

# **JUSTICE CENTRES UGANDA – HORIZONT3000 KICKOFF MEETING**

17.09.2019, 11:00 – 15:00

Kampala, Uganda

# Programme

**17.09.2019**

**11:00 – 15:00**

Welcome and introduction

Agenda and goals

Situation analysis

Needs assessment

Identification of key activities and next steps

# Goals

1. Get to know each other
2. Get an impression of JCU's situation and environment
3. Identify JCU'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 of the cooperation

- Increase donor portfolio
- Tap into USA / USAID
- Enhance resource mobilization skills
- Building capacity in resource mobilization in JCU Kampala and the other centres in Uganda
- Gain internal (national) and external donors
- Establish donor database
- Donor mapping – discussion about suitable donors – which fit the organisation?
- Learn about what attracts donors
- Enhancing comm. / visibility / branding of JCU – also focus on other areas (advocacy,...)
- Funding for psychosocial area
- Increase in / improvement resource base
- Create communication and resource mobilization strategy
- Improving proposal writing skills
- Support in Website development process
- Resource mobilization workshop with team (16<sup>th</sup> to 19<sup>th</sup> December 2019)
- Establish funding for vehicles, buildings
- Reduce risks of donor dependency

Where do we start from?

# SITUATION ANALYSIS

# Why is resource mobilization important for JCU?

- Increase donor portfolio
- Sustainability
- Business growth
- Avoid single donor dependency
- Increase coverage (geographically)
- Motivation of staff members
- Implement strategic plan
- Strengthen staff capacity
- Improve quality of services
- Staff retention
- Increase visibility

# Which resources are there already?

- Human resources – growing but still insufficient – high workload
- Space / facilities
- Equipment (vehicles, motorcycles, computers, printers,...)
- Funding resources
  - 3 main donors (DGF, UN women, Government)
  - Horizont3000
- Radio stations that provide free airtime
- Volunteers
  - Legal advisors
  - Community members
- Goodwill
- Location (strategic importance)



# Stakeholders

- Justice Law and Order Sector (JLOS)
- Donors
- CSOs
- LASPNET - Legal Aid Service Providers Network
- Cultural and religious leaders
- Political and civic leaders
- Parliament
- Clients – beneficiaries
- Government departments
- Education institutions (universities, law students)
- Law council
- Media (radio, tv stations, newspapers)

# Let's SWOT



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

# Strengths (internal)

- Qualified personal
- Internal systems working well
- Position as a JLOS institution
- Location – strategic importance - shared resources / facilities
- Ability to attract qualified personal
- Stability of donor support
- Comprehensiveness of services
- Good reputation / image
- Staff integrity
- High experience in delivery of services

# Weaknesses (internal)

- High donor dependence (80 % of donations)
- Limited skills in resource mobilization
- Lack of visibility
- No resource mobilization / communication strategy
- Lack of sustainability
- Limited resources and capacity to identify and address potential donors

# Opportunities (external)

- A lot of people need legal services
- High need for more justice centres
- Chief justice buying into the project
- Big pool of donors
- Big pool of potential staff – new lawyers
- Strong partner network

# Threats (external)

- Absence of an enabling law
- A lot of people in need of legal services
- Changing priorities of the donors – even government
- Political interference – conflicting interests
- Security of staff
- Competing organisations
- Loss of confidence in JCU by society
- Corruption
- Institutional threats – conflicting interests

What do we want to achieve together?

# NEEDS ASSESSMENT

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



# Activities

- Support in developing a communication and resource mobilization strategy
- Support in developing key messages
- Workshop – Introduction to resource mobilization for all staff members (JCU retreat, December 16<sup>th</sup> to 19<sup>th</sup>)
- Training in proposal writing
- 1 on 1 coaching in resource mobilization
- Strengthening marketing and communication skills (1 on 1 or group trainings)
- Strengthening networking skills
- Increase visibility (= goal)
- Support in website development process
- Support in improving social media performance
- Support in devising and distributing communication materials (reports, information material)
- Support in media engagement
- Mapping of donors and establishing a donor database
- Support in donor communication –training in how to address donors in courtesy meetings etc.

# Priorities

- **Mapping of donors** and establishing a **donor database**
- Support in **creating a communication and resource mobilization strategy** (including key messages)
- **Ongoing activities**
  - Website development
  - Development of marketing materials

# Main areas of support & overall goals

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

How do we want to work together?

# COMMUNICATION GUIDELINES

# Communication Guidelines

- Main counterpart of the Flying TA: Angela N. Mwanje
- Forms of communication:
  - Regular meetings at the JCU office
  - Skype conferences
  - Phone calls
  - Email
    - Clear subject line
    - Use of JCURM 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 are always welcome
- Openness for constructive feedback (clear and detailed)

## Next steps

- FTA (= Flying Technical Advisor, Agnes) transmits documentation of today's meeting
- FTA creates first draft of cooperation roadmap and timeline
- JCU and FTA make appointment for next meeting (October 2019)
- JCU sends info conc. website and marketing materials to FTA

# Contact

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