

UCMB – HORIZONT3000 Kickoff Meeting

25.09.2019

Kampala, Uganda

Programme

09:00 AM – 16:30 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 UCMB's situation and environment
3. Identify UCMB'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

- Capacity building in RH for UCHB & Partners
- Strengthen comm. / Enhance comm. flow among UCHB network
(e.g. Newsletter, digital comm., print products) ^{hospitals}
- Support in improving Resource Mobilization & financial ^{Stability}
- Support in developing a resource M. Strategy ^{and comm. Strategy}
- Support in donor mapping _{→ interests + trends} / conducting a donor database
- Support in dev. standardized processes in ^{reacting to} ~~SA~~ COLS and proposal writing process
- Support in building strategic partnerships with (pot.) donors
- Support in external comm. + strengthening marketing + PR activities
- Finding USP (Unique Selling Point) → competition
- Strengthening the brand UCHB

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

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)

Where do we start from?

SITUATION ANALYSIS

Why is Resource Mobilization and Communication important for UCMB?

Overall

- No internal resources – strengthen core funding
- Reduce donor dependence – strengthen institution
- Support implementation of its strategic plan
- Ensure resource sustainability
- Enable institutional growth
- Strengthen external relations and partnerships
- Improve staff retention and attraction
- Improve current products and scale-up of programmes / services

Strategies

- Lack of standardized processes in RM and proposal development
- Improving internal comm. processes and information sharing
- RM important to finance UCMB operations
- Data protection (internal)
- Marketing the image of the institution – branding
- Standardize the process of communication – guidance

Which Resources are there already?

- Knowledge and skills in the team - specialists in different fields (eg. IT,...)
- Office in Kampala
- Strong network of health facilities and training institutions
- University with health services faculty
- Reputation among key players / stakeholders
- Vehicles
- Website
- Internet connectivity throughout the country
- Strong partners
- Own supply chain system - 'joint medical store
- Data
- Strong governance and coordination structure
- Long experience in health system strengthening
- Various projects grants that are currently being implemented
- Good will from some of the partners
- Catholic Radio Station

Who are the Resource Partners?

Current

- HORIZONT3000
- CDC (Focus HIV)
 - Infectious Disease Institute (IDI)
 - BAYLOR
 - Mildmay Uganda
 - RHSP
- USAID (Focus HIV)
 - TASO
 - Intrahealth
 - URC
 - EGPAF
- DKA (scholarship fund)
- GLRA (refugee crisis regions)
- US Conference of Cath. Bishops (national family planning)
- Global Water 2020
- Government of Uganda (supports only health facilities)
- ENABEL (expiring in March 2020)
- JMS (Joint medical store)
- Gretta Foundation (scholarship, training)
- US Department of Defense (Focus HIV)
 - MUWRP

Potential partners

- Georgetown University (HIV focus)
- Deloitte (HIV focus)
- CUAMM
- CRS
- GLRA (BMZ)
- Engineers without borders
- USAID (HIV)

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”)

UCMB's Stakeholders

- Other Medical Bureaus e.g. protestant medical bureau etc.
- Government ministries (Ministry of health, Ministry of education and sports)
- Church institutions (Dioceses,...)
- Religious institutes
- Uganda Revenue Authority
- Health facilities (UCMB)
- Community based organisations
- Civil Society organisations and networks
- Health development partners
- Academia
- Political organisations
- Media
- Insurance companies
- Private sector (companies, private hospitals)
- Other departments of the secretariat
- NGOs, FBOs
- Implementing partners
- Uganda Episcopal Conference
- Other religious bodies / faith groups (Muslim, Protestant, Orthodox,...)
- Donor agencies
- Communities / Citizens – beneficiaries

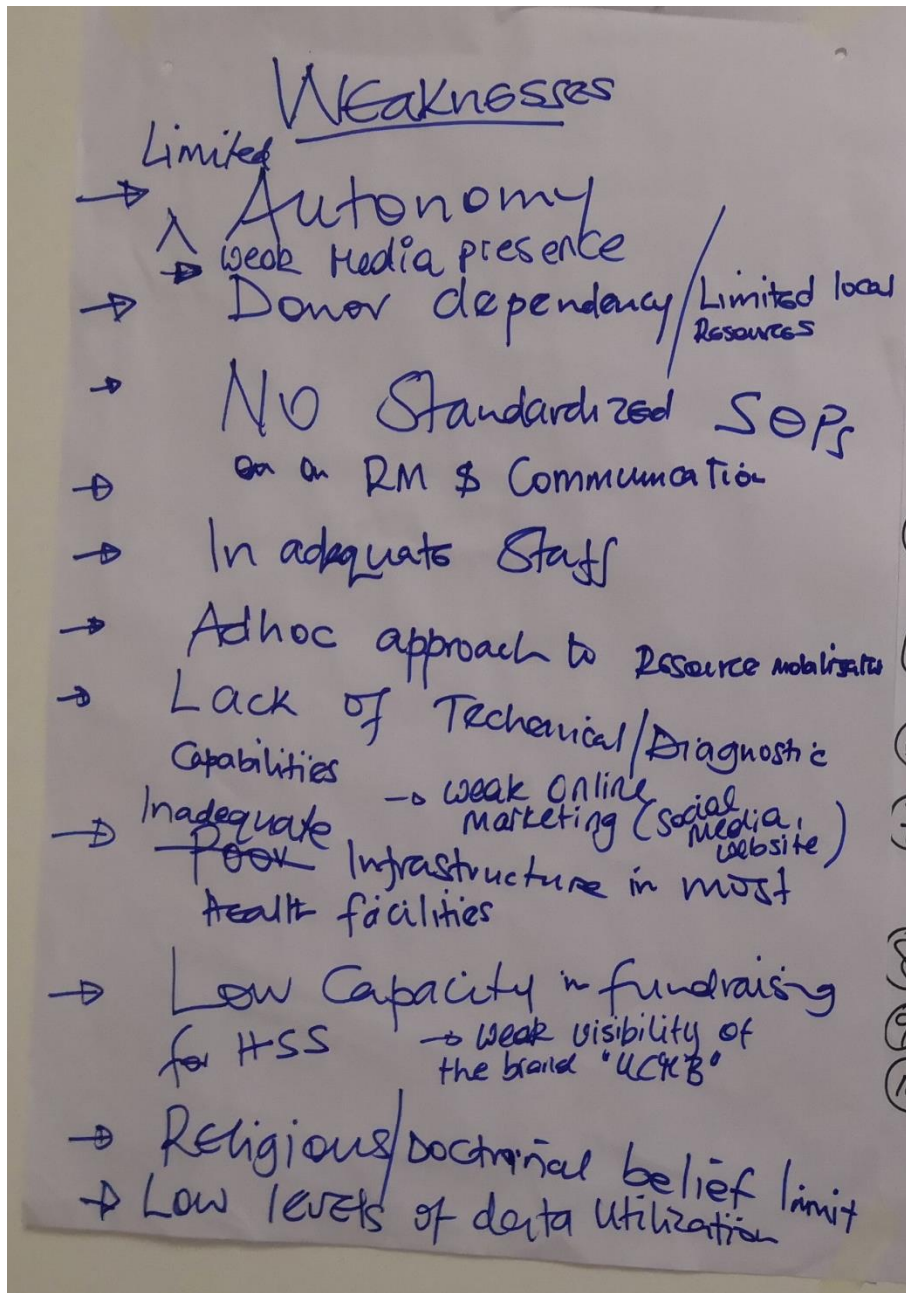
Let's SWOT



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

STRENGTHS

- Strong & Church foundation
- Governance Structures i.e. the ^{health} Commission
- Skilled Human Resource
- Infrastructure / Equipments
- United / ^{Coordinated} Health Network
- Strong partnerships
- Experience in Health systems Strengthening
- Free Media platforms
- Information & Data
- Internet Connectivity
- Supply chain - Jms.
- Land for Expansion



*The first point "limited Autonomy" was shifted to the strengths column after discussion in the group

OPPORTUNITIES

1. Good will among stakeholders
2. Existing funding (PHC, Projects)
3. Upcoming National Insurance Policy
4. Public Private Partnerships Policy.
- Working w foreign donors alongside gov
5. Local cooperations [Banks, & Parastatal]
6. ~~Enabling~~ IT policy & tools
ILCS
7. Potential funding Sources [e.g. EU, Global fund, PEPPAR, etc]
8. Social media use for good communication
9. Representation at National level
e.g. MoH, MoF, offers an opportunity for dialogue & Policy change
10. Available funding budget for emerging situations.
(Health, Climate Change)

THREATS

- ① Competition from MBs, IPs, ~~GOOs~~, NGOs
- ② Changing landscape of major funders.
severely money & Priorities, Geographic focus
- ③ Inadequate funding of health systems
↳ Uncertain (in particular) - Part of ②
- ④ Unregulated social media
- ⑤ High cost of internet & data.
- ⑥ Data insecurity (hacking)
- ⑦ Increasing cost of business in the country
[fuel, forex, taxes, ⑨]
- ⑧ Possible cut in foreign aid by the Trump govt
- ⑨ Corruption.
- ⑩

What do we want to achieve together?

NEEDS ASSESSMENT

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

Weaknesses

- Limited Autonomy
- Weak media presence
- Donor dependency / Limited local resources
- No Standardized SOPs on RM & Communication
- Inadequate Staff
- Adhoc approach to Resource mobilization
- Lack of Technical/Diagnostic Capabilities
 - weak online marketing (social media, website)
- Inadequate Poor Infrastructure in most health facilities
- Low Capacity in fundraising for HSS
 - weak visibility of the brand "UCRIB"
- Religious/doctrinal belief limit
- Low levels of data utilization

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ACTIVITIES - HOW TO TURN WEAKNESSES / THREATS INTO STRENGTHS

- SUPPORT IN IMPROVING WEBSITE & ONLINE COMMUNICATION (SOCIAL MEDIA, BULLETIN, ...)
- SUPPORT IN CREATING A CONTENT ^{STRATEGY} (PLAN) & EDITING TEAM FOR MEDIA CONTENT
- SUPPORT IN STRENGTHENING FORMAL RELATIONSHIPS WITH MEDIA → PR WORK
- SUPPORT IN CREATING A COMM. STRATEGY → ^{USP} VISIBILITY!
- TRAINING IN MARKETING / COMM. SKILLS (STORYTELLING, BRANDING, ...)
- SUPPORT IN CREATING A DONOR DATABASE & DONOR MAPPING / ^{PROFILING}
- SUPPORT IN FINDING NEW WAYS OF INCOME GENERATION
- CREATE RESOURCE MOBILIZATION STRATEGY
- TRAINING IN PROPOSAL WRITING
- SUPPORT IN IMPROVING INT. PROCESSES CONC. REACTING TO CALLS AND PROPOSAL WRITING
- SUPPORT DATA VISUALIZATION TO ~~PRESENT~~ ^{PRESENT TO} BROADER AUDIENCE
- SUPPORT IN MARKETING AND BRANDING ACTIVITIES

Main areas of support and overall goals of the cooperation

Support Areas

1. Resource Mobilization
2. Marketing and Public Relations
3. Internal Communication

Goals

- Improve UCMB's branding and increase its visibility among members of different target groups and important stakeholders
- Strengthening UCMB's capacity in resource mobilization
- Improve UCMB's internal communication

How do we want to work together?

COMMUNICATION GUIDELINES

Communication Guidelines

- Forms of communication:
 - Regular meetings at the UCMB office
 - Skype conferences
 - Phone calls
 - Email
 - Clear subject line
 - Use of UCMBRM 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 (= Agnes) 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 to prioritize activities and work on roadmap

Any Questions?

Thank you 😊

Contact

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