

**Cultural Research Centre (CRC) –  
HORIZONT3000  
Kick-off Workshop**

15.10. & 16.10.2019

Jinja, Uganda

# Agenda

## DAY 1

**11 AM – 17:00 PM**

- Welcome and Introduction
- Agenda and Goals
- Situation Analysis

*Lunch Break*

- Needs Assessment

## DAY 2

**09:00 AM – 12:00 AM**

- Recap of day 1
- Needs Assessment
- Identification of Next Steps

# Goals

1. Get to know each other
2. Get an impression of CRC's situation and environment
3. Identify CRC'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 Communication and Resource Mobilization
4. My Expectations for the Cooperation

# EXPECTATIONS

- Support in improving the comm. with potential resource partners
- Support in connecting marketing/comm. + RM
- Make CRC, museum, culture interesting to different target audiences
- How to stand out (in <sup>Comm. +</sup> proposals) ⇒ USPs
- How to define and market the niche
- Support in developing a resource mobilization strategy + communication strategy
- Get to know different marketing strategies
- Promote a def. of culture that is not perceived as negative
- Clearly communicate the vision & mission of CRC to different target audiences
- A more donor (at least)
- Utilize resources that are already there
- How to attract national/local donors (Sponsorships, ...)

Some basics

# MARKETING AND COMMUNICATIONS

# Marketing Definition

- **General definition: Marketing** is the **process of getting people interested** in the goods and services being sold.
- **Nonprofit marketing:**
  - Activities and strategies that **spread the message** of the organization, as well as to **solicit donations** and **call for volunteers**.
  - Nonprofit marketing involves the creation of logos, slogans, and copy, as well as the development of a media campaign to expose the organization to an outside audience.
  - The goal of nonprofit marketing is to **promote the organization's ideals and causes** to **get the attention** of potential volunteers and donors.

# Marketing helps your organization to...

- Spread your message and mission statement
- Bring in new donors and new revenue
- Satisfy current donors by showcasing your success
- Create strong relationships with other organizations and government agencies
- Gain exposure in the media
- Alert the public to important events and news
- Reach more people with the work you do



Some basics

# RESOURCE MOBILIZATION

# 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

Where do we start from?

# SITUATION ANALYSIS

# **Why are Communication and Resource Mobilization important for CRC?**

WHY is resource mobiliz.  
& Communication important for CRC?

- to share our vision
- need resources to run projects
- receive guidance, share experience, form partnerships (making mistakes is ok → guidance / feedback from team members)
- establish feedback system
- strengthen relationship w. resource partners → build Partnerships
- Getting attention - presenting research, programs, ...
- Strengthen internal comm. + team spirit
- establishing an internal feedback culture → Awareness building
- Getting center known
- Getting people to understand WHAT CRC does and why
- Increase activity base
- Survival and continuation of CRC to ensure

# Resources that are already there

- Books stocks
- Government policy
- Culture
- Museum
- Network
- Catholic structure
- Facilities
- Staff expertise and skills
- Committed staff
- Reputation



# 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/>

# Stakeholders

- Diocese of Jinja
- Schools
- Informants in the field (cultural leaders, opinion leaders,...)
- Students' associations (Basoga)
- Students from universities in the area – library service users
- Community in the surrounding area (beneficiaries)
- People of Busoga (= land)
- Tourists
- Staff members (existing, former, potential)
- NCDC (National curriculum development centre)
- Busoga Kingdom
- Board
- Media
- Government of Uganda
- Local Governments
- Church of Uganda
- Translation clients
- Museum visitors
- NGO Forum members
- Library users
- Cooperate bodies (private sector)
- DKA
- Horizont3000
- Donors (incl. potential donors)
- other museums

# Stakeholder Mapping

<b>Stakeholder</b> Name and basic characteristics	<b>Impact –</b> How much does the project / programme impact them? (low, medium, high) How are they affected?	<b>Interests –</b> What is important to the stakeholder?	<b>Risks -</b> Negative attitude – how could they block the project?	<b>Influence –</b> How much influence do they have over the project? (low, medium, high)	<b>Actions to take –</b> strategy for engaging the stakeholder



Name/Role	Impact	Interest	Risk	Influence	Action Strategy
① Diocese of Jinja - <u>Founder</u>	High	Medium	High	High	Strategically compliant.
② Schools - <u>Beneficiaries</u>	High	High	Medium	Medium	Strategically keep them updated / regular visits.
③ Govt of Uganda - <u>Policy makers</u>	High	Medium	High	High	Statutory compliance.
④ Local Govt. - <u>Local Policies</u>	<del>Medium</del> High	<del>Low</del> Medium	<del>Low</del> High	Low High	Awareness raising.
⑤ B. Nseete Associates - <u>Beneficiaries</u>	High	High	Medium	<del>Medium</del> High	Continuous networking.
⑥ Donors (AKA) - <u>Funders</u>	High	High	High	High	Regular accountability compliance.

## Diocese of Jinja

- give the mandate
- boss; founding body

Impact: High; Supplement the pastoral work

Interests: Inculturation; Evangelization

Risks: withdraw the mandate

Influence: High;

Actions: Engage them  
Report to them  
Seek guidance & approval

## Staff - Implementers

Impact: high; source of income, personal development; stressful moments

Interests: source of income; networks

Risks: failure to perform

Influence: high;

Actions: to motivate; monitoring appreciation; engagement

# Power – Interest Grid



Source: [https://www.mindtools.com/pages/article/newPPM\\_07.htm](https://www.mindtools.com/pages/article/newPPM_07.htm)



# Let's SWOT



Source: [https://en.wikipedia.org/wiki/File:SWOT\\_en.svg#metadata](https://en.wikipedia.org/wiki/File:SWOT_en.svg#metadata)

## STRENGTH

- Building
- The mandate.
- Staff
- Donor
- Expertise
- Uniqueness of service
- Adequate working environment.

## WEAKNESS

- No of staff
- Staff turnover
- Reliance on single donor
- Lack of communication and marketing plan.
- Insufficient
- Insufficient marketing and communication strategies
- Missing internal policies e.g Financial policy
- ~~Emerging Comp.~~

## External Origin

### Opportunities

- 1 - Govt policies (Promote culture, Tourism)
- 2 - Church policies (inculturation, cultural commission)
- 3 - Donor world
- 4 - ~~Atot~~ Wide range of research topics to be done out there.
- 5 - A great need for promotion of Wsoga literature.
- 6 - The NGO/<sup>civil society</sup> world
- 7 - Media is a big opportunity
- 8 - Corporate companies
- 9 - Presence of Institutes of higher learning
- Schools

## Threats

- Disunity in Busoga
- High poverty levels.
- Low reading culture.
- Parallel competitors in writing Wsoga.
- Corruption in the country
- Competition for donors.
- Misconception about culture.
- Delayed approvals from the Diocese
- 9 - High taxes <sup>Payee</sup> in the ~~com~~ country.
- 10 - <sup>high</sup> inflation
- + Effects of climate change.

What do we want to achieve together?

# NEEDS ASSESSMENT

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

# WHAT DO WE NEED TO GAIN STRENGTH & DEAL WITH THREATS?

- Support in <sup>Consider</sup> human resources in proposals / program planning
- Support in <sup>(program-)</sup> planning and resource allocation, identifying + strengthening internal resources
- Support in strengthening internal comm. & team spirit
- Support in identifying new donors / donor mapping  
developing a donor database •
- Support in identifying and planning programs
  - > Definition of goals •
- Support in developing a marketing and comm. strategy •
- Support in developing a resource mobilization strategy •
- Reviewing internal policies (financial, marketing)
- Support in identifying stakeholders / target groups / environment analysis within the program planning
- Support in strengthening the brand CRC • (books, other products)
- Support in strengthening awareness and reputation of CRC <sup>books</sup>
- Support in proposal writing + proposal planning process (e.g. objections, target groups, how many?)
- Support in improving visibility and awareness of CRC and <sup>office</sup> facilities



# Prioritized Activities

- Support in...
  - identifying and planning future programs (goal setting)
  - developing a marketing and communication strategy
  - identifying new donors / donor mapping and establishing a donor database
  - developing a resource mobilization strategy
  - strengthening the brand CRC – improve visibility

# Main areas of support and overall goals of the cooperation

- **Areas of support:**
  - Marketing and Public Relations
  - Resource Mobilization
- **Goals:**
  - Increase CRC's visibility and credibility among members of different target groups and important stakeholders.
  - Strengthening CRC's capacity in resource mobilization.



How do we want to work together?

# COMMUNICATION GUIDELINES

# Communication Guidelines

- Forms of communication:
  - Regular meetings at the CRC office
  - Skype conferences
  - Phone calls
  - Email
    - Clear subject line
    - Use of CRCRM 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 November 2019

**Any Questions?**

**Thank you 😊**

# Contact

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