REFINED TIER MODEL & METHODOLOGY in WCA region

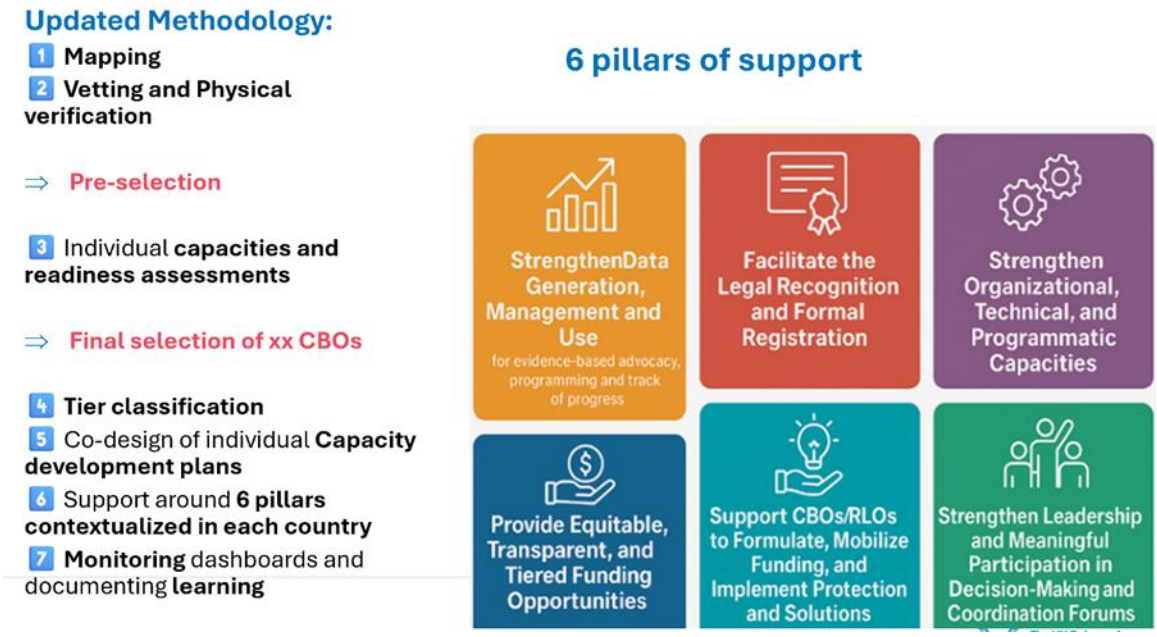
Expected results by 2030 (as agreed with Mastercard Foundation):

Supported Local organizations, Community-Based Organizations (CBOs) and Forcibly Displaced and Stateless Persons-Led organizations (FDSP-led) in West and Central Africa region have moved along a clear institutional growth pathway, with stronger governance, financial management, safeguarding, MEL, programme delivery capacity, and increased recognition as credible local actors. The objective is not only to support organizations as implementing channels, but to strengthen their long-term role as community-rooted institutions capable of contributing to education, livelihoods, protection, advocacy, and systems-level change. A subset of organizations with demonstrated capacity and reach should be intentionally supported to become stronger national or regional actors, including in advocacy and policy engagement.

This will be implemented through a differentiated and tiered support model, where funding levels are linked to organizational maturity, capacity, compliance readiness, and programmatic role. The objective should be to ensure that supported these organizations have a realistic pathway to stronger institutional capacity, greater financial absorption, and more meaningful programmatic, advocacy, and systems-influencing roles.

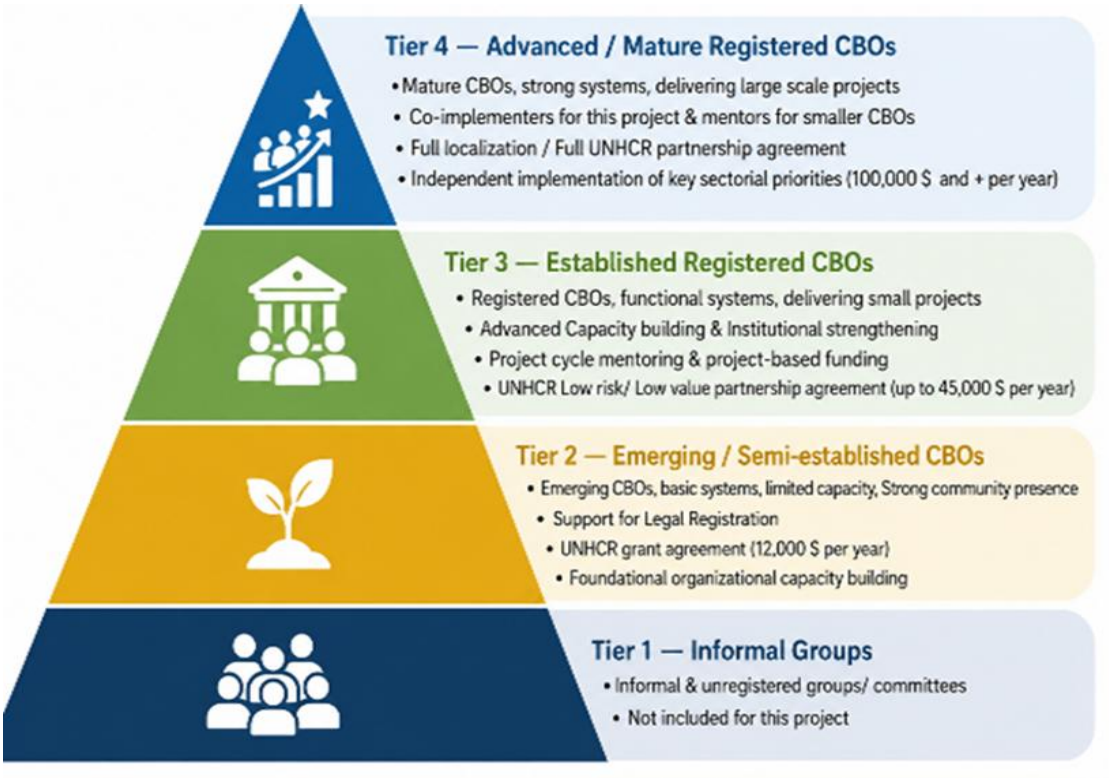
Structured methodology:

The approach follows a sequenced pathway (as described here below), ensuring engagement with each CBO/RLO is systematic, individualized and sustained over time.



- **Carefully selected cohort of CBOs/RLOs:** Organizations are identified through a rigorous, multi-step process combining mapping, vetting with local authorities and partners, and individual capacity assessments, ensuring selection is context-specific, risk-informed and evidence-based. Priority is given to CBOs/RLOs with demonstrated community anchorage, inclusion potential (including women-led, youth-led, Organization of persons with disabilities, etc.), and minimum operational and fiduciary capacity to absorb funding, while ensuring complementarity in thematic coverage. This targeted selection enables focused investment in partners with the highest potential for measurable capacity growth and sustainable impact, while maintaining pathways to support emerging actors over time.

- **Tiered model based on maturity level:** Organizations are supported through differentiated tiers, with bespoke financial and technical packages aligned to their maturity, enabling progressive and realistic capacity development pathways rather than light-touch support.



- **Direct funding and partnership model:** All funds across tiers are disbursed directly to CBOs/RLOs through UNHCR grant or partnership agreements modalities, without intermediaries, ensuring ownership, accountability and practical experience in fund management while enabling organizations to leverage UNHCR's network and recognition as formal partners. Being direct UNHCR grantees/partners over several years strengthens CBOs/RLOs' institutional credibility, positioning them to access additional partnerships and funding opportunities and demonstrate strengthened capacities.

- **Co-created, harmonized and context-adapted learning tools:** The initiative builds on existing tools, which have been reviewed, strengthened and co-developed with CBOs/RLOs and adult learning specialists to ensure relevance, usability and impact. These tools are harmonized at regional level to

guarantee consistency and quality of support, while remaining flexible and adaptable to country contexts. They include capacity and readiness assessment tools (combining self-assessment and facilitated joint analysis), co-creation tools for tailored capacity development plans, and modular training packages on institutional strengthening, designed as practical, adaptable learning solutions aligned with West and Central Africa realities (including language diversity, varying literacy levels and access constraints).

- **Integrated multiyear financial and technical support:** Capacity strengthening combines predictable funding with continuous technical guidance, allowing organizations to apply, test and consolidate capacities while delivering results. The strategy prioritizes hands-on mentoring, coaching and long-term accompaniment throughout the project cycle, embedding capacity strengthening in real implementation contexts rather than one-off trainings.

- **Joint review and adaptive programming:** Engagement is grounded in joint planning with CBOs/RLOs, with regular review points to adjust support based on performance, challenges and evolving contexts. The strategy has embedded monitoring, evidence and feedback loops by using capacity benchmarks, dashboards and AAP mechanisms to enables continuous tracking of progress and adaptive management, reinforcing depth and accountability.

- **Co-implementers and progressive transfer of roles:** As the project evolves, CBOs/RLOs will increasingly take on implementation roles, including mentoring and supporting emerging organizations, creating a multiplier effect and strengthening the broader ecosystem.