committee member highlighted, it is important to consider and understand the consequence of institutionalising grant making capacity in an organisation, with benefits to ISI's work and its pursuit of its mission, as well as challenges that would arise from it. There is a difference in being reactive to an emergency context and what organisations need on the ground, to fundraising and sub-granting as part of ISI's own approach and goals.

In whatever form ISI may replicate or use and adapt aspects of the CESF, it should do so building on its partnership with people and organisations with lived experience of statelessness. Those with lived experience were involved both at committee and consortium level. The evaluation has not had the scope to analyse closely the extent to which and in what way this involvement was hindered or prospered by approaches taken by ISI, the committee and the consortium in implementing the model. In discussion with those involved with lived experience, there is room to develop further sustainable and effective partnerships with those with lived experienced and stateless-led organisations.

SUMMARY OF FINDINGS

Through analysis of the primary and secondary data collected through this evaluation, as well as observations from the evaluators and input from wider relevant literature, 30 findings—explained in detail above—are outlined in short:

1. Given the nature of the impacts of the pandemic, in which structural issues relating to statelessness drove humanitarian needs, funding had to be made available that contributed to meeting humanitarian needs, particularly where these were intertwined with structural causes.
    - This bridged a gap that often exists between humanitarian and advocacy actors, and fed into advocacy efforts. ISI's position was informed by listening to grassroots organisations responding to the needs of stateless communities.
    - This position allowed more actors with lived experience to engage in the CESF.
2. Partnership agreements, and in particular ISI's CESF Values Statement, were a useful tool to outline to partners CESF consortium expectations and limitations.
    - Core principles for partnerships could be furthered developed.
3. Partner organisations were positively impacted by the approach of systematising documentation of the impact of pandemic on stateless communities and learning from this.
    - This laid the groundwork for organisations' advocacy going forward.

4. Involvement of individuals and communities with lived experience of statelessness in project design, implementation and monitoring, with ISI's support, provided capacity building and skills enhancement strengthening their ability to do the work on the ground.
5. The funding was made available at a particularly difficult time to access funds, thus enabling grassroots organizations to survive.
    - The model supported new programming and existing work at a critical time, and strengthened partners' ability to do advocacy.
6. The flexibility with which the model and fund were implemented was the most significant factor in the model's success.
    - The partnership approach to the model between ISI and the organisations receiving funds was as an important part of this flexibility. This approach enabled discussions, developed common understanding, and led to flexibility to adapt to the developing circumstances faced by partner organisations.
    - Partners recommended that other donors take a similar approach.
7. The consortium's 'collaborative peer structure', connecting organisations and enhancing networks and knowledge sharing, contributed to the model's success. There were benefits of understanding statelessness situations in different country contexts and collaborating in developing responses.
    - Benefits from the collaborative peer structure varied, impacted by when organisations joined the consortium, and by their approach to working with and learning from others.
8. Despite openness to contribute to and learn from the evaluation and lessons learned process, critical analysis of the model was limited in the evaluation, particularly among partner organisations.
9. Advocacy on national, regional, and international levels was positively impacted by inputs and coordination with grassroots actors globally.
    - Global advocacy led by ISI developed over time, and there was not mutual expectation of the direction it took.
    - Many partners felt involvement in global advocacy was a positive learning experience.
    - Involvement in wider advocacy needs to be properly resourced for those with lived experience and stateless-led organisations.
10. Partners demonstrated varied ability and capacity to engage in consortium activities, influenced by time and availability among other factors.
    - Language requirements (English) of consortium activities and CESF project management limited capacity further, restricting who among those working with partner organisations could be involved.
    - Some involvement in consortium activities went beyond what was funded under the CESF.
11. Peer-to-peer learning and advocacy was more impactful than structured external or ISI-led capacity building activities or training.
12. Value for money, in particular regarding effectiveness and equity, was demonstrated in implementation of the CESF consortium. Efficiency was limited by varied available resources and engagement with the consortium.
13. The value of the committee was greatest in the earlier stages of the CESF, particularly when the advisory role of the committee was capitalised on.

- Committee members had a range of expertise and connections, giving legitimacy to the decision to implement the CESF and credibility to the model that was adopted.
- The committee could have been more utilised and engaged on an ongoing basis. The added value of the committee was not always clear throughout the process.

14. The extent to which the committee played an accountability role, rather than a meaningful decision-making role, was unclear and there was not common understanding of the involvement of the committee in CESF implementation.
15. In the context of ISI establishing and implementing the CESF, the committee's advisory and accountability roles demonstrate the extent to which ISI was taking a thoughtful, considered, and necessarily cautious approach, open to others' input and guidance.
16. The approach of having different types of awards with modest amounts of money was beneficial to managing the CESF, particular as ISI were implementing such a model and fund for the first time.
    - The staged approach, through both scoping awards and action awards, was a useful model for building on the provision of funds. Partners that ISI may have known less well, or where initial scoping about project potential needed to take place before more substantive funds were given, could still be supported without putting the CESF at risk.
17. The amount of work involved in the establishment and management of the model and the impact on ISI's capacity was at times burdensome.
18. The relationships developed between ISI and partners throughout the CESF form a good basis for co-designing future projects. The project has propelled forward not only ISI's relationships, but its thinking and understanding of wider statelessness issues and models for its work.
19. The CESF was a step towards addressing the overlooking of statelessness as an issue to fund.
    - It moved in that direction both directly through its implementation, as well as in its opening up of wider donor discussions.
20. The development and implementation of the CESF has had a meaningful impact on ISI and its ability to pursue its mission.
    - The project has developed ISI's understanding of the use of resources and collaboration as tools for systems change.
21. The success of the model lies in its partnership approach and relationships of trust developed between ISI and partners. This enabled the provision of funding without excessive hierarchical donor/grantee dynamics.
22. The CESF model catalysed ISI's own conversations and helped build stronger relationships with donors.
    - The model provided insight into potential new approaches and solutions to present to donors that could support grassroots groups to access funding.
    - The more learning ISI does in relation to the model and its core principles, the better positioned it will be to have an impact in discussions with donors.
23. The process of developing projects with ISI's support was generally smooth and clear and resulted in community-led achievable projects.
    - This built the capacity of partner organisations in project and proposal development.

24. Projects that were not pursued could have been better documented and shared, to enhance accountability and learning.
25. Reporting was a useful learning process and was manageable for many partners. Some partners found the reporting more intensive, in particular when project reporting was perceived alongside reporting for coordinated advocacy purposes.
    - ISI's flexible and supportive approach aided reporting efforts, which in itself was possible due to the scope of donor requirements for grants provided to the CESF.
26. Strong communication helped deal with issues relating to the budget and distribution of funds, encouraging transparency.
    - This communication positively impacted on trust, which enabled ISI to maintain a flexible approach with partners, even in the scope of funding and transfers. This led to organisations, particularly those that were stateless-led, eligible to receive funding that would not have otherwise been able to.
27. The administration of the model and fund was managed well.
    - Support on administrative aspects was beneficial to project partners, and gave ISI insight into the implications of administrative aspects of grants for grassroots organisations.
28. The CESF model is replicable.
    - The model's unique approach to partnership enabled ISI and partners to develop their work and their capacity for future projects. It concretely addressed immediate needs and structural barriers facing stateless communities during COVID-19. The model developed the capacity of grassroots responses through coalition of partners interested in systems change.
    - The peer-to-peer learning and knowledge exchange would be a useful part of the model to adapt and implement on an ongoing basis, alongside ISI's partnership and facilitation role. Adjustments need to be made to the approach taken during the CESF, with feedback, input and planning with partners.
29. Capacity and resources of ISI and partner organisations impacts ability to engage in learning.
    - Participating in learning activities and networks takes up time and resources from each partner organisation and was not always adequately funded under the CESF.
30. There is room to develop further sustainable and effective partnerships with those with lived experienced and stateless-led organisations.

RECOMMENDATIONS

Recommendations for ISI

- Consider and identify its ongoing position regarding its role in nexus-related work, in particular whether outside of the context of the pandemic ISI would be willing to support projects that include humanitarian elements as well as working on structural issues.
- Take an in-depth look at their approach to equitable partnerships and, develop further their own best practice guidelines from which they can examine any future collaborative models they design and implement, particularly where there is funding involved.

- To enhance its own learning on potential new approaches and solutions to present to donors that could support grassroots groups to access funding, proactively reach out to other initiatives that are working to provide funding and capacity strengthening with grassroots organizations.
- Build concrete recommendations for maintaining donor flexibility. Use relationships with donors to communicate the impact of the flexible approach, and how the CESF demonstrated that this enabled greater impact than would otherwise have been possible.

Recommendations for similar consortium models

- Consider how nexus best practices may apply to the CESF or similar funding-consortium models that address humanitarian and structural issues. Incorporate these in planning and procedures for consortium and funding models.
- Funding needs to be available that takes into account and reflects in budgets the staff time and resources needed for consortium model activities.
- Ensure value for money is factored into the planning stages of consortium models, involving partner organisations and those with lived experience.
- If an advisory or decision-making committee is considered under similar consortium models, determine how to adapt the CESF model and how to structure and compose such a committee/decision making body to ensure clarity and purpose in its functions and roles.

Recommendations for donors

- Consider the implementation of recommendations on 'quality funding' under financing of humanitarian-development-peace nexus approaches, and how this can apply to funding statelessness grassroots interventions and wider advocacy. In particular look at how best to ensure funds meet the characteristics of 'quality funding' - flexibility, duration, predictability, and limited or no earmarking of funds.
- Approach funding for systems change work with an understanding of what is critical for sustainable and meaningful involvement of organizations.
    - Learn from existing projects and their donors that fund and support grassroots work led by people with lived experience.
    - Don't silo humanitarian / advocacy / structural change – fund with an understanding that they frequently feed into each other.
    - Ensure sufficient funding is made available for advocacy, monitoring, learning - so that organizations can properly get involved without it draining capacity and resources.

ANNEX 1: RESOURCES REVIEWED

Internal documents reviewed:

- Background note on CESF (6 June 2020)
- CESF Criteria
- Committee Governing Document
- Partner Verification Process
- Impact & lessons learned submissions from partners – nine reviewed

External documents reviewed:

- A. de Chickera, (27 April 2020) 'As the world washes its hands of the stateless, they risk facing COVID-19 alone', Open Democracy.
- Asylum Access (2021) Building Equitable Partnerships.
- DAC Recommendation on the Humanitarian-Development-Peace Nexus (2019) OECD Legal Instruments.
- Interagency Standing Committee (July 2021) Advocacy Messages on Nexus Financing.
- ISI (2021) CESF Brochure.
- ISI (2020) Impact Report.
- ISI (2021) Stateless in a Global Pandemic.
- ISI (2021) Together We Can.
- Joint statement (27 May 2020) 'In solidarity with the stateless: An urgent call to states, donors and other stakeholders to promote and protect the rights of stateless persons in their COVID-19 responses'.
- Mercy Corps (2015) Managing Complexity: Adaptive management at Mercy Corps.
- McKenzie, F. (2021) Building a culture of learning at scale: learning networks for systems change.
- Valters, C., Cummings, C. and Nixon, H. (2016) Putting Learning at the Centre: Adaptive Development Programming in Practice.

ANNEX 2: FGD / SURVEY TEMPLATE

No.	Interview Questions	Responses
Impact of the model, on partners and issues on the ground		
1.	What do you think were the most successful aspects of the CESF model?	
2.	How do you think these aspects of the model contributed to impacting the issues at hand?	
3.	How was the model and fund responsive to the urgent issues surrounding statelessness that arose during the COVID-10 pandemic?	

4.	What impact did the consortium model have on your organization, your approach to your work, and the work that you do?	
5.	Do you think the model is replicable? If done again, what aspects do you think are important to keep? Are there any aspects of the model that you would suggest could be changed or improved?	
5a.	The aim of the CESF is to channel resources to, strengthen capacities of and work in partnership with those working at the frontline of the crisis. Crucially, the focus is on finding structural solutions, while also addressing any urgent humanitarian needs. Do you agree with this focus and approach?	
Added value of consortium and joined up activities		
6.	What data, information & evidence was collected by partners, how was it collected and how was it used? Do you have recommendations for how data could be collected and used in any future consortium type projects?	
6a.	Did partners have access or information to data, information & evidence collected on other partners' projects? Was this useful, or would this be useful in future?	
7.	What capacity building and peer-peer learning activities were you involved in throughout the fund? Were there any challenges or difficulties in being involved in these activities?	
8.	Do you feel like your own capacity was strengthened through involvement with the CESF and the consortium? Has it had an impact on the communities you serve?	
8a.	Were you able to be involved in developing capacity for others?	
9.	To implement such a model effectively, what recommendations would you have for capacity building needs amongst the consortium in the future?	
10.	Were you able to feed into the advocacy goals of the model? Do you have recommendations for how such a model could feed into advocacy in the future?	

11.	What were the benefits and challenges of working in partnership with others CESF partners throughout the CESF project? Do you have any recommendations for working in partnership in the future?	
Impact on ISI and ability to pursue mission		
12.	In what way do you think the consortium model contributed in pursuing the mission of ISI? Did it contribute towards your own mission?	
12a.	To what extent do you perceive ISI as an equal partner (and not a donor) in the CESF? Do you think anything during the CESF could have been improved, to ensure the relationship of equal partnership?	
Administration & management of the model		
13.	In what ways do you think the administration & management of the model and fund was done well? Are there any ways that you think it could be improved if the model was replicated?	
14.	How was the process of developing a project application? (project concept, budget)	
15.	How was the reporting process? (either mid-project reporting, or end of project reporting)	
16.	How was the quality & frequency of the support you received from ISI? (developing project, project update meetings, reviewing outputs etc)	
17.	Have there been any issues during the project with the way in which ISI has operated during the CESF and provided support?	