CODNET – HORIZONT3000 Kickoff Meeting

10.09.2019 – 12.09.2019

Masindi, Uganda

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Goals

1. Get to know each other

2. Get an impression of CODNET's situation and environment

3. Identify CODNET's needs regarding Communication and Resource Mobilization

4. Identification of next steps

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Programme

DAY 1

- Welcome and Introduction
  - Agenda and Goals
  - Situation Analysis
- Reflection and Forecast Day 2

DAY 2

- Recap of Day 1
- Situation Analysis

Lunch Break

- Needs Assessment
- Identification of Next Steps

DAY 3

- optional

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Introduction

1. Who am I?

2. Why am I here?

3. Experience in Resource Mobilization

4. My Expectations for the Cooperation

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Some basics

RESOURCE MOBILIZATION

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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**.

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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.

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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)

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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.

10 Truths about Resource Mobilization

- 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

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Why is Resource Mobilization important for CODNET?

- Defines the future of CODNET Uganda

- Important for Expansion

- Sustainability of CODNET

- Good relationships with partners

- To being able to continue activities and services

- To enable continuous support for communities

- Institutional strengthening

- Achieve objectives and mission / vision and

- To achieve continuity of CODNET Uganda

- To create employment opportunities for Ugandans

- Remain relevant to the project beneficiaries

- Improve capacity in influencing pro poor policies

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Which Resources are there already?

- Human resources
- Office space
- Good facilities
- Vehicle, motorcycles
- Financial resources – running grants
- Operational / organizational policies
- Office equipment
- Relationships to local governments
- Partnerships
- TA support from Horizont3000
- Knowledge – basic ideas about resource mobilization
- License to operate
- Peaceful environment
- Membership organisations (45 – 50)
- Large areas of operation
- Volunteers
- Security in the premises

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Who are the donors?

Current

- Democratic governance facility
- Open Society East Africa
- Horizont3000

Previous

- USAID / UKAID GAPP program
- RTI / LARA USAID
- USAID SAFE
- DANIDA HUGGO
- Independent Development Fund IDF
- MS Uganda – Action Aid International
- WWF
- DRT / ODI program

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Who are the donors?

Potential

- GAPP program
- European Union (upcoming meeting)
- Child Labour Program
- UNICEF
- UNESCO (West Nile)
- GIZ
- Enabal
- Diakonia
- World vision
- Plan international
- Catholic Relief Service
- DAN Church Aid
- FIN Church Aid

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Environment & Stakeholders

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Stakeholder Analysis

- **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")
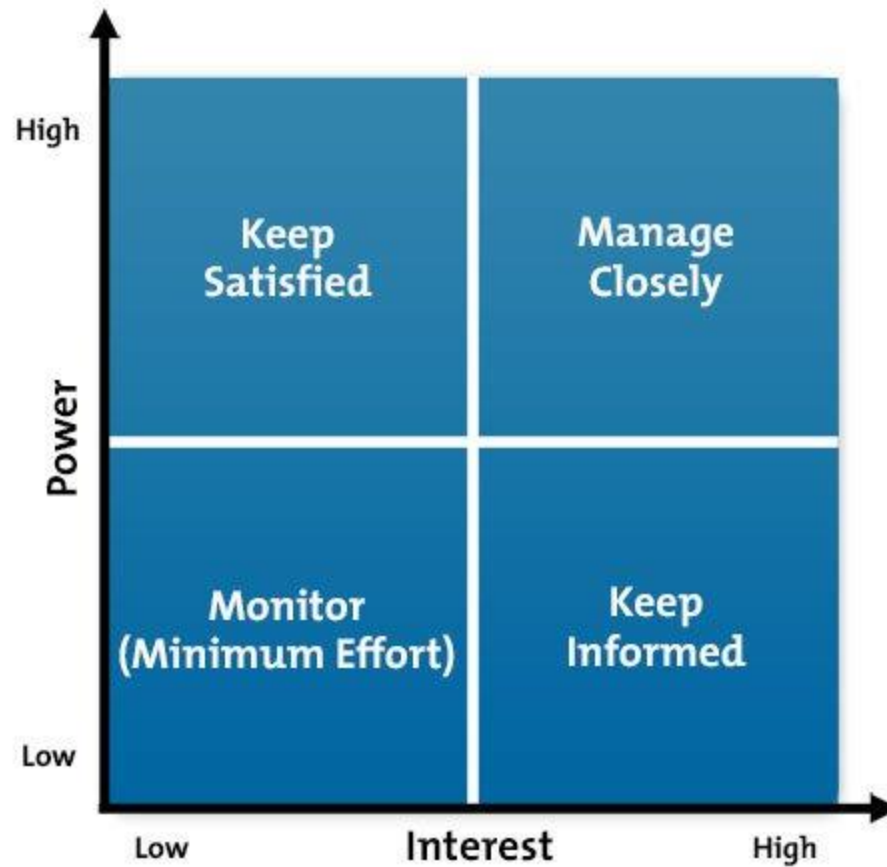
CODNET STAKEHOLDERS

1. Local Government.
2. Member organization → TARGET GROUP
3. Funders → TARGET GROUP
4. Community members; Children, Men, Women, PWDs, → BENEFICIARIES
5. Board of Directors
6. Staff of CODNET Uganda
7. Media houses
8. Private Companies/Sector
9. Central Government.
10. Religious institutions
11. Cultural institutions
12. Service Providers
13. Community Volunteers

Stakeholder Mapping Example

Stakeholder and basic characteristics	How are they affected by the **problem(s)**	Interests (and possible actions to address them)	Risks/ Negative attitude	Influence (Potential to bring about change)	Actions to take
# fishing families, low income earners, small scale family businesses, organized in informal cooperatives, women actively involved in fish processing and marketing	Aware of industrial pollution and impact on water quality: - Health risks - Businesses - …	Want access to clean water Stable income source Want to dispose off own waste away from household	Unwilling ness to pay for improved waste manage ment services	Low - Medium	Information and awareness raising campaigns

Stake holder Mapping and basic x-tics	How are they affected by the problem (vision s mission)	Interest and Possible Actions to address them	Risks and Negative attitude	Influence and potential Potential to bring about change	Actions to take:
Local Gov't; Low funding from Central Gov't	Gaps in Service delivery. e.g monitoring	Fundraising to address gaps in Service delivery	~~Medium~~ ~~Poor health~~ Poor Service delivery	Medium	Lobby and advocate increase in funding
Community members; low income earners Poor livelihood less empowered	low participation - Civic Competence ~~Confidence~~ - low education level	Some of the Community members are aware that changes have to happen and Potiential to bring about change	low willingness to Participate	Medium to High	Awareness creation.

Power – Interest Grid

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Let's SWOT

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the organization)	**S** Strengths	**W** Weaknesses
External origin (attributes of the environment)	**O** Opportunities	**T** Threats

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Left sheet:

- mentor + support partner organizations
- widening the radius to look for new members
- Train staff in M&E
- Exchange visits with other organizations
- Train staff in IT.
- Train staff in documentation
- Exchange /Teaming up with organizations that do research
- Look for long term funding + resources
- Continually looking for funds
- Strengthening proposal writing
- Strengthening network
- be different from others - find new ways
- raise visibility of organization (website, sm, ...)
- be aware of security threats
- NGO laws → be compliant, read properly!
- avoid duplication of projects in same area to avoid conflict with other CSOs
- Compliance + connections to deal with gov't Program
- Consider inflation in budgets
  - avoid corruption & be a role model good example of integrity

Middle sheet:

WHAT DO WE NEED TO TURN WEAKNESSES / WORRIES INTO STRENGHTS?

- Fundraising activities to finance institutional home
- Recruit sb for RM job
- Train staff in RM
- Establish / improve fundraising strategy
- Train staff in proposal writing / concept note writing
- Website, Social Media Platforms
- Produce print materials / promotion materials to share with other organizations /donors etc.
- Organize Fundraising /Networking events
- Establish a donor database /donor mapping
- Try to get into CSO book + raise money for it
- Networking trip to connect with partners abroad
- Present CODNET at exhibitions and fairs, schools, ...
- advertising in TV, radio
- take part in Horizont3000 training for PCM
  - Look at alternative income generating activities

Right sheet:

W — Lack of institutional home
- Lack of institutionalized resource mobilization
- Limited visibility
- Skills (limited skills) - PCM
- Limited resources to keep the organization afloat
- Lack of sustainability plan.
- Lack of strong and active members
- Weak M&E System, documents
- Weak I.T, ...
- limited skills in documentation and limited skills in research

T — Short term projects
- Gov't policies
- High labour turnover due to lack of resources
- Competition for resources
  - Strive and conflict within local gov't leadership.
- NGO Laws
- Security threats
- Unhealthy competition among CSOs
- Political instability
- Gov't sensitivity about governance work
- inflation
- Corruption.

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What do we want to achieve together?

NEEDS ASSESSMENT

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

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Left chart:

- menter + support partner organizations
- widening the radius to look for new members
- Train staff in M&E O
- exchange visits with other organizations
- Train staff in IT.
- Train staff in documentation O
- Exchange / Teaming up with organizations that do research
- look for long term funding + resources •
- continually looking for funds
- Strenghtening proposal writing •
- Strenghtening networks O
- be different from others - find new ways •
- raise visibility of organization (website, SM, ...) •
- be aware of security threats
- NGO laws → be compliant, read properly!
- avoid duplication of projects in same area to avoid conflics with other CSOs
- Compliance + connections to deal with gov't
- Consider inflation in program budgets •
  - avoid corruption & be a role model good example of integrity

Middle chart:

WHAT DO WE NEED
TO TURN WEAKNESSES /
WORRIES INTO STRENGHTS?

Fundraising activities to finance institutional home

Recruit sb for RM job

Train staff in RM •

Establish / improve fundraising strategy •

Train staff in proposal writing / concept note writing •

Website, Social Media Platforms •

Produce print materials / promotion materials to • Share with other Organizations, donors etc.

Organize Fundraising / Networking events •

Establish a donor database / donor mapping •

Try to get into CSO book + raise money for it

Networking trip to connect with partners abroad O

Present CODNET at exhibitions and fairs, schools, ... O

Advertising in TV, radio O

take part in Horizont3000 training for PCM •

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- inflation.
- Corruption.

What are the goals of the cooperation?

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WHAT DO WE NEED TO TURN WEAKNESSES / WORRIES INTO STRENGHTS?

Fundraising activities to finance Institutional home

Recruit sb for RM job

Train staff in RM • ①

Establish/improve fundraising strategy •

Train staff in proposal writing / concept note writing ②

Website, Social Media Platforms • ④

Produce print materials / promotion materials to • ⑤
Share with other organizations / donors etc.

Organize Fundraising / Networking events •

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Try to get into CSO book + raise money for it

Networking trip to connect with partners abroad ○

Present CODNET at exhibitions and fairs, schools, ... ○

advertising in TV, radio ○

take part in Horizont3000 training for PCM •

— look at alternative income generating activities • ⑥

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Main areas of support

1. Resource Mobilization
   - Proposal writing
   - Fundraising

2. Marketing and PR activities

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How do we want to work together?

COMMUNICATION GUIDELINES

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Communication Guidelines

- Forms of communication:
  - Regular meetings at the CODNET office
  - Skype conferences
  - Phone calls
  - Email
    - Clear subject line
    - Use of CODNETRM 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

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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 are always welcome
- Openness for constructive feedback (clear and detailed)

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Next steps

- CODNET and FTA fill out report form for today's meeting
- FTA transmits documentation (presentation and flipcharts) of today's meeting
- FTA creates first draft of cooperation roadmap
- Next meeting in November 2019

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Any Questions?

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Thank you ☺