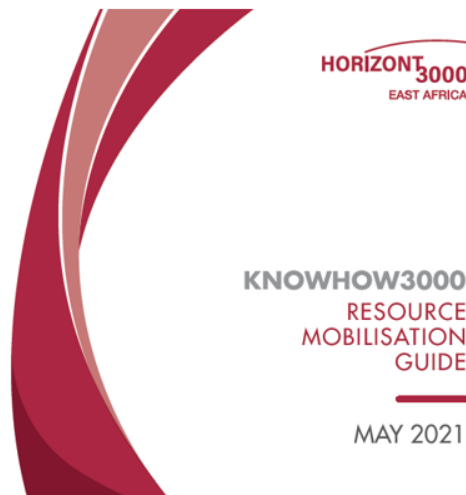


Specific Training KNOW-HOW3000

East Africa Resource Mobilisation Project (Resource Mobilisation Guide, Website, Launch and WhatsApp training)



2021
East Africa

With funding from the Austrian Development Cooperation and the Member Organizations of HORIZONT3000

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1. Introduction

HORIZONT3000's KNOWHOW3000 program supports organisational development through activities such as trainings, consultancies or learning visits and through its website. In East Africa, HORIZONT3000 has registered an increased interest and need of partner organisations in resource mobilisation. Many partner organisations lack the skills and tools to develop and successfully implement resource mobilisation strategies. Little hands-on information was available to them. Therefore, under KNOWHOW3000 a team of TAs with experience in resource mobilization in East Africa, Beate Farukuoye, Lisa Nixdorf and Agnes Köchl, designed a resource mobilization manual. The manual targets HORIZONT3000 Technical Advisors and their Partner Organisations and provides information on strategies for resource mobilisation and tools. This manual contains basic information on resource mobilisation as well as valuable tools the partners can directly apply in their work. For easy accessibility, the manual and the toolbox are also available on the KNOWHOW3000 website: <https://ta.knowhow3000.org/resource-mobilisation/>. The manual development started in March 2020 and was finalised in June 2021.

To promote the guide and toolbox, it was officially launched on 21 July 2021 in a virtual session with over 60 participants. During the meeting, the WhatsApp training plan was also presented and participants could register for the training which started on 27 July 2021.

The training targeted HORIZONT3000's East African partner organisations and their member organisations that are interested in improving their resource mobilisation efforts. WhatsApp was chosen as a means of delivering the trainings to ensure availability throughout the East African region and to allow for a more self-paced learning and organisational development process. The two training series took place in July, August and October 2021 with a total of 57 (32f/25m) participants.

2. Objectives

The Resource Mobilisation Guide and WhatsApp trainings have the following objectives:

1. Partner Organisations know how to apply the content of the KNOWHOW3000 Resource Mobilisation Guide and Toolbox;
2. Examples and best practices from Partner Organisations have been collected and shared
3. Participants have designed an action plan of how to share and implement learnings within their organisation

3. Topics

The resource mobilisation guide gives a general introduction to resource mobilisation. It answers the following questions:

- What is resource mobilisation?
- What are options for resource mobilisation, traditional and non-traditional?
- Why is a strategy for resource mobilisation necessary?
- How do you write a resource mobilisation strategy?
- How do you analyse resource mobilisation efforts?
- What are important aspects for implementing a resource mobilisation strategy?
- What role does communication play in resource mobilisation?

The guide covers in different sections the topics of organisational analysis, resource mobilisation categories and the developments of a resource mobilisation strategy and a communication strategy. Each section is enriched with relevant and useful tools that manual users can easily adapt for their own work.

The WhatsApp trainings covered the basic principles and models of the resource mobilisation process and delved deeper into main categories for resource mobilisation (grants, individual giving and sales of goods and services). The second training series guided participants through the process of organizational analysis, development a resource mobilisation strategy for their organization as well as key communication components such as key messages, organizational communication plan.

The first training series was facilitated by Beate Farukuoye and Lisa Nixdorf and the second by Beate Farukuoye only, since Lisa Nixdorf was on maternity leave. Each training series featured two 2-hour meetings per week (Tuesday and Thursday). Each weekly session consisted of technical input and group discussions, group works and homework for the week. Homework included reading the respective sections in the KNOWHOW3000 Resource Mobilisation Guide and assignments to be completed for the participant's organisation, built on the tools available in the section. The Thursday session offered room for discussion of completed assignments, questions and distribution of additional material. Apart from the two 2-hour meetings per week, participants had to invest for 3-4 hours reading and assignment preparation time.

4. Outcome

The expected outcome of this training was that training participants have increased their knowledge for:

- Implementation of different resource mobilisation approaches in their organisations
- Decision-making and design of a resource mobilisation strategy
- Development of a communication plan and engaging, impactful key communication elements

with the ultimate goal to promote a more diversified and sustainable resource base.

Resource mobilisation in general and the content of the guide are highly relevant for all partner organisations. This could be noticed by the number of participants during the launch of the guide and the number of registrations for the training.

However, the training methodology required some self-drive and consistency to attend all six sessions in one series. Whatsapp as a tool and the set-up has been highly effective when time was taken by participants and the team at their organisation to work on the assignments, which were set up in a way to promote organisational analysis, discussion and decision-making. During the presence sessions, participants shared and discussed these findings with the group. The facilitators elaborated on content from the resource mobilisation guide and provided additional, supplementary content, mainly in the form of inspirational videos from external resources.

Feedback from participants who were engaged throughout the training series was very positive, they found the content on point to drive organisational development processes. Some organisations even set weekly time aside to work on the assignments as a team and the training facilitated the process of strategy development.

For participants only generally interested in the topic or with no concrete application planned, the whatsapp training was less effective. The threshold to attend the sessions was low, at the same time it was also easy for participants to be sidetracked or to be too absorbed with other work to attend the meeting sessions. For this group a physical training or one consecutive training lasting a few days would be more effective. Some participants mentioned recommended also that they would have preferred a virtual training via zoom or teams since they missed the live interactions. However, it was also commented that when participants could not attend a session, they would read up in the group later and still be able to benefit.

5. Evaluation

The Resource Mobilisation Guide has been very well received by the audience and is regarded to be highly relevant for Horizont 3000 partners. The design, particularly also of the printed hardcopies, has been positively commented by a number of recipients, indicating that both content as well as presentation are on point for the target audience.

The whatsapp trainings have also been positively reviewed. Evaluation results at the end of the trainings show that over 90% of participants consider the content fully or to a big extent relevant for their organisation. 80% consider the training highly relevant and interesting for their work, one participant mentioned: *The training was done just at the right time for the organisation, very useful content and topics*; some-one else mentioned that greater reflection and time would have been required for comprehensive topics like business plan development. needed to be done by their organization.

Over 70% of the participants mentioned that they have taken away a good number of actions from the training to be implemented and almost everyone has identified immediate actions. that can be implemented in their organization.

The facilitators were perceived as highly competent and also the duration of the training was generally perceived adequate by all participants.

Recommendations for further development in the future included holding the training on another platform to facilitate more direct interaction. In regard to content, the participants would like to see further capacity building on strategic development (communication and resource mobilization) as well as proposal writing.

For effective application of the whatsapp methodology, a recommendation for the partners could be to have a clear learning and implementation goal for the content, also making participating as a team and setting time aside to work on assignments is a best practice for effective uptake of the learnings and implementation.

6. Appendix

6.1 Participant List

Nr	Name	Organisation	Position	Sex
1	Eustace Sajjabi	AFIRD NGO	Executive Director	M
2	Gerever Niwagaba	Kawempe Home Care	Program Manager	F
3	Renee Moreaux	HORIZONT3000	Technical Advisor	F
4	Jane Mburu	Mwangaza New Life Rehabilitation Center		F
5	Job Ndirangu	Mwangaza		M
6	Penina Mutwiri	Mwangaza		F
7	Johannes Frauscher	HORIZONT3000	Technical Advisor	M
8	Peninah Atwine	Environmental Alert	Resource Mobilisation	F
9	Rita Kayeny	PALM Corps		F
10	Heike Nesner	HORIZONT3000	Technical Advisor	F
11	Ivy Tamara	Rescue Dada Centre	Programme Officer	F
12	Opio Wilfred	PID-Uganda		M
13	Longinous Ogwang	Caritas Gulu		M
14	David Okello	Caritas Gulu		M
15	Denis Ojara	Caritas Gulu		M
16	Vicky Lalam	Caritas Gulu		F
17	Joel Ocaya	Caritas Gulu		M
18	Daliah Nabunnya	AFIRD		F
19	Musimenta Julius	AFIRD	Deputy Executive Director/ Programmes Manager	M
20	Musisi Alipio	AFIRD	Secretary	M
21	Wasswa Faizo	AFIRD	Programme Officer	M
22	Richard Kayaga Gonza	Cultural Research Center	Chief Executive Officer	M
23	Margret Kauma	Cultural Research Center	Finance and Administration Officer	F
24	Lydia Naisikwe	Cultural Research Center	Resource Mobilization Officer	F
25	Dinah Maina	Mukuru Promotion Center		F
	Georgia Tumwesigye	FOWODE	Program Officer, Women and Leadership	F
26	Racheal Ayebare	FOWODE	Project Assistant	F

27	Moses Kagwa	FOWODE	Field Officer	M
28	Moureen Kyomuhendo	FOWODE	Field Officer, Masindi district	F
29	Annette Namwaya	FOWODE	Field Officer, Busia district	F
30	Kerisa Paska	Moroto Diocese		M
31	Lokoru Paul	Moroto Diocese		M
32	Longole Faustino	Moroto Diocese		M
33	Abbo Fiona	Moroto Diocese		F
34	Narika Celestina	Moroto Diocese		F
35	Godfrey Paschal	MHOLA	Monitoring and Evaluation Officer	M
36	Abbey Anyanzo	PALM Corps		M
37	Ivan Matenga	PALM Corps		M
38	Henry Acadribo	PALM Corps		M
39	Susan Kisakye	PALM Corps		F
40	Henry Malimo	Cultural Research Center		M
41	Immaculate Atuhaire	Cultural Research Center		F
42	MAry Gatitu	Rescue Dada Center		F
43	Emma Wanjiru	Rescue Dada Center		F
44	Ruth Kinyanjui	Rescue Dada Center		F
45	Ann Kariuki	Rescue Dada Center		F
46	Ms.Daria Rugumira	ADP Mbozi	Executive Director-ADP Mbozi	F
47	Ms.Juliana Ng'webesa	ADP Mbozi	Project Coordinator	F
48	KAIJA ROBERT	CODNET	FINANCE AND ADMINISTRATION MANAGER	M
49	NEK BOSCO	CODNET	PROGRAM OFFICER	M
50	KABAJULIZI DOREEN	CODNET	AG. PROGRAM MANAGER	F
51	BASEMERA NORAH	CODNET	PROGRAM OFFICER	F
52	OKELLO RAPHAEL	CODNET	PROGRAM OFFICER M&E	M
53	Emmanuel Ssemwanga	Environmental Alert		M
54	Maneno Uledi	ADP-Mbozi		M
55	Consalva Mahengo	Hakiardhi		F
56	Mary Kanana Murithi	Mukuru Promotion Center	Fundraising Officer	F

57	Lorraine Ogola	Mukuru Promotion Center	Fundraising Officer	F
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6.2 Training Concepts

Concept Whatsapp Training 1“Introduction to Resource Mobilisation”

Preparation:

- Send out manual with information about training goals and methodology, highlighting timeframes and that it will require self study and homework to get something out of it.
- All participants to prepare a short video of themselves answering the following questions (1 minute max; to be posted one hour before session):
 - Name, position in organization
 - What are your expectations of this training
 - What are your experiences with RM

Session 1: Introduction, Gifts and Corporate Giving – Tuesday, 27 July 2021				
Topic	Method	Content	Time	Responsible
Introduc- tion	Slide	<ul style="list-style-type: none"> • What is this training about • Sessions • Videos of facilitators 	15 minutes	Lisa
Resource mobilisa- tion	2 slides video	<ul style="list-style-type: none"> • What is resource mobilization 	5 minutes	Beate
	Ques- tion	“Why is a strategy for resource mobili- sation important?”	1 minute	Lisa
	Discus- sion		15 minutes	Lisa
Gifts and Corporate Giving	Slides Video	Different forms of giving	10 min.	Beate
	Ques- tion, partici- pants just post	Which forms of giving is your organiza- tion using	15 min.	Beate
Questions			15 min.	Beate
Homework	3 slides	1) Read page xx to xx from the manual. 2) Prepare an elevator pitch about your organization and make a 30 seconds video of yourself giving the pitch. Pick one of the two:	15 min.	Lisa

		<p>3) Identify one new resource partner and define an annual donor cycle for them.</p> <p>4) Create a donor persona. Make it as realistic as possible.</p> <p>Chose one of the questions and take a picture of the result.</p> <p>Time to prepare assignments: 2 hours</p>		
		TOTAL TIME	1h31min	
Session 2: Gifts and Corporate Giving, Practical – Thursday, 29 July 2021				
Elevator pitch	2 slides	What is an elevator pitch	5 minutes	Lisa
	videos	<p>Participants post their videos, watching time, everyone has to comment on the previous video:</p> <ul style="list-style-type: none"> • What does the organization do? • Am I interested in learning more about the organization? 	30 minutes	Lisa
Donor Cycle	2 slides	What is a donor cycle?	5 minutes	Beate
	Slides by participants	Everyone posts their results, pick out two to be commented on – use voice messages to comment.	20 minutes	Beate
Donor persona	2 slides	What is a donor persona?	5 minutes	Lisa
	Slides by participants	Everyone posts their results, pick out two to be commented on – use voice messages to comment.	20 minutes	Lisa
Questions			10 min	Lisa
Outlook to next session	1 slide		5 minutes	Beate
		TOTAL TIME	1h40min	
Session 3: Grant Proposal Writing – Tuesday, 3 August 2021				
Grant proposal writing	2 Slides Video	<ul style="list-style-type: none"> • What is grant proposal writing 	5 min	Beate
	Question	<p>“What challenges have you encountered in grant proposal writing?”</p> <p>Participants discuss in groups of two and present their results</p>	30 min	Lisa
	2 slides	The grant process	5 min	Beate
	Question	“Who needs to be involved at what stage?”	45 min	Lisa

		Participants take 15 minutes to draft, two participants present, discuss		
Homework	2 slides Video?	Problem tree	5 min	Beate
	Slide with homework	Develop a problem tree for a project relevant to your organization. Take a picture of the tree.	1 min	Lisa
Questions			15 min	
		TOTAL TIME	1h46min	
Session 4: Grant Proposal Writing Practical – Thursday, 5 August 2021				
Problem tree	Pictures by participants	Each participant presents in short voice message, pick two trees to discuss	45 min	Lisa
	2 slides	Tips for making a problem tree	15 min	Beate
Solution tree	Video?	How to turn a problem tree into a solution tree	15 min	Beate
	Individual work	Participants turn their tree into a solution tree	15 min	Lisa
	Presentation	Participants post pictures	5 min	Lisa
	2 slides	Tips for making a solution tree	15 min	Beate
Outlook to next session	1 slide		5 minutes	Lisa
		TOTAL TIME	1h55min	
Session 5: Sales of Goods and Services – Tuesday, 10 August 2021				
Social enterprise	2 slides	Introduction to Sales of Goods and Services	5 min	Lisa
	Question	“What is your experience with Sales of Goods and Services?” Participants to send short voice messages	20 min	Beate
	Slide	What is a social enterprise		Lisa
	Question	“What is the difference between a social enterprise, an NGO and a company?” Participants have 15 min to think, then type their responses	30 min	Beate
Ideation	Slide	How to find business ideas, participants can comment on their experience	30 min	Lisa
Business Model Canvas	Video	Business Model Canvas	10 min	Lisa
Homework	Slide	Prepare a Business Model Canvas for a business idea for your project. Prepare a short video (2 minutes) of you presenting the Canvas.	5 min	Lisa

Questions			10 min	Lisa
		TOTAL TIME	1h50min	
Session 6: Sales of Goods and Services – Thursday, 12 August 2021				
Business Model Canvas	Videos	Participants post videos, 2 videos are picked and roles distributed (Implementation Partner, Supplier, Customer, Donor), what are your comments from that roles?	45 min	Lisa
Business Plan	2 slides	How to get from business model to business plan	15 min	Lisa
Questions			15 min	Lisa
Wrap-up	1 slide	“What have you learned in this training?”	15 min	Beate
		TOTAL TIME	1h30min	

After training: Questionnaire to be distributed for lessons learned and suggestions for next session.

Concept Whatsapp Training “Introduction to Resource Mobilisation” Part 2

Session 1: Introduction, Strategy Development – Tuesday, 12 October 2021				
Topic	Method	Content	Time	Responsible
Introduction	Slide	<ul style="list-style-type: none"> What is this training about Sessions 	15 minutes	
Resource mobilization Strategy	2 slides video	<ul style="list-style-type: none"> What is a strategy? 	5 minutes	
	Question	“What types of strategies do you know? (RM, Coms, org) What elements do you need in a strategy and what information do they include?”	1 minute	
	Discussion		15 minutes	
Organisational Analysis	Slides Video	Prerequisite for Strategy development is Org. Analysis Types: <ul style="list-style-type: none"> Financial Analysis Organisational environment (SWOT, PESTLE) Peer Organisation/Resource Partner Analysis Resource Mobilisation strategies Review/Decision making 	10 min.	
	Question,	What is your experience with organizational analysis? Have you	15 min.	

	partici- pants just post	done any of the above? What are your learnings? Please share in a voice message		
Questions			15 min.	
Homework	3 slides	5) Read page 17 – 25 from the manual. 6) Prepare a financial analysis (p17 - 21) or peer organiza- tion/resource partner analy- sis (p. 24, Tool 8) of your organization Share in the group before Thursday Training	15 min.	
		TOTAL TIME	1h31min	
Session 2: Organisational Analysis and Ideal picture, Practical – Thursday, 14 October 2021				
Peer Organisation/Re- source Partner Analy- sis	2 slides	Recap Financial Analysis/Peer Or- ganisation/Resource Partner Ana- lysis?	5 minu- tes	
	photos	Participants post their photos: <ul style="list-style-type: none"> Share the learnings you have had doing the home- work: financial resource partner analysis 	30 minu- tes	
Organisational En- vironment	2 slides	What is an organizational environ- ment analysis? SWOT, PESTLE	5 minu- tes	
	Ques- tion	What insights do you hope to get from an organizational environment analysis	20 minu- tes	
Resource Mobilisation Strategies review	1 Slide	Tool 9, p. 79. Fill in tool 9 on the RM strategies your organization has used in the past.	5 minu- tes	
	Ques- tion	Share the findings of the exercise from your organization. What are recommendations and learnings?	20 minu- tes	
Questions			10 min	
Ideal Picture	Home- work 1 slide	How to develop an ideal picture of your organisation's RM? Tool 3, p. 45	5 minu- tes	
		TOTAL TIME	1h40min	
Session 3: Resource Mobilisation Decision Making – Tuesday, 19 October 2021				
	Slides by parti- cipants	Everyone posts their results before session		

Resource Mobilisation Strategy decision making	2 Slides Video	<ul style="list-style-type: none"> Resource Mobilisation strategies decision making Tool 11 	5 min	
	Group Work	In the whatsapp group, use tool 11 to rank the proposed strategies from the ideal picture homework Present the ranking to the main group	30 min	
	Question	Give feedback to the groups. Which strategies do you feel would work particularly well and why?	20 Min	
Goals, objectives and outputs of the RM strategy	1 slides Video?	RM strategy planning	15 min	
Homework	2 slides	Development of goals, objectives and outputs of your RM strategy Post in the group before the next session	5 min	
Questions			15 min	
		TOTAL TIME	1h30min	
Session 4: Resource Mobilisation Strategy Writing – Thursday, 21 October 2021				
Recap		Strategy Ranking, Homework on fundraising ideas using art	5 min	
Ranking of RM strategies	1 slide	Rank the suggested ideas	10 min	
Planning for strategies	2 slides	Resource planning for the different strategies according to expected result.	5 min	
	Question	Groupwork: plan for a strategy and share in the chat	10 min	
Resource Mobilisation Strategy writing	1 slides	Writing a Resource Mobilisation Strategy p. 48	5 min	
	Group work in the sub-groups	Develop an Annual action plan for the RM strategy, including preparation, milestones, follow up	30 min	
	Presentation	Participants post pictures	5 min	
	2 slides	Feedback from the group	20 min	
M&E	1 Slide	M&E Framework for RM	5 min	
	Questions		5 min	
Outlook to next session	1 slide		5 minutes	
		TOTAL TIME	1h35min	
Session 5: Communication Strategy – Tuesday, 26 October 2021				

	Question	Comment on the RM presentations in the group: Are they ambitious, realistic, too small?	15 min	
Communication Strategy Development	2 slides	Why a communication strategy	5 min	
	Question	What are the elements of a communication strategy Tool 2 p. 64 Manual p.49 – 51 Share in the chat	20 min	
Key Messages	3 Slides	Key Messages	5 min	
	Question	Break out groups: Share your organisation's key messages. Analyse it according to the criteria: concise – credible. Present the key message and its analysis in the main group chat.	30 min	
Communication Activities	Slide Video	Examples of approaches	10 min	
	Question	Look at the different approaches: What do you already do in your organization? How effective is the approach? Do you recommend it? What does not work so well? What have you not tried but might	20 min	
Homework	Slide	Create a communication activity plan in line with the RM plan you already developed. Highlight the interlinkages between the RM action plan you had developed.	5 min	
Questions			10 min	
		TOTAL TIME	1h50min	
Session 6: Communication Strategy – Thursday, 28 October 2021				
Communication Strategy	Photo	Share the communication activity plan Team comments: What is the goal of the plan. Is it feasible? Are you lacking elements? What would you add to make the comm more effective? What constraints do we need to consider? Present the findings to the main group	30 min	
Budgeting	1 slide	How to cost a coms plan	5 min	
	Group work	For your coms activity plan, create an rough budget.	30 min	

		Consider the financial costs, but also HR costs and input required.		
M&E	1 slide	How to monitor a coms plan	5 min	
	Group work	Develop an indicator for each coms strategy to measure its outcome.	15 min	
Wrap-up	1 slide	“What have you learned in this training?”	15 min	
		TOTAL TIME	1h40min	

After training: Questionnaire to be distributed for lessons learned and suggestions for next session.

6.3 Article

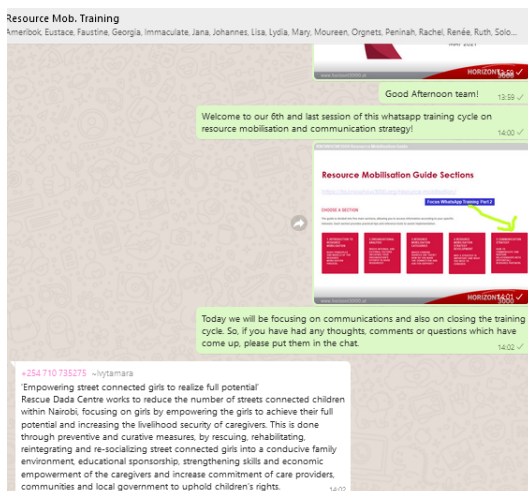
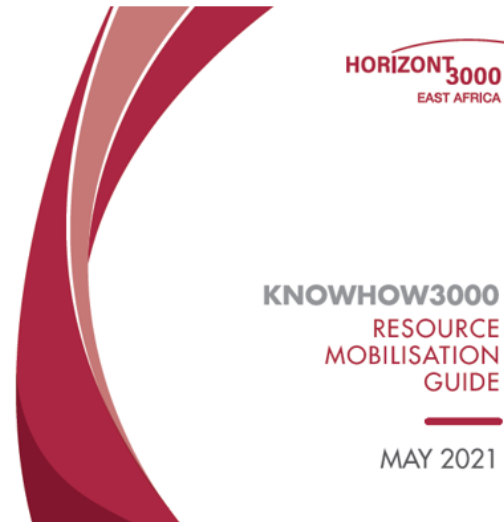
Learning about Resource Mobilisation made easy!

Financial stability and income diversification are high-priority topics for our partner organisations worldwide. The East Africa region has taken up the demand for this topic, developed a resource mobilisation guide and facilitated an innovative training series under the Know How 3000 programme.

For the development of the guide, three Technical Advisors for Resource Mobilisation, Agnes Koechl, Lisa Nixdorf und Beate Farukuoye, put their heads together to come up with content most the relevant for partners to promote their financial sustainability and to support diversification of funding sources and resource mobilisation techniques. It was concluded that information and tools which lay the foundation for informed decision making and strategic planning will be decisive factors to influence organisations' resource mobilisation positively. Following these considerations, the authors put together the resource mobilisation guide covering an introduction to resource mobilisation, organisational analysis and resource mobilisation categories.

With editorial support from Annika Witte the guide was made ready for printing and is now available in hardcopy and on the Know How 3000 Website: <https://ta.knowhow3000.org/resource-mobilisation/>.

KNOWHOW3000 launched the resource mobilisation guide in July 2021, followed a training series to acquaint HORIZONT3000's East African partner organisations better with the content of the guide and toolbox. Considering physical meeting restrictions due to COVID 19 as well as aiming to offer an easily accessible training even when internet is unstable and during busy work schedules, WhatsApp was chosen as a means of training delivery. Additionally, Whatsapp is a widely used and can be found on almost every phone. Therefore, users are very familiar with the different features, such as group membership, sending photos and recording voice messages, etc., which make active training participation easy.



Each of the two WhatsApp training series was conducted over a period of three weeks with two 2-hour live sessions per week. The sessions consisted of technical input in the form of slides, videos or voice messages as well as group discussions and group work. The participants exchanged based on their resource mobilisation experience and outlook and shared practices from their work. To facilitate further learning and real-life application of the training content, a practical assignment built on the tools available concluded each session. The exercises facilitated discussions and decision making on resource mobilisation in the organisations. The second weekly sessions offered room for discussion of completed assignments, questions and distribution of additional material. Apart from the two 2-hour meetings per week, participants had to invest for 3-4 hours reading and assignment preparation time.

57 participants (32 female, 25 male) registered for the training, about 15 of them attended all the live sessions and contributed consistently to the discussions. When participants were not able to attend a session, they could follow the content by going through the whatsapp group at their own pace. Evaluation at the end of the trainings show that the training content was very relevant for the participants and while the methodology was new, it turned out to be overall effective, having the big advantage that the content is readily accessible even when live sessions cannot be joined.

Resource Mobilisation and sustainability are highly important topics for organisations around the world and the Know How 3000 efforts have come very timely to support organisations developing their resource base.