

ACFODE – HORIZONT3000 Kickoff Meeting

24.09.2019

Kampala, Uganda

Programme

09:30 AM – 16:00 PM

- Welcome and Introduction
 - Agenda and Goals
 - Situation Analysis

Lunch Break

- Needs Assessment
- Identification of Next Steps

Goals

1. Get to know each other
2. Get an impression of ACFODE's situation and environment
3. Identify ACFODE's needs regarding Communication and Resource Mobilization
4. Identification of next steps

Introduction

1. Who am I?
2. Why am I here?
3. Experience in Resource Mobilization
4. My Expectations for the Cooperation

EXPECTATIONS

PLEASE
USE A
PERMANENT
MARKER

conducting

- Acquire skills in situation analysis and needs assessment, environmental analysis, target groups
- Capacity building in identification of funding sources
- Donor mapping and identification
- Learn about trends / trending topics in funding and proposal writing
- Identification of alternative resource mobilization activities / opportunities
- Strengthen skills in proposal writing
- How to position ACFODE to attract donors - how to be different from competitors → Attention
- → Core funding to fulfil strategic plan
- Learn about dos and don'ts from financial view
tips and tricks in budget creation
- Needs assessment and prioritization req. proposal writing
- How to write winning proposals
- How to attract donors that fund income generating activities
- How other orgs are doing resource mobilization
→ best practice
- Learn about crowdfunding
 - How to organize successful donor conference to present cause
- Reduce donor dependency - sustainability ↑

Some basics

RESOURCE MOBILIZATION

Defining Resource Mobilization– Group Brainstorming

- Process of identifying and getting support for an organization
- A way to secure resources – financial or human
- Activities involved in acquiring resources for an organization to achieve its objectives and goals
- Continuous process by an organization to acquire resources
- Process to support operations of the organization both in short and long term
- Different forms of resource mobilization – besides financial funding
- Systematic process
- Can be done by an individual organization or collectively – in cooperation with other organizations – partnerships

WHAT is Resource Mobilization?

Resource Mobilization is a **process**, which will **identify the resources essential** for the development, implementation and continuation of works for **achieving the organization's mission**.

It is focused on the **relationships with resource providers**, the **skills, knowledge and capacity for proper use of resources**.

WHAT is Resource Mobilization?

Resource Mobilization does **not only** mean use of **money** but denotes the process that **achieves the mission of the organization** through the **mobilization of human resources, use of skills, equipment, services etc.**

It also means **seeking new sources** of resource mobilization and the **right amount and type** of resources.

WHY is Resource Mobilization important?

- It ensures the **continuation** of your organization's service provision to beneficiaries
- ... supports organizational **sustainability**
- ... allows for **improvement and scale-up of programs, services and products** the organization currently provides
- Organizations must be in the business of **generating new business** to stay in business

Types of Resources

- Money
 - Technical Assistance / Cooperation
 - Human Resources
 - Physical Goods
 - Free Service and Facilities
-
- Resource mobilization is not just about funds and raising funds.

Resource Providers

- International and national NGOs (e.g. Save the Children, Care, Plan International)
- Countries with bilateral agreements (e.g. ADA, GIZ, Danida, Norad, USAID, DFID)
- Religious Institutions (churches, mosques, monasteries etc.)
- Academia (universities, research organizations)
- International Volunteer Agencies (VSO, Peace Corps etc.)
- Foundations (e.g. Aga Khan, Humanitarian Innovation Fund, Albert Schweitzer Fund)
- Private Sector (banks, airlines, telecommunications providers, supermarket chains etc.)
- Government Bodies (ministries etc.)
- United Nations (UNICEF, ILO, UNAIDS, UNDP) and EU
- Individuals (high net, broad base)
- Local Bodies (municipality)
- Community and Civil Society (Women Groups, CBOs)

10 Truths about Resource Mobilization

- Organizations are not entitled to support; they must earn it.
- Successful resource mobilization requires a lot of work and takes a lot of time.
- If your organization needs additional revenue one year from now, start today!
- Be ready, willing and able to sell your organization and the programs for which you are raising money.
- Resource mobilization efforts should align with your organizational mission, objectives and strategic plan.
- Resource mobilization is also about the needs of the (prospective) funder.
- Understand the needs of your clients (target population/funders).
- Be prepared to provide evidence-based results.
- Your organizational performance today impacts your ability to generate resources tomorrow.
- You must establish and maintain organizational credibility and reputation.


Where do we start from?


SITUATION ANALYSIS


Why is Resource Mobilization important for ACFODE?

WHAT IS RESOURCE


MOBILIZATION IMPORTANT FOR ACFODE!

 To fulfil our mandate which is clearly articulated in our MISSION + VISION + OBJECTIVES.

 FOR THE DAY 2 DAY RUNNING OF THE ORGANISATION

 SUSTAINABILITY [- INVEST IN ~~RESOURCES~~ INCOME GENERATING ACTIVITIES]

 DELIVER APPROPRIATE SERVICES TO COMMUNITIES.

 TO GET SKILLED HUMAN RESOURCE

MARVELOUS ~~SR TWO~~ GROUP WHY IS RESOURCE MOBILIZATION IMPORTANT IN ACFODE.

- * For ACFODE to be able to implement its Strategic Plan.
- * To help us achieve our Vision, goals and objectives.
- * For sustainability i.e. develop our Assets.
- * To expand our resource base i.e. human, financial, materials
- * To enable ACFODE to contribute to the desired change in Uganda.
- * To amplify our work i.e. documentation (Visibility and profile)
- * To attract and maintain quality Staff
- * For organisational development (Staff, Systems, policies)
- * To create a positive impact among Youth and Women.

Who are the resource partners?

Current

- GIZ
- Konrad Adenauer Stiftung (over 30 years of support)
- Trocaire
- DGF
- UN Women
- We Effect
- BMZ / EIRENE
- Diakonia
- IRC
- HORIZONT3000

Potential

- EU
- World Bank / SVRI
- Urgent Action Fund
- AWDF
- CFI (Canadian Funding Initiative)
- AU (African Union)
- USAID
- Amplified Change – Netherland Government
- UNFPA

Environment & Stakeholders

Stakeholder Definition

- **Stakeholders:** any individuals, groups of people, institutions, organisations and/or companies that may have a significant interest in the success or failure of the project/program.
- **Target Group:** group who will be directly positively affected by the project at the project purpose/specific objective level.
- **Final Beneficiaries:** Those who benefit from the project in the long-term at the level of the society or sector at large.
- **Project Partners:** Those who implement the projects (who are also stakeholders and may be a “target group”)

Stakeholder Analysis

Stakeholder Analysis is the process of understanding who has a vested interest in a change effort and working with them to ensure success.



Source: <https://goleansixsigma.com/stakeholder-analysis/>

ACFODE's Stakeholders

- Central government (high impact)
- District local governments
- Development and resource partners
- Beneficiaries
- Religious institutions
- Government ministries and agencies
- Cultural institutions (Buganda Kingdom, Clans,...)
- Civil society (organizations)
- Service delivery centers (schools, hospitals, health centers)
- Private sector
- Media (radios, TV)
- Special interest groups
- Community as institution

Let's SWOT



Source: https://en.wikipedia.org/wiki/File:SWOT_en.svg#metadata

MARVELOUS GROUP

STRENGTHS

- * ACTODE'S ^{Brand.} Name, ^{profile}
- * Our history
- * Organisation's mandate
- * Fluid membership with different expertise, experiences and networks
- * Organisation's nature (Nurtures, mentors, coaches and provides opportunity for growth.)
- * ACTODE House/Assets ^{eg} Land.
- * Unique implementation approaches.
- * Professional staff.
- * Documentation of our work ie annual report, Anise Mag.

WEAKNESSES

- * Donor dependancy
- * limited skills in resource mobilisation.
- * Internet challenges.
- * Absence of a Professional Resource mobiliser.
- * Absence of a Resource Mobilization policy.

OPPORTUNITIES

- ① MEDIA AND ICT: ACPDE SHOULD NOT BE LEFT BEHIND
- ② Youth: A Key Demographic
- ③ WORKING WITH HIGHER INSTITUTIONS OF LEARNING. — Partnering for research
- ④ POLITICAL ENVIRONMENT (Elections)
- ⑤ NEW TRENDS EG REFUGEE HUMANITARIAN CLIMATE CHANGE
- ⑥ PARTNER PARTNERSHIPS / COLLABORATIONS
- ⑦ Current legal Reforms.

THREATS

- ① Political Environment: THREATS AGAINST CIVIL SOCIETY, REPRESSIVE LAWS.
- ② New NGO Act, POMA
- ③ ~~THE~~ MUSHROOMING OF ORGANISATIONS
DOING SIMILAR WORK = COMPETITION FOR FUNDS
- ④ (SHIFTING) DONOR TRENDS
- ⑤ FLUCTUATING EXCHANGE RATE
- ⑥ CULTURAL RIGIDITY
- ⑦ EPIDEMICS / NATURAL DISASTERS
- ⑧ DEMOGRAPHY

What do we want to achieve together?

NEEDS ASSESSMENT

**What do we need to gain
strength and deal with threats?**

HOW TO GAIN STRENGTH & DEAL WITH THREATS

- ① DEVELOP A COMPREHENSIVE RM STRATEGY ●●●● → ALL
- CONDUCT A MARKET RESEARCH OF ~~SECT~~ VIABLE BUSINESSES
- ② LOOKING AT ALTERNATIVE WAYS OF INCOME GENERATION 7x
- ③ DEVELOP A DONOR DATABASE / TRENDS, UP TO DATE! DONOR MAPPING 7x
- ④ SUPPORT IN ORGANIZING A DONOR CONFERENCE ALL
- ⑤ REVIEW COMMUNICATION STRATEGY 2x
- ⑥ SUPPORT IN IMPROVING INTERNAL PROPOSAL DEVELOPMENT PROCESSES AND STRUCTURES 7x
- PROPOSAL WRITING WORKSHOP (PRACTICAL + TRAINING) 5x
- INTRODUCTION TO ONLINE FUNDRAISING 1x
- ⑦ IDENTIFICATION OF UNIQUE SELLING POINTS KEY MESSAGES
- ⑧ SUPPORT IN DEVELOPING PROGRAM / PROJECT COMM. STRATEGIES 1x
- ⑨ PRESENT BEST PRACTICES FROM OTHER ORGS → ONGOING EXCHANGE

Prioritized Activities

- Develop a comprehensive resource mobilization strategy
- Looking at alternative ways of income generation
- Develop a donor database / donor mapping (incl. current trends among donors, up to date info)
- Support in organizing a donor conference
- Support in improving internal proposal development process and team structures
- Proposal writing workshop (practical + tailor-made for ACFODE team members)

Main areas of support and overall goals of the cooperation

Support areas

1. Resource Mobilization
2. Marketing and Public Relations

Goals

- Strengthen ACFODE's capacity in resource mobilization in order to improve funding sustainability and financial stability
- Strengthen ACFODE's capacity in traditional and digital marketing and public relations in order to increase its visibility among different target groups and stakeholders

How do we want to work together?

COMMUNICATION GUIDELINES

Communication Guidelines

- Forms of communication:
 - Regular meetings at the ACFODE office
 - Skype conferences
 - Phone calls
 - Email
 - Clear subject line
 - Use of ACFODERM to be able to filter emails
 - Recipients in the To field are expected to reply or follow up to the email - those in the CC field do not have to reply / take action

Communication Guidelines

- Early information about leaves
- Communicate problems and risks as early as possible
- Stick to deadlines – communicate delays early
- Open and transparent communication
- Open door policy – ideas and constructive feedback are always welcome

Next steps

- FTA transmits documentation (presentation and flipcharts) of today's meeting
- FTA creates first draft of cooperation roadmap
- Next meeting in the second half of October 2019

Any Questions?

Thank you 😊