



“STARS treats underprivileged children like the shining treasures they are, giving them the protection, education and support to help create a brighter future for us all.”

**Her Majesty Queen Rania Al Abdullah**  
Patron of the STARS Impact Awards

# Foreword

Nothing is more important to a community than its children. Where children flourish in a caring, safe and healthy environment, people can have hope for the future. This is the dream that the STARS Foundation seeks to nurture.

For many in the world's poorest countries, realising this dream takes huge amounts of dedication, expertise, sensitivity and plain hard work – and it is easy to despair. Nevertheless, all around the developing world there are highly committed organisations demonstrating that it is possible to transform lives and build hope even in the most challenging of circumstances. These inspirational initiatives stand out as shining examples of the power of efficiency and professionalism to make a lasting impact.

I am honoured to introduce the recipients of the 2008 STARS Impact Awards for the health, education and protection of children in Africa; Disability Action Network in Somaliland, SIDAREC in Kenya, and Mkombozi in Tanzania, respectively. By supporting these organisations, STARS will help to strengthen their work to improve the lives of children and motivate others to adopt the high standards which they embody.

As STARS looks forward to the next chapter in its development, in particular the expansion of the Impact Awards to South Asia, we are more than ever indebted to the leaders and experts who have joined us in this endeavour to drive positive change. Above all, I would like to extend our heartfelt gratitude to Her Majesty Queen Rania Al Abdullah of Jordan and William J. Clinton, former President of the United States, for their invaluable support and guidance.

Together we can help alleviate the suffering of some of the world's most vulnerable children and give them the opportunity to shape a brighter tomorrow.

**Amr A. Al Dabbagh**  
**Founding Chairman**



# STARS Foundation

## Our Vision

**“We must take heart in the work of the STARS Foundation and renew our own determination to create a better life for families everywhere.”**

**William J. Clinton,  
former President  
of the United States**

**The STARS Foundation was established in 2001 to improve the well-being of disadvantaged children by supporting organisations working to meet their health, education and protection needs.**

STARS believes that the resources exist to build a better world for our children; to ensure that healthcare and education are made available and that children are protected from abuse and neglect.

Achieving this requires resources to be harnessed and directed to greatest effect, good practice to be encouraged and replicated, and the sharing of exceptional work which makes a real and tangible difference to the lives of children.

Through its Impact Awards STARS identifies organisations achieving best practice, supports them in their continued growth and broadens their impact by sharing their work with others.

Today STARS is proud to continue working with its Award recipients and to showcase their services and approaches from which charities all over the world can learn.

Left: Soure, age two, at AMPO orphanage in Ouagadougou, Burkina Faso.

# STARS Impact Awards

## Our Aims

**“Our relationship with the STARS Foundation is not going to end at the Awards ceremony. This is the beginning of our partnership.”**

**SIDAREC,  
2008 Education  
Award Recipient**

**The STARS Impact Awards support organisations committed to achieving excellence in the provision of services to disadvantaged children, and encourage the replication of effective approaches and practices.**

Three annual Awards recognise one organisation each in the categories of Health, Education and Protection of children in Africa. Each Award provides US\$100,000 of unrestricted funding as well as tailored consultancy support. From 2009, this effort will be doubled with the introduction of annual Impact Awards in the same three categories for South Asia.

The recipients of the Impact Awards are selected against a range of criteria which reflect the hallmarks of best practice and demonstrate their ability to make a tangible difference to the children they support.

The specific criteria that STARS focuses on are:

- Delivery of programmes that positively affect disadvantaged children and an ability to measure and demonstrate impact
- Governance and accountability to stakeholders
- Effective finance and administration
- Use of technology and ICT to enhance delivery
- Innovation and flexibility
- Networking and collaborating with other organisations
- Development of staff members and volunteers
- Inclusion and access

This publication celebrates the achievements of the three exceptional organisations recognised by the 2008 STARS Impact Awards, and revisits the 2007 recipients to track the difference that the Awards have made to their work.

Right: Boys playing football in Old Cairo, Egypt.









# 2008 Health Award Recipient

## Disability Action Network, Somaliland

### Location

Hargeisa, Somaliland

### Established

2002

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**Disability Action Network (DAN) provides life-changing medical rehabilitation to children and adults in one of the world's poorest and most challenging environments following years of civil war. Despite having a chronically under-resourced healthcare system and not being internationally recognised, the Somaliland government has functional structures that DAN works through to ensure that children with disabilities have access to medical and therapeutic rehabilitation services and are fully integrated into Somaliland society. According to UNESCO, more than 90% of children with disabilities in developing countries do not attend school, and Somaliland is no exception.**

DAN believes that medical rehabilitation is the best means of addressing the needs of children with disabilities, allowing them to access education and recreation facilities, and ultimately to work their way out of poverty. DAN contributes to this by providing orthopaedic and physiotherapy services, as well as training and awareness, all aimed at improving the lives and protecting the rights of people with disabilities across Somaliland.

DAN's medical rehabilitation services cover the whole of Somaliland including patients from neighbouring states such as Ethiopia and Djibouti. DAN offers its services through its main facility, the Hargeisa Rehabilitation Centre, which treats over 3,000 patients per year, and four regional physiotherapy and orthopaedic centres. To raise public awareness of issues affecting people with disabilities, DAN celebrates African Child Day and International Disability Day, and has translated the UN Convention on the Rights of Persons with Disabilities into Somali.

DAN consults extensively with beneficiaries and parents, and works closely with hospitals, government ministries and other organisations in Africa and beyond, to constantly improve its operations and promote positive and supportive attitudes to people with disabilities.

Left: Abdulaziz, age 14, has been a patient at DAN for eight years.



**“We are increasing our coverage in terms of geographic areas and number of children who can benefit from our service compared to what we were doing before the Award.”**

It is difficult to overstate the challenges facing health workers in Somaliland, which makes DAN's achievements and excellent reputation for professionalism all the more commendable. In selecting DAN for the Health Impact Award, STARS particularly recognises its proven track record for essential service provision, inclusion and flexibility in responding to its beneficiaries.

Delivery of critical medical rehabilitation is DAN's first priority. About 30% of clients are children living with disabilities such as cerebral palsy, club foot, poliomyelitis, traumatology and developmental problems. The orthopaedic appliances provided include orthoses, orthopaedic shoes, house adaptation devices, wheelchairs and crutches. The physiotherapy service offers care to prevent, correct or reduce the severity of children's disabilities by means of therapeutic exercises, massage and electrotherapy.

Including people with disabilities in all areas of mainstream society and combating prejudices against them underlies all of DAN's work. This extends to DAN employing qualified people with disabilities and promoting their employment by other organisations. DAN also ensures that its staff includes people from different clans – crucial to all aspects of life in Somaliland – and is balanced in terms of age, gender and skills. The make-up of its staff reflects DAN's commitment to serve all sectors of society whether urban or nomadic, poor or wealthy, and to open up opportunities for all.

Key to enhancing the performance and accessibility of DAN's services is its flexibility. DAN organises consultation sessions with parents of children with disabilities and carries out client satisfaction surveys in order to integrate their feedback in strategic planning. Among the obstacles identified were some parents' lack of understanding of the usefulness of the services, and the difficulty they had in bringing their children in for treatment. DAN's response was to organise parent sensitisation workshops and develop transport support systems, including specially designed wheelchairs.

Left: Mahad, age one, had limited mobility prior to receiving treatment.





**“Receiving the STARS Impact Award is a big ingredient towards our goal of becoming self-sustainable. We are planning to use the Award over three years to build on the diversification of our funding base.”**

The STARS Impact Award will ensure the continuity and strengthening of DAN's medical rehabilitation services for children in five regions of Somaliland.

The funds provided by the Impact Award will allow DAN to increase the number of children receiving physiotherapy and orthopaedic appliances to 1,800 per year, as well as provide psychosocial support and medical information to their parents. Resources will also be dedicated to training workshops for 60 medical staff on the early detection of infant and child disabilities and refresher training on orthopaedic appliances and physiotherapy for children. The celebration of African Child Day, an important opportunity to raise awareness about the services available to children with disabilities and their parents, will be reinforced.

Progress will be closely monitored. An individual rehabilitation plan will be drawn up and followed for each child, covering physical improvements such as mobility, sight, hearing, autonomy in lifestyle activities such as washing and dressing, and social interaction within the community. Review meetings and client surveys will continue to take place regularly.

The Impact Award will also help DAN achieve its internal goals of promoting good governance and effective management practices, and building a diversified and sustainable funding base.

DAN transforms the lives of thousands of vulnerable children and is instrumental in reversing the social exclusion of people with disabilities in Somaliland. The Impact Award will allow this organisation to deepen its impact, strengthen its capacity to grow in the future and share its expertise with others working in this critical field.

Clockwise from top left: Khadra, age five, receiving therapy on her lower limbs; DAN team; Asha, age nine, with lead physiotherapist Abdillahi at Hargeisa Rehabilitation Centre; Mohamed and Abdirizak in the workshop making orthopaedic shoes.





# 2008 Education Award Recipient

## SIDAREC, Kenya

### Location

Nairobi, Kenya

### Established

1997

### Contact

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**Slums Information Development and Resource Centres (SIDAREC) firmly believes that community problems need community solutions. This has driven its groundbreaking work to empower and educate the underprivileged residents of Nairobi's vast Pumwani and Mukuru Kwa Njenga slums for over ten years. SIDAREC strives towards its ultimate goal – to build informed, articulate and productive communities – by disseminating accurate and relevant information, establishing forums for learning and debate, and providing key social development services.**

All activities are designed to tap the skills and talents already existing within the community, especially the youth, for the common benefit. SIDAREC combats apathy by encouraging young people to stimulate positive change in their own neighbourhoods, and across Kenya.

A crucial element in SIDAREC's operation is the Early Childhood Development (ECD) programme aimed at pre-school children. This initiative was set up in response to a lack of education and recreation facilities for children aged between two and five. SIDAREC ECD centres allow children to build their talents, physical abilities and critical thinking in preparation for success at school and an active, responsible role in the community.

Since their launch these centres have benefited over 5,000 children, the number of street children in the surrounding neighbourhoods has dropped by approximately 40%, and 3,000 children have continued their education, with school reports indicating that they are among the top performers.

SIDAREC is a trusted and much appreciated organisation with strong insight into what people really need, and the energy and resourcefulness to make a tangible difference that reverberates throughout the communities it serves.

Left: Children in Pumwani lining up to wash their hands before breakfast.





**“The Impact Award raises our profile as an organisation. We are going to project our work to the external world; we are going to let Kenyans know that there is something going on in these slums that is very positive and worth emulating.”**

STARS was impressed by SIDAREC's capacity to deliver innovative and indispensable programmes despite its relatively small size. Three key strengths are its creativity, commitment to its staff and volunteers, and collaboration with others to broaden its impact.

Creativity is essential to working with children in such difficult and unpredictable circumstances. SIDAREC is particularly innovative in its use of IT, constantly introducing new channels of communication and information dissemination to enhance the delivery of its programmes. Among the most popular is its radio station, “Ghetto 99.9 FM”, which broadcasts to over 350,000 people and is run entirely by youth volunteers from the community. One programme, “Toto la Ghetto” (Ghetto Child), is dedicated to children talking about issues that impact their lives, giving them valuable broadcasting experience and building self-esteem.

Commitment to its beneficiaries is echoed in the SIDAREC clarion call “don't move, improve!” Recruiting 90% of its very dedicated staff and volunteers from the neighbourhoods it operates in, this unique organisation promotes inclusion, trust and continuity. Children are referred to schools once they graduate from the ECD programme, after which SIDAREC follows their school reports to monitor progress and be alerted to problems. SIDAREC is committed to the long-term holistic development of the young people it cares for, including its volunteers, facilitating access to a range of services right up to the age of 29, and ensuring that families and the community are engaged throughout.

Collaboration with other organisations, schools and government departments is essential to SIDAREC's mission. SIDAREC works to pool resources for critical actions like immunisation campaigns and to coordinate the efficient delivery of many services such as legal assistance and medical care. SIDAREC has also formed a network for institutions running community radio stations and has worked with national and international partners to digitise its extensive community library.







**“We try to make community heroes out of young people. We hope the people who come into our programmes will go back to their community and try to make it better for others, becoming role models, and maybe even replicating the work of SIDAREC in the future.”**

Part of the STARS Impact Award will be used to renovate and expand the ECD centres. Currently 300 children are served per year; the Award will allow SIDAREC to meet the needs of an additional 200, as well as train 1,000 extra children and youth per year in basic computer skills, and set up another community library with a reading area for children. SIDAREC will also continue to conduct workshops on child rights for parents and other community members to address the problem of abuse.

The ECD programme is successful because it delivers what these vulnerable young people desperately need: space and a voice. Living in very small, crowded houses leaves them with nowhere to study, play, or relax. SIDAREC centres and the library areas, which offer free access to books, the internet, video games and television, provide a safe, stimulating environment. The children's radio programme and other discussion forums allow youth to interact with other members of the community in a positive and creative way. SIDAREC calls this “amplifying the voices of the voiceless”.

By creating a positive reading culture and demystifying computers, SIDAREC encourages young people to have greater expectations for their future and gives them the skills they need to achieve their goals.

The STARS Impact Award will also enhance SIDAREC's institutional capacity by helping to improve its already impressive levels of efficiency and governance, and by supporting its search for more diverse and sustainable sources of income.

Clockwise from top left: Children in Mukuru Kwa Njenga having their morning porridge; SIDAREC team; SIDAREC Community Library in Pumwani; SIDAREC's ECD programme in Pumwani.



# 2008 Protection Award Recipient

## Mkombozi, Tanzania

### Location

Moshi, Tanzania

### Established

1997

### Contact

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Meaning “Liberator” or “Emancipator” in Swahili, Mkombozi more than lives up to both its name and its mission to empower children, engage families and strengthen communities. Founded in 1997 at the request of youths in desperate need, Mkombozi works to stem the tide of street children in Tanzania through a holistic programme of protection services, research and campaigning. Mkombozi challenges the government and citizens to wake up to the startling fact that over 50% of Tanzania’s population is under 19.

Mkombozi provides a creative basket of interventions in the Moshi and Arusha Urban Districts. In addition to helping children already on the streets, Mkombozi works to end the abuse and neglect of children, ensure their dignity and rights are respected, and identify opportunities for action before a child migrates to the street. Programming is designed in response to the acute urgency of the situation and interventions are tailored to the needs of each child.

Approximately 780 children benefit directly from these services each year, with the impact reaching far wider through the training of public servants in child protection, lobbying for legal reform to domesticate the UN Convention on the Rights of the Child, and raising awareness across the country.

Mkombozi’s activities include a mobile school focusing on numeracy and literacy to build self-esteem and life skills; an entrepreneurship programme for street youth to start their own businesses; and a technology programme which establishes IT labs in schools and for the children in Mkombozi’s care.

These tireless efforts to drive long-term change in favour of children’s rights and wellbeing ensure that Mkombozi is at the forefront of a powerful movement to invest in, listen to and protect young people.

Left: Amani, age 13, on the streets of Moshi.



**“With the help of children in the community, we explore together what the best solutions are in any situation. Beneficiaries have a say in the activities, so the people whom the problems affect are also part of the solution.”**

The hallmarks of Mkombozi’s work are flexibility, innovation and governance, and it is these strengths that convinced STARS to select this inspirational organisation for an Impact Award.

Flexibility is evident throughout Mkombozi’s operations. This can be seen from its proactive response to the gap in facilities available for street children, its readiness to shape interventions to suit each child, its assessment of whether its programmes are delivering results – and its ability to change direction if not. Mkombozi’s new Mentoring and Fostering programmes were developed as a result of participatory research, prompting the community to take more responsibility for its children. This is a service-oriented, mission-driven organisation that demands excellence and delivers on its promises.

Innovation is clearly seen in Mkombozi’s creative use of technology to achieve its objectives, broaden its impact and cut costs. The power of the internet has been effectively harnessed to meet advocacy and fundraising goals, as well as to network with other organisations across Africa. Mkombozi is also committed to empowering street children by developing their IT skills, and demonstrates the tangible benefits of this approach by employing and training some of these children at its Affordable Computers & Technology for Tanzania (ACTT) centre.

Mkombozi focuses strongly on results-based management and accountability to its stakeholders. Careful management of budgets and financial reports also aids stability, building trust with partners. Such effective governance and overall insistence on efficiency set Mkombozi apart as a standard for other organisations to aspire to.

Left: Night outreach visits in Moshi with Respick and Theobald.





**“We know we work hard with the children and there are many success stories, but now we can say that the national and international community recognises this; it is a good opportunity for us to advocate more.”**

Mkombozi intends to use part of the Impact Award to advance its 50% Campaign to spark national awareness on the need for legal reform, juvenile justice and child rights in Tanzania. The purpose of the campaign is to encourage a positive shift in attitudes toward children in general and street children in particular.

The media is a critical ally in getting issues out in the open and combating prejudice. The Award will go towards broadcasting a groundbreaking series of radio programmes as part of the 50% Campaign, which will feature young people interviewing influential public figures.

The positive change which Mkombozi hopes to generate using the Impact Award encompasses legal reform to uphold the best interests of Tanzania's children, increased sensitivity on the part of the public, the police, and others about the appropriate treatment of street youth, and more positive language used about street children in media and government communications.

Mkombozi is proud of its role in enabling children to campaign on behalf of themselves. The Impact Award will help challenge assumptions about children, demonstrating their skills, insight and potential.

Clockwise from top left: Komba, age 24, in training at the ACTT centre; Mkombozi team; 50% advocacy campaign on a bus stop in Moshi; Deborah, age 13, supported through Mkombozi's work in Kimanganuni primary school.

## One year on with Island Hospice 2007 Health Award Recipient

**Location**

Harare, Zimbabwe

**Established**

1979

**Contact**

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**Despite an extremely difficult year for Zimbabwe, the STARS Impact Award is enabling Island Hospice not only to survive, but thrive. Island Hospice has supported children affected by life-threatening illness – whether ill themselves, caring for relatives, or bereaved – for nearly 30 years. The Impact Award is allowing it to reach out to many more marginalised children and provide a more comprehensive service in response to growing needs.**

Beyond providing the resources to expand into three new paediatric clinics and offer non anti-retroviral medication and counselling to over 400 new children, the Impact Award is also delivering important long-term benefits. Thanks to the heightened public profile stimulated by the Award, Island Hospice is becoming the “go to” organisation for municipal hospitals and other institutions requiring assistance and training related to children’s palliative and bereavement needs.

Collaboration across the wider health and grassroots networks has been greatly enhanced, leading to earlier referrals and more effective treatment. By integrating with other medical facilities, Island Hospice is encouraging more holistic care of children, including psychosocial support, and having a greater impact on their quality of life.

The unrestricted nature of the Award has allowed Island Hospice to adjust its use of the funds to respond to changing circumstances on the ground, directing resources where they are most needed.

The consultancy made available through STARS is helping Island Hospice attract additional donors and raise awareness of its work across the Southern Africa region and internationally. As a result, the organisation continues to be confident about its long-term viability, is stronger even in the face of incredibly challenging operating conditions, and can plan for the future.

“The STARS assessment in choosing the Award recipients is comprehensive and its commitment to organisations receiving the Award is remarkable – this is not a donor organisation, but a true partner.”





## One year on with SPW Tanzania 2007 Education Award Recipient

**Location**

Iringa, Tanzania

**Established**

1992

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**Students Partnership Worldwide (SPW) Tanzania encourages young people to make responsible, informed choices regarding their sexual health and play a proactive role in the processes that affect their lives and communities. Its renowned Kijana ni Afya programme follows a youth-led volunteer model, which empowers over 75,000 people each year in remote rural areas by delivering holistic sexual reproductive health (SRH) education.**

The STARS Impact Award has allowed SPW Tanzania to extend and consolidate its already well-established activities, reaching 20,000 additional people with SRH support through increased numbers of volunteer peer educators. Crucially, the Award has meant that more attention and additional funding can be directed towards planning for the future, in particular the development of a comprehensive sustainability strategy to secure the long-term growth of SPW programmes. The increased recognition and credibility which has accompanied the Impact Award has also opened up more opportunities for networking at government level – vital to the fight against HIV/AIDS in Tanzania.

The consultancy support provided by STARS is helping SPW Tanzania to make the most of its human resources, improving staff retention due to greater attention to career progression, and mobilising the huge advocacy potential of its network of ex-volunteers.

SPW Tanzania is now far better placed to proceed with its ambitious plans to expand the scope and impact of the Kijana ni Afya programme across the entire Southern Highlands Zone. One very important goal which the organisation is now prioritising is the inclusion of more women and girls in its SRH education activities.

Right: Children from Ikuna village primary school at a sex education class led by SPW Tanzania.



“A total of 14,400 young people and 5,860 adults have benefited from the Award. As a result, this demonstrates to potential partners that SPW Tanzania is a serious, impact-driven organisation and worthy of support.”



## One year on with RAPCAN 2007 Protection Award Recipient

### Location

Cape Town, South Africa

### Established

1990

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**As Resources Aimed at the Prevention of Child Abuse and Neglect (RAPCAN) looks forward to its twentieth anniversary in 2009, the STARS Impact Award has allowed it to enter a new phase in its development. The primary aim of the organisation in recent years has been to establish a core of financial stability by building a reserve fund; the US\$100,000 Impact Award has made this a reality. The Award has allowed RAPCAN to focus on investing for the future, as well as on strengthening its internal physical structure and IT systems to keep pace with the growth of its programmes.**

RAPCAN's work responds to the high levels of sexual violence against children in South Africa. The Child Witness Support Project provides assistance to child victims of sexual offences testifying in court, in order to reduce levels of secondary trauma to these vulnerable children. With over 50 staff and activities stretching to four countries, RAPCAN has reached the stage at which a financial reserve is critical to ensuring that it can continue providing these vital services during periods when fundraising is delayed or in transition.

Securing funds to invest in the future and support infrastructure costs is notoriously difficult. This often leaves organisations struggling to survive despite success in raising funds for projects and delivering strong results. The fact that the Impact Award funding is unrestricted is therefore crucial to RAPCAN and will make a difference to its work for many years to come.

The existence of the reserve fund and the international recognition which has come with the Impact Award has already attracted additional donors. The tailored consultancy support arranged by STARS has enabled RAPCAN to strengthen its internal policies and procedures, as well as explore new methods of engaging donors.

Financial stability is helping RAPCAN to grow, strengthen its administration, communications and strategic plans, including the extension of its training services across Southern Africa.

“The funds received as part of the STARS Impact Award are central to offering RAPCAN a core of financial security, assuring its continued existence and service to the community for a further 20 years.”



# STARS Foundation

## Looking ahead

**“As a widely-used portal for development news and information in South Asia, ProPoor is delighted to promote the unique funding opportunity that the STARS Impact Awards offer and would encourage many organisations to apply.”**

**Yoo-Mi Lee, ProPoor  
spokesperson**

**As part of its mission to support organisations helping the world’s most vulnerable children, STARS has expanded the Impact Awards to South Asia.**

Millions of children live in poverty in South Asia, with the effects of disease, conflict and natural disasters exacerbating conditions in many parts of this vast region.

Organisations in Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal and Pakistan are now able to apply for their own set of Impact Awards, following the same criteria and selection procedure as in Africa.

STARS is committed to working proactively with its partners and refining its approaches as a result. Based on feedback received and the practical realities affecting the organisations applying, the Awards application process now runs over two stages. The aim of this is to encourage a greater number of applications without compromising the quality of information provided.

STARS thanks all the organisations from both Africa and South Asia that have applied for the 2009 Impact Awards, and encourages even more to get involved in the 2010 Awards process.

Right: Children playing in Birethanti, Nepal.







# STARS Foundation

## Thank you

STARS would like to thank all its partners and supporters, in particular the Independent Awards Panel members – Sulemana Abudulai, Rachael Barber, Sarah Cornaby, Susan Elizabeth and Stephen Jacques – for giving so generously of their time and expertise in a voluntary capacity.

STARS is especially grateful to the Dabbagh Group for its continued support.

As STARS expands its work, it looks forward to building new partnerships with those who share its aim of bringing hope to the world's most important stars – children.



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