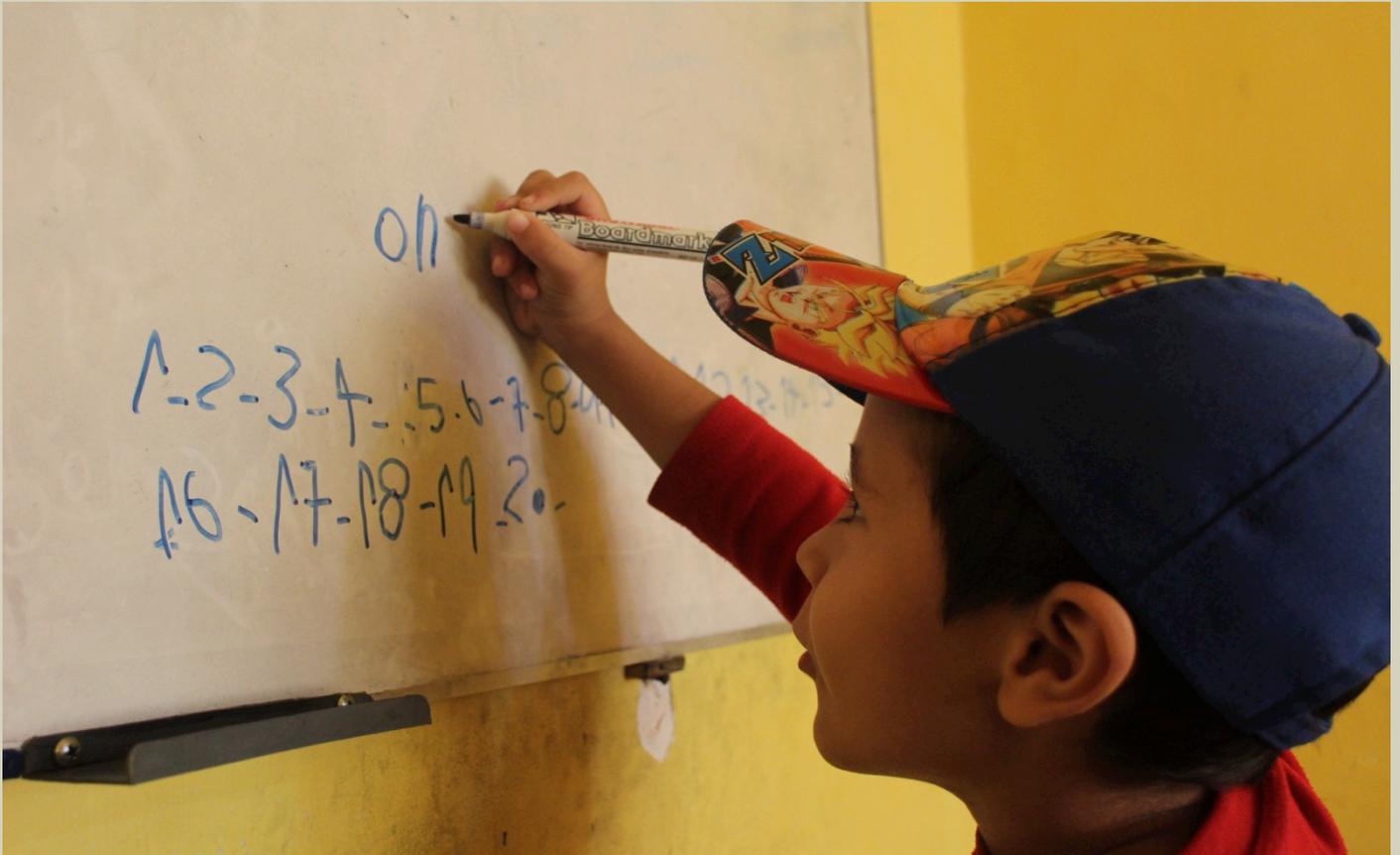


2015 - 2018

# STRATEGIC PLAN



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# WHO WE ARE



Same Skies is a **non-religious, politically neutral non-profit organisation** registered as an association under Swiss law **since late 2014**. We are a passionate team committed to supporting refugees and asylum seekers (for simplicity of reading we will hereafter refer to “refugees” only. However, our work does not discriminate against/exclude people based on their legal status). We work with **displaced communities in transit countries**, while they await the processing of their asylum claims, and durable solutions such as resettlement to a third country. Same Skies was established by a multidisciplinary team of international professionals with extensive experience working with displaced communities. Debriefing on many combined years of work in diverse international contexts led the founding members to the realisation that **the humanitarian sector is in urgent need of innovation and professionalisation**. Even though “Participation” and “Capacity-Strengthening” have become common terms in institutional strategies, based on the principle of “Do-No-Harm”, we believe that good intentions alone are not enough. We need to find new ways for genuine empowerment in refugee protection on an operational level.

We work under the mentorship and guidance of two **Advisors from the Centre of Education and Research in Humanitarian Action (CERAH) in Geneva**.

## OUR VISION

**Refugees in transit countries live with self-determination and in dignity.**

## OUR MISSION

**Innovative refugee protection that genuinely empowers displaced communities.**

## OUR VALUES

### HUMANITY

We are driven by respect, dignity and wellbeing of individuals and never reduce people to the situation in which they are found. We operate with integrity and compassion.

### IMPARTIALITY

We provide humanitarian response without discrimination based on nationality, ethnicity, religion, gender and/or age. We are motivated by principles of equality and social justice.

### INDEPENDENCE

We act in line with our mission and values. We appreciate working alongside people from different backgrounds. However, we are politically neutral and not affiliated with any religion.

# INSTITUTIONAL STRATEGY



Same Skies demonstrates **empathy towards those who are displaced due to armed conflict or fear of persecution and discrimination**, aiming to alleviate the suffering of those affected by it. We are aligned with the real-life consequences at the community level, and are not working directly towards the elimination of the causes of displacement on a political level.

We encourage development and participation **in activities that benefit the community as a whole**, while other actors directly support specific individuals in need. Same Skies commits to raising community awareness, encouraging refugee volunteers to design activities that build the confidence and trust of the local host communities. Nurturing environments of **tolerance, understanding, acceptance and learning between cultures** is a key approach taken.



## BACKGROUND

Globally the United Nation's High Commissioner for Refugees (UNHCR) counts **more than fifty million displaced people**, including 16.7 million refugees, 1.2 million asylum seekers and 33.3 million internally displaced people<sup>1</sup>. Refugees can be found all over the world, with half of the numbers in Asia and a third in Africa. Furthermore, the UNHCR estimates a total of ten million stateless people around the world. Conflict, violence, human rights violations and other forms of discrimination are largely uncontrollable acts that continue to forcibly displace people.

**The problem of stranded refugees** has gained renewed attention in international discourse in the past decade, and there is a global call for action concerning this group of people. They can become stranded during any part of their flight; they may be documented or undocumented. Reasons for not being able to move or return can be humanitarian situations and/or state-driven, by entry through smuggling networks without resources to return home, or as victims of human trafficking. There is no accepted international definition for the phenomenon but some facts remain: refugees can become stranded in any transit country, they face a specific set of vulnerabilities and frequently find themselves in desperate need of protection and humanitarian assistance. Transit countries are often not signatories to the 1951 United Nations Refugee Convention, and therefore there is no domestic law that protects the rights of refugees. They often live in legal limbo, having thus far failed to win permanent asylum.

Communities of displaced people share the common element of being uprooted from their previous formal and informal structures of society. They need to learn how to navigate the unfamiliar environment of a host community, while negotiating new roles and relationships within their own families, and frequently struggling with the loss of previous status and prestige. Another characteristic is that displaced communities outside of supported camps are highly transient and fluctuating. Due to the lack of support, people often exceed their financial and legal means and therefore move around readily in an attempt to source new options. Needs are met through consolidating resources with other community members. On the other hand, there is often a lack of coordination and communication mechanisms, which means that once an informal support structure is built, people find themselves having to start all over again when a key individual moves away.

It is Same Skies' experience that due to these factors, displaced communities in transit countries often show a high degree of underutilised and unorganised skills and capacities that can be mobilised and shared through facilitated community networking. Same Skies recognises that individuals come from various backgrounds and bring different levels of experience and skills with them. People within displaced communities can range from highly educated professionals to illiterate adults, youth and children. They can be single men and women, couples, families with children, elderly people or unaccompanied minors.

<sup>1</sup> **UNHCR: Global Trends.** 2013. [www.unhcr.org/cgi-bin/texis/vtx/home/opendocPDFViewer.html?docid=5399a14f9&query=unhcr%20global%20trends%20report](http://www.unhcr.org/cgi-bin/texis/vtx/home/opendocPDFViewer.html?docid=5399a14f9&query=unhcr%20global%20trends%20report)

## INNOVATION & IMPACT

Innovation is an aspect of change that is often neglected in humanitarian action. By innovation we mean **using creativity to adapt to changing circumstances and simplifying processes, mechanisms and tools**, rather than reinventing the wheel. The innovation in Same Skies challenges the conventional and looks at needs as they are expressed, not as we imagine them to be. We try unique ideas without being afraid of failure and we take scalable risks while systematically monitoring, mitigating and managing them. On a global scale, innovation is, more than ever, crucial in protracted crises, where original and bold solutions are needed to sustainably protect and assist large numbers of refugees living in transit for many years. **Same Skies' innovative approach gives the right and responsibility for leadership back to communities themselves.** This enables genuine empowerment and ownership while at the same time being more cost-effective than traditional approaches. Same Skies contributes to the innovation of refugee protection by systematically testing potential community-based solutions in order to design a successful model which can be scaled up to have large social impacts. We make a point of remaining focused on our objectives while staying flexible in our processes, and continuously evaluating progress. We are committed to ongoing learning and improvement.

Over the next four years, **it is our goal to establish a network of Refugee-led Community Empowerment Centres** that enables genuine participation. Individual Refugee-led Community Centres have the capacity to deliver relevant and context-sensitive activities to communities on a needs-basis and sustainable for as long as needed. The Same Skies Strategy is based on a method developed and tested by the International Federation of the Red Cross Red Crescent (IFRC)<sup>2</sup>.

## KEY PRINCIPLES



We take a **bottom-up approach** that reflects how Refugee-led Community Empowerment Centres grow organically over time. Remote oversight and support are traditionally only used as a last resort due to perceived constraints and risks. We transform the limitations of this management approach into opportunities to reinforce decision-making, ownership and capacity in the field. Underlying is the assumption that it will consequently enable genuine empowerment, resilience and sustainability, if risks and constraints are monitored, mitigated and managed effectively. The specific assumptions underpinning this approach are:

- a) There are existing resources, behaviour, skills and knowledge in every community to sustain simple but effective activities to become more resilient and self-reliant;
- b) Such skills and knowledge can be systematically harnessed, organised and strengthened;
- c) Effective Refugee-led Community Empowerment Centres naturally build support systems that attract further resources.

### RESILIENCE OVER VULNERABILITY

Same Skies appreciates that certain individuals/groups can be more vulnerable than others based on certain social factors. At the same time, **Same Skies does not see vulnerability as a fixed condition that cannot be overcome.** We honour resilience over vulnerability and therefore focus on a **strengths- and rights-based approach**. As outlined in Article 1 of the 1948 Universal Declaration of Human Rights: "All human being are born free and equal in dignity and rights". In line with that, we work through processes to strengthen the ability of communities to deliver their obligations towards weaker community members and claim their own rights. Underutilised skills and capacities in displaced communities are an important asset in countries where formal duty bearers such as government officials are weak in delivering their obligation to respect, protect and fulfil universal human rights, including freedom, equality, non-discrimination, livelihood and access to education and basic health care. Same Skies works with volunteers from within these communities as rights holders to help them identify obstacles and find solutions to claim their rights and strengthen their relationships with duty bearers. At the same time we work with volunteers as duty bearers in order to strengthen their ability to deliver obligations towards their children and other community members. We support refugee-led groups through organisational and educational capacity-strengthening. Our processes are flexible and adaptable to different technical areas as identified by the communities.

<sup>2</sup> **IFRC: A Red Cross unit in every community: developing a countrywide community volunteer network in Burundi Red Cross Society. Case Study.** 2012. [www.ifrc.org/Global/Documents/Secretariat/201505/1240100-Burundi-case%20study-EN.pdf](http://www.ifrc.org/Global/Documents/Secretariat/201505/1240100-Burundi-case%20study-EN.pdf)

## ONGOING LEARNING & ADAPTATION

The structures and activities of Refugee-led Community Empowerment Centres need to be replicable in other locations if they are to cover large geographical areas. Our approach is based on the assumption that it is possible to design a simple structure that – after contextualisation and local adaptation – can be repeated in other transit scenarios.

The reality is that cultural, ethnic, religious, socio-economic and educational backgrounds, the composition, forms of settlement, legal status, and specific skills, knowledge and resources of displaced communities may cause significant differences which could affect the success of a structure. Through the **controlled process of testing, adapting and replicating**, Same Skies will identify to what extent it is possible to use one structure, and if necessary use the same process to develop separate structures for different scenarios.

It is quite possible that certain strategies do not work as expected or fail entirely. What is important is that any failure or deviation from what is expected is documented, and the learning is applied so that the next time that the approach is tried, any factors that did not work the previous time are taken into account. This learning will also reduce the costs of replication to a minimum and assist with the identification, mitigation and management of risks.

## REMOTE SUPPORT & OVERSIGHT

Same Skies is innovative in its perception of displaced communities who are traditionally seen as vulnerable groups. We focus on their resilience and draw upon their skills, knowledge and motivation to develop further skills instead. This seemingly minor change has a very significant, transformative impact on people's lives if taken into consideration throughout every step of project cycle management.

Same Skies supports context-sensitive, relevant and effective activities born from in-depth analyses. We use a collaborative and interactive approach to create the basis for dialogue, help communities identify and prioritise their needs, and define the best way of responding to them. Same Skies honours capacity-strengthening over capacity-building because we acknowledge an existing base of capacity in every community. We use a supportive approach where volunteers from within the communities take the lead, and activities are conceived and run by them. **It is our ideology not to permanently base foreigners in the field, and we try to avoid high-resource/high-cost activities in order to stimulate ownership and responsibility and to prevent dependency.**

Financial and strategic oversight is retained remotely. Same Skies' role is to advise, mentor and coach by providing educational, technical, and financial assistance. We support displaced communities through organisational capacity-strengthening and provide training in project management, finance, communications and social media, volunteer management and others. We also help communities navigate the complex terrain of international funding and requirements to become financially independent and sustainable. For programmes involving children's education we provide teacher training and facilitate skills in child protection.

## ACCOUNTABILITY

We are transparent and clear in our intentions and means. **Our commitment is to the people with whom we work**, including first and foremost the displaced communities, and secondly our donors and financial supporters. We are responsive to constructive criticism and share our best practices and lessons learnt with other actors. Same Skies encourages refugee volunteers, stakeholders and supporters to provide feedback and to raise concerns and complaints. We are committed to responding with appropriate action. At the same time, Same Skies encourages refugee volunteers to always welcome and be receptive to constructive criticism from their own communities, including members of the local host community. Volunteers regularly report to us about their activities, successes and challenges. Same Skies monitors and evaluates project indicators through regular capacity assessments and participatory community consultation workshops.

## SUSTAINABILITY

The core principle of our approach is that Refugee-led Community Empowerment Centres need to be set-up in a self-sustainable and lasting manner. Ideally, Same Skies' support is phased out after permanent or self-sustaining changes have been realised. Therefore, **sustainability and exit strategies are incorporated into all stages of project cycle management.** From the onset, Same Skies aims to inculcate knowledge and skills within a fixed time period and all our support is based on a clear, time-bound memorandum of understanding with communities without jeopardising intended outcomes. From the beginning, we are very clear about our commitment and refugee volunteers are involved in decision-making processes.



## OUR STRATEGIC GOAL

Establish networks of Refugee-led Community Empowerment Centres that have the capacity to organise planned activities that sustainably strengthen the resilience, self-determination and physical and mental wellbeing of displaced communities over large geographical areas.

# OPERATIONAL STRATEGY



By implementing our guiding values and principles, Same Skies' mission is to contribute to the innovation of refugee protection by establishing networks of sustainable Refugee-led Community Empowerment Centres that genuinely empower displaced communities. All following points need to be factored into project design in order to develop sustainability.

**Activities provided in a Community Centre must tackle a challenge that is identified and considered significant by the community.** If this is not the case, it is unlikely that volunteers share their time, skills and knowledge to address it. The challenge should also be ongoing so that a Community Centre can make it its main objective to tackle it, while adding relevant activities over time.

Sustainability also means that **activities need to be simple enough for communities to mobilise and replace resources.** Designing and developing Community Empowerment Centres in such a way is absolutely crucial for any level of sustainability. If ongoing replacement of required resources is likely to be too costly or unavailable in the local context, then activities will not be sustainable, and risk collapsing after a short time. In the facilitation of Community Centres, Same Skies budgets for two types of financing:

**Set-up Funding:** These are one-off costs required to establish a Community Centre. This includes essential infrastructure, initial equipment, as well as costs associated with field visits for assessments, planning, design, training etc. This funding typically has to last for a year and then comes to an end.

**Ongoing Funding:** These are costs to maintain the system once the development phase is over and the Community Centre operates independently. There are certain considerably high fixed costs (e.g. rent) that cannot realistically be covered by the community. From the onset, efforts are made to keep such costs to a minimum in order to facilitate independence. During the development phase, Same Skies supports these ongoing costs while communities develop long-term revenue streams. As such, Same Skies facilitates lasting partnerships and sources ongoing opportunities for in-kind donations. While Community Centres can be designed to function with very small financial inputs, the

ability to generate some revenue is likely to help achieve greater results, more effectively. Therefore Same Skies provides training in different communications and fundraising strategies, such as social media management, crowd funding and web design. Nonetheless, it is essential that activities be designed so that a lack of funding does not prevent the Community Centre from pursuing its mission.

In line with our goal of empowerment, **Same Skies designs activities that involve as many community members as possible.** Wherever possible we deploy approaches that draw upon existing skills, knowledge and creativity to construct resources, such as furniture, at a low cost, instead of purchasing them.

**The organisational structure of a Community Empowerment Centre must also be sustainable.** Most communities have mechanisms of mutual support and assistance based on cultural, religious and socio-economic backgrounds. Same Skies seeks to build on existing customs, rather than introducing totally new forms of structure, which make no sense to communities. At the same time, we try to inspire and challenge existing roles and customs through contemporary ways and encourage change at the right time and pace. The simpler the initial organisational structure is, the more likely it is to be sustainable.

**Internal and external accountability are crucial to long-term sustainability.** Community Empowerment Centres need to be well managed, with decisions made in a fair and transparent manner. If there is no internal and external accountability, then volunteers will leave and the Community Centre is unlikely to attract further resources and participation of the wider community. The ability to motivate people to get involved and keep them engaged is central for the lasting existence. The image must encourage people to donate their time, skills, knowledge and other resources without a personal financial gain.

Furthermore, leaders are often the visible faces of a Community Empowerment Centre, interacting with local communities, formal and informal authorities and potential partners. **Effective leadership is crucial to create acceptance and attract local resources,** and relationships with the civil society of the host country are essential for integration. Displaced communities need to make a continuous effort to integrate within their host communities. The use of existing skills and assets enables them to support their own communities, increases self-reliance, independence and dignity, and supports national and local integration. **It is our conviction that refugees are valuable members of the host communities, and that the community as a whole will benefit from their integration.**

Factoring in the transient nature of displaced communities in transit countries, sustainability requires a minimum number of skilled people involved as volunteers and efficient handover mechanisms.

For all of the above reasons, Same Skies strongly emphasises the development of project management knowledge and skills of a broad and diverse group of volunteers.

**Our approach will initially be tested in Indonesia but can – if successful – be contextualized and replicated in multiple transit countries that host large numbers of refugees. Operations will be divided into the following three phases of growth.**

## 2015 - 2016: PHASE 1 – ESTABLISHING A STRUCTURE

### OUTPUT:

A sustainable Refugee-led Community Empowerment Centre that can be used as model.

**It is important to understand that no Community Empowerment Centre is established starting from a blank sheet of paper.** Understanding the dynamics of the community is an important step before any other effort can be made. This involves a field assessment, including consultations with key informants from displaced communities, as well as formal and informal local leaders, existing actors on the ground, and field observations. In any community it is likely that there are some initiatives and structures in place that can be drawn upon. Assessing what already exists is crucial to success for a number of reasons; one such being that it provides useful learning. It may be that Same Skies discovers an existing structure to replicate, rather than developing something new. Additionally, if existing structures are discovered that do not align with Same Skies approaches, there will still be relevant learning from it. Some existing structures may also provide a source of resistance to a new Community Centre because it may be perceived as threatening well-established power relationships. Sensitive strategies will need to be employed to manage these conflicts as new Community Centres evolve. On the positive side, some members of the community may be keen to try new ways of working. Such considerations will inform how a Community Centre develops, and

where. The establishment of an effective and supportive network of Community Centres and other actors is crucial for having an impact on regional and national levels.

In practice, Same Skies networks with local actors to gain access to displaced communities and to assess the need for humanitarian assistance and protection. Same Skies aims to be a responsible member of the humanitarian community, and therefore wishes to complement existing initiatives. **We coordinate, collaborate and partner our activities with actors on the ground.** We are committed to sharing information and knowledge through involvement in different professional networks, as well as learning from the experience and expertise of other actors through participation in networks and communities of practice to maximise joint outcomes and reach common goals. We pass on information about existing activities to refugee volunteers and set up referral processes so communities become aware of and can access existing supports. We encourage refugee volunteers to be supportive of, and work in collaboration with other initiatives. In addition, our advice is to take any steps in consultation and accordance with the host community.

## THE PILOT: REFUGEE LEARNING NEST

Same Skies has started Phase 1 by establishing a **Refugee-led Community Empowerment Centre in Indonesia called “Refugee Learning Nest”** (hereafter the Nest). Strengthening the Nest to become completely independent and sustainable by 2017 is the first step taken in reaching large numbers of people in transit countries. By the end of this Phase, the Nest will be a functioning Community Empowerment Centre, with well-documented descriptions and reflections on the steps taken. Even though the second phase can start before 2017, it is important that best practices and lessons learnt are well analysed and incorporated into planning for the second Phase.

**In the set-up of the Nest, Same Skies learnt from failed efforts of other actors.** After a field assessment, we modelled the Community Centre on an existing and successful refugee-led initiative on the ground. The initiators not only collaborate with Same Skies, but also requested us to set up a second Community Centre in the area.

Through community consultation workshops, **the community identified problems and solutions, and volunteers were elected to step into roles of leadership and responsibility.** The initial conversations had to create a clear understanding of what we stand for as an organisation, what we can offer to the community, and what the community needs to contribute in order to develop and sustain a Community Centre. In the future the entry point may be through meetings convened by an existing leader or through informal conversations with individuals. It may be that Same Skies targets a specific part of the community, such as youth, women etc., if the situational circumstances ask for it.

Same Skies has been working with the team at the Nest since November 2014, developing a suitable organisational form, which is continuously improved and adjusted. It is the volunteers' responsibility to listen, consult and discuss activities with other community members.

Based on context analysis, Same Skies acts with cultural sensitivity and in respect of the local communities, designing structures and activities that foster harmony, tolerance and understanding between refugees and host communities. We have existing ground rules, which define how Community Empowerment Centres should operate, but are flexible in the implementation and adaptation according to the local context and specific circumstances.

In line with our values, it is important that the Nest is open to everyone and that different members of the community are encouraged to get involved. **The Nest cannot become associated with a particular gender, ethnicity or social group.** Community activities should be central to the process and the reasons for having a Community Centre need to be very clearly in the minds of the volunteers, as well as the wider community.

Once the volunteers had received the basic start-up training, they needed to develop their own dynamics with regular monitoring and support from Same Skies. It was important to capture all learning from these initial stages. Documentation may take time in the early stages, but it provides the learning that allows the process to become quicker and cheaper over time.

Same Skies plans and budgets are of relatively short duration – 12 - 24 months with steps broadly outlined. Our culture around planning acknowledges that plans and budgets will inevitably change, and that they will need to be adapted based on experience and in accordance with the speed of implementation. **The budget for the initial years is kept tight to help focus on low-cost solutions right from the start, and reduce the risk of unsustainable structures and processes being developed.**

## CONTEXT OF INDONESIA

**Same Skies started its activities in Indonesia, as it is a significant transit country for refugees.** In September 2014, there were 9,581 people registered with the UNHCR, including 5,450 asylum seekers and 4,131 refugees<sup>3</sup>. It is likely that there are more asylum seekers living in the community unknown to the UNHCR. There are eleven immigration detention centres across Indonesia. Conditions remain concerning with overcrowding and limited access to legal advice. **Indonesia is not a signatory to the 1951 United Nations Refugee Convention and there is no domestic law that protects the rights of refugees.** The UNHCR is only in the country by government invitation and has a delicate political relationship with the government, and a relatively small presence and capacity. Nonetheless, Indonesia has legal obligations under international human rights law, having signed the two 1976 International Covenants on Civil & Political Rights and on Economic, Social & Cultural Rights in 2006.

The intention of many asylum seekers in the past has been to reach Australia by boat to seek protection. **Due to a number of Australian immigration policy changes, many people currently decide to wait in Indonesia for processing and resettlement through the UNHCR.** There continues to be a significant backlog in the processing of applications for refugee status determination (RSD). In mid 2014, 4,868 individuals were waiting for their first instance RSD interview, and the average waiting period from registration to first instance interview was between eight and nineteen months. The RSD process seems to be arbitrary in terms of how long people wait for their decisions. There have been examples of people receiving decisions within twenty-four hours, while others have waited for more than six months. Of those who are found to be refugees, approval for permanent resettlement can take another number of years. **While registered with the UNHCR, people are allowed to stay in the country but the Indonesian government does not allow local integration as a durable solution;** they only support voluntary repatriation and resettlement. **Refugees have no work rights in Indonesia and receive little support from humanitarian actors.** The demand for support far outweighs the resources of the organisations on the ground.

Before moving on to Phase 2, an evaluation of the Nest will need to be carried out to link organisational development with community level impact. The Nest is already demonstrating signs of social impact through positive feedback, as well as indications of good value for the invested funding. If the social impact can be proven, Same Skies will take best practices from the Nest and apply the approach in further communities nearby. **At the end of Phase 1, the structure of the Community Empowerment Centre will have been refined, including any factors that facilitate or limit the development.**

## 2016 - 2017: PHASE 2 – TESTING & REFINING

### OUTPUT:

A small network of functioning Refugee-led Community Empowerment Centres & generic guidance materials.

From 2016 to the end of 2018, **Same Skies will follow the same process as in the first community in a number of further communities.** They will be identified based on needs- and capacity assessments, but will be geographically reasonably close to the Nest. This is for ease of logistics, as well as for the development of a critical mass of Refugee-led Community Empowerment Centres that can support and learn from each other so that the structure can be developed and adapted effectively.

**In each community we will try to make the process more efficient.** Every step will be documented, and variations in the effectiveness of each process will be analysed and recorded, feeding back into work with subsequent communities. Records will be kept about the time and costs of setting up Community Empowerment Centres, which will build a baseline that can be used to improve budgets and timelines for wider replication.

**Same Skies will use the Nest as a resource to help other communities understand what we offer.** If the Nest proves very visibly successful, it may also be that communities start to approach us for support in setting up new Community Centres. In that case, Same Skies will harness this willingness, which is likely to make the replication process easier since it is anticipated that initiatives born from high levels of self-motivation will be more effective and sustainable.

<sup>3</sup> **UNHCR: Indonesia Factsheet.** September 2014. [www.unhcr.org/50001bda9.html](http://www.unhcr.org/50001bda9.html)

If it proves impossible to develop a Community Empowerment Centre in a particular location, special attention will be paid to understanding the reasons, and incorporating knowledge into future planning.

As new Refugee-led Community Empowerment Centres are set up, it will be important to define ongoing support needs and expectations. **Strong emphasis will be put on the development of sustainable and effective networks with peer-to-peer support.** The use of modern technology, creativity and openness to unconventional methods will be a big advantage. Typical inputs that Same Skies expects Community Centres to need on an ongoing basis include training for organisation capacity-strengthening, strategic direction, guidance and coaching, as well as the opportunities to provide feedback, and opportunities for volunteers of different Community Centres to come together to share experiences and provide mutual support. At the same time, Same Skies' expectation of Community Centres will generally include reporting for quality assurance, feedback on local needs and capabilities and other inputs.

## 2017 - FUTURE: PHASE 3 – SCALING UP

### OUTPUT:

Refugee-led Community Empowerment Centres covering a significant geographical area of transit countries.

Through Phases 1 & 2, Same Skies will have designed and tested a structure for Refugee-led Community Empowerment Centres that can then be scaled up and systematically replicated throughout a larger geographical area of transit countries. Analytical monitoring, documentation and evaluation of patterns of significant differences between displaced communities may have led to the development of several structures that can be applied in different contexts. Whether this may be the case or not, implementation dynamics will shift at this point. Up until this phase, implementation will have been about designing and testing. While there will still be scope for learning, the emphasis in Phase 3 will be on replication across a large area of a chosen transit country or region. **Intermediary structures like regional satellite offices might be required or Same Skies might choose to establish a structured way of partnering and networking with other actors to have a greater impact over a larger area.** This would mean that the role of Same Skies will likely shift from training volunteers in Community Empowerment Centres to training, overseeing and supporting intermediary structures. Passing on Same Skies' understanding of refugee protection and skills to replicate the approach will then become particularly important. Otherwise Same Skies could risk failure because of poorly prepared teams rather than because of the lack of community interest. Training should include field visits to successful Refugee-led Community Empowerment Centres, as well as ongoing coaching and mentoring. It will be Same Skies' role to monitor failure, and try to predict where the approach may not work. For example, Same Skies may feel that urban communities are likely to have different dynamics than rural ones.

A large part of Phase 3 will involve designing simple, effective and coherent management processes between numerous Community Empowerment Centres and Same Skies, as well as efficient linkages and networks that support each other. Internal systems and processes at all levels will need to adapt to meet these challenges, and it may take a number of years before a stable model evolves. Same Skies' role during this process will be to maintain focus on the importance of a "bottom-up approach" as the foundation of the organisation, and continue to align culture and processes with it.

All of these challenges will have to be addressed and formalised in the next Strategic Plan.



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