



The **BIG** Picture

A CtGA publication highlighting change stories

CHANGE
THE **GAME**
ACADEMY

Contents

Foreword	03
The Big Picture	05
Hope in Local Fundraising; Prospering from within	07
Tapping into the Local Resource Mobilisation Pool in Ghana	09
Curbing malnutrition through Soya in Western Kenya	12
Fundraising to bless the roots of education	15
Contributing to Social Capital in the Community	18
SPEAK! 2018: Campaign on Civic Space	20

© CtGA 2018



Change the Game Academy aims at building the capacities of a broad range of organisations at grassroot level. The programme supports Community based organisations (CBOs), Self-help groups (SHGs) and Non-Governmental organisations (NGOs) to work towards harnessing and growing their resources as well as securing their basic rights and services from duty bearers.

Dear All,

In today's world, there are many organizations seeking to address various needs in the society. This has led to the competition for grants especially in the developing countries. There has been a culture of looking for aid far away from the borders of the communities that need them. Yet often times, solutions may lie on their door-fronts and all that is needed is training to look within, change the game and find success.

We introduce to you the Change the Game Academy (CtGA) newsletter that tells of the success stories gained through training on Local Fundraising and Mobilising Support. CtGA exists to build the capacities of a broad range of organisations at grassroots level in middle and low income countries across the world.

In this issue, read about an organisation in Kenya working with farmers to advocate and lobby for improved nutrition in their community. Further northwards across the border in Ethiopia, groups are building a better future for themselves after receiving training on Mobilising Support. To the west of Africa, in Ghana, organisations have started realising the fruits of Local Fundraising, while in South America, in Brazil, members of local organisations tell of what the Mobilising Support course means to their organisations and their country.

In this issue, we also introduce to you our latest partners in the game. Recently, we had a training of trainers for four organisations in Cambodia and Sri Lanka. Come 2019, these organisations will now offer trainings in the two countries. A similar training of trainers will take place in Nepal in December this year in preparation for take-off of the courses in 2019 in the South Asian country as well.

And also, why did we start Change the Game Academy? Read more in our Big Picture story.

We hope that with this first issue of our success stories, you will get more insight as to why Change the Game Academy is in existence.

Enjoy the read

Editorial Team



The bigger picture

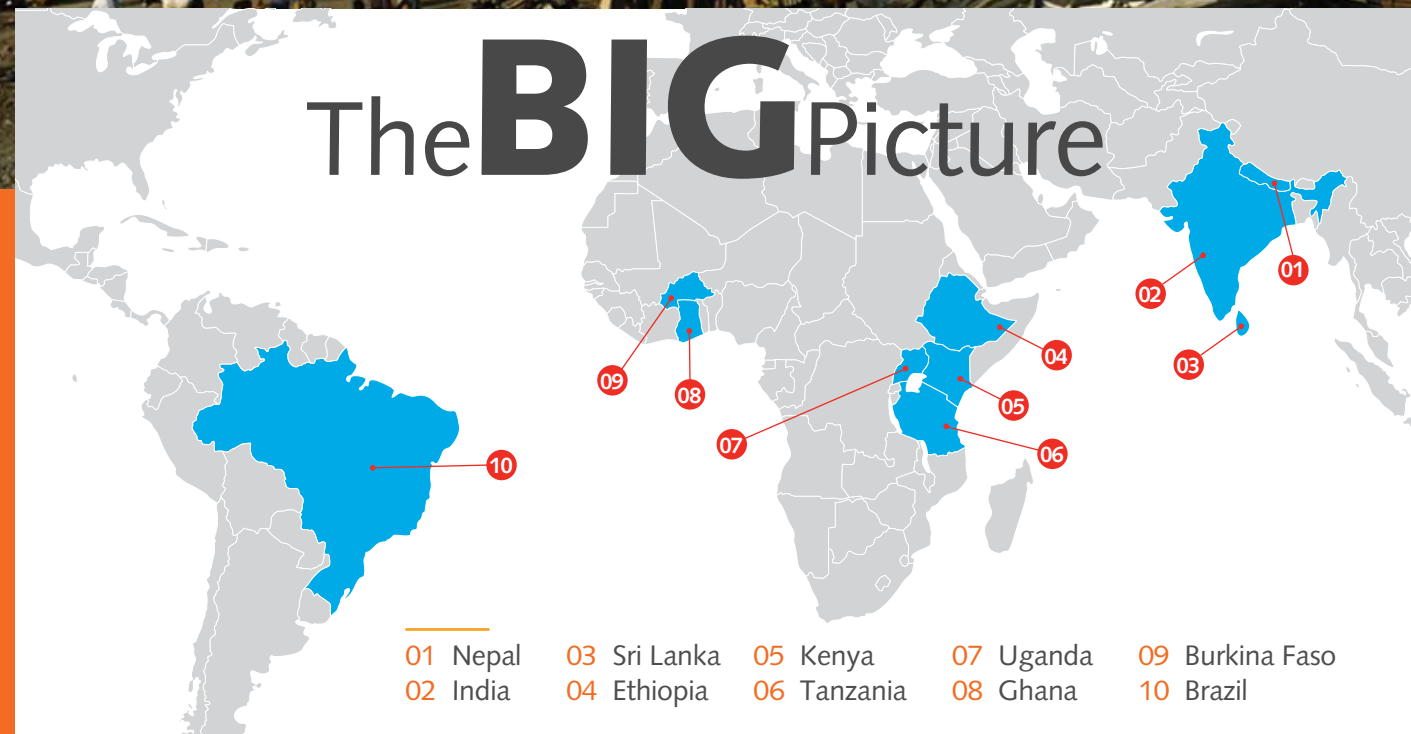
While we can be very busy implementing our action plans and organizing the trainings, it is good to sometimes take a step back and look at the bigger picture.

Why did we start Change the Game Academy? Over the past decades, we have seen that Civil Society Organizations across the globe are increasingly facing challenges that hinder their ability to be effective advocates of social change. While the alarming trend of shrinking civic space demands a strong civil society that can claim its space, many civil society organizations are struggling to even survive. Foreign donors are reducing their funding, donor priorities are shifting and some donors tend to make fewer, grants (in general not accessible to smaller CSOs). And although there is considerable economic de-

velopment in many countries, not all benefit: inequality is growing. This challenging context asks for bottom-up efforts to bring about change. Therefore, through Change the Game Academy we want to strengthen the voices of local CSOs and help them build local constituencies.

As such, we are part of a bigger, global movement of organizations that are looking for ways to empower local civil society from grassroots level up, rethinking power and resources to ensure that people and communities can drive their own development. Multiple conversations are taking place around the globe under the hashtag #Shift-thePower, initiated by the Global Fund for Community Foundations. Here you find a video explaining the rationale behind this movement.

The BIG Picture



Trained
649
individuals in Mobilising Support.

Trained
536
individuals in Local Fundraising.



"Growing up with many challenges in our family, I became determined to support other girls in a difficult situation. I said to myself: I may not have the money, but I can speak on their behalf. I started visiting schools to speak to girls to collect their stories and shared these through social media. Friends started to donate money for sanitary pads and that is how my fundraising activities started. I now organize an annual hiking event to raise funds. People that like outdoor activities get a chance to climb one of Uganda's mountains and support girls at the same time. We invite some girls to join us so they can share their stories. Through last year's event, we supported 500 girls with sanitary pads and in total we have been able to support 10.400 girls over the last two years. When I do a campaign, I first contribute myself. Many people do not have the opportunity to give, simply because no-one asked them."

~ Hope Nankunda, Regional Coordinator
#GirlsNotBridesUganda #Changemaker



Hope in Local Fundraising; Prospering from within

With development partners shifting their priorities, and in some cases, withdrawing funding support, the Hope for Children and Aged Rehabilitation Center in the Brong Ahafo Region of Ghana had to look for other ways as its operations were affected.

This trend propelled Change the Game Academy in collaboration with WACSI and other organisations to design a programme to boost the local resource mobilisation capacity of CBOs in Ghana and other countries in the Global South. CBOs were equipped with skills to develop resource mobilisation strategies that create multiple funding streams through utilising local assets and mobilising support for their action.

“We’ve improved our ways of generating funds locally towards projects instead of depending solely on foreign aid. This awareness only came about through our participation in the training on Local Resource Mobilisation for Civil Society in Ghana”, said Charles Mensah, Deputy Director of the Hope for Children and Aged Rehabilitation Center.

The Hope for Children and Aged Rehabilitation Center was one of 10 organisations selected to participate in the training.

Before their participation in the programme, the Centre was unable to generate funds from the community to implement their projects. This, they said, was because they relied heavily on donor funding and could not effectively communicate their impact to attract the attention of local partners who would support their cause.

Today, they have been equipped to raise funds locally for their solar project which costs 25,000 Euros. With the help of action plans which they developed because of the training, they were further supported through mentoring to implement their action plans for improved results. “We are now able to strategically plan our projects with clear-

ly defined timelines that will help us achieve it”, Charles stated proudly.

“Before the training we had secured a part of the funds for our solar project from partners in Europe. After the training, we leveraged on the skills we acquired to raise 8,000 Euros from friends, families and companies around us”, Mensah explained.

Hope for Children and Aged Rehabilitation Centre is situated in Sunyani in the Brong Ahafo Region of Ghana. It was established to provide quality healthcare for the less privileged and shelter for the physically challenged and aged in the community. “We could never have set these things right without our participation in the Change the Game Academy-WACSI training”, concluded Mensah.

Raised

Funds locally for solar projects which costs

€ 25,000



Selected



10 Organisations to participate in the training.

Leveraged

On the skills we acquired to raise

€ 8,000

from friends, families and companies



Tapping into the Local Resource Mobilisation Pool in Ghana

Since it was founded in the year 2000 to cater for the needs of children, Urban Poor Child Organisation (UPCO) in Accra, Ghana, has experienced some resource mobilisation challenges.

This impeded their ability to locally mobilise resources to sustain their mission and ensure that needy children of school going age are provided with quality education and training through effective and efficient management of resources and to make education delivery relevant to the manpower needs of the community.

Given the history therefore, a course in Mobilising Support was an opportunity that the organization badly needed and one they wouldn't let go. The organisation applied to participate in the training which was organised by West Africa Civil Society Institute (WACSI) and Change the Game Academy from 16-20 April 2018. It was followed by a mentoring phase from April to June 2018.

Bertha Dunyo and Emmanuel Amoquandoh, secretary and administrator respectively from UPCO testified the training was relevant for their organisation. "Before the training, we had little or no knowledge about stakeholder mapping when mobilising funds. Neither did we consider the role our stakeholders played in projecting our work which would help improve our visibility and eventually increase our local resource mobilisation network", said Emmanuel.

Today, the story has changed significantly. UPCO has taken charge of their affairs. They have redefined their approach to executing projects. Additionally, they have set up an effective fundraising committee to support their fundraising activities.

"During the training, our proposal writing capacity was sharpened which has translated in our ability to raise an

amount of GH¢38,000.00 from the Church of Latter-Day Saints for the completion of our proposed four classrooms block project in Dansoman," said Bertha.

WACSI and Change the Game Academy along with other organisations, designed this programme to boost the local resource mobilisation capacity of community-based organisations in Ghana and hone their skills to develop resource mobilisation strategies that create multiple funding streams through utilising local assets and mobilising support for their action.

This Local Resource Mobilisation capacity building programme has become necessary due to the dwindling donor funds that threaten the sustainability of organisations that heavily depend on donor funding.

Reflecting on their ability to raise funds from the community they serve, Bertha and Emmanuel attested that they have made a 100 per cent increase in funds raised locally. "This has never happened in the history of our organisation and could not have happened without us participating in the local resource mobilisation capacity strengthening programme", confirmed Bertha.

Currently, UPCO implements projects only after developing an action plan; one of the key lessons they learnt from the training. They have also harnessed their fundraising skills to attract more donors; by being precise when developing proposals and succinct in situations where they have to articulate their work.

"After the training, we have successfully raised an amount of GH¢1,500 as compared to a range of between GH¢500 and GH¢700.00 we previously raised from our community simply by practicing what we were taught during the programme", Emmanuel said.

A photograph of a woman with short dark hair, wearing a red and black patterned top and a pink skirt, holding a young child in a yellow and green shirt. They are standing outdoors in a rural setting with a red building and greenery in the background.

Curbing malnutrition through Soya in Western Kenya

The Nzoia River in Western Kenya rises from Cheranganyi hills and roars furiously across Mumias town watering farms along its way to Lake Victoria. Evidence of agricultural activity in the region can be seen through all kinds of produce laid along the roads and in markets inside the towns. In Mumias town, it is a buzz of activity as vendors put out their maize and millet to dry as they await customers, while others ready their stalls with different fruits hopeful to make a great sale.

Despite the impressive display of agricultural produce in Mumias and various other markets in Western Kenya, lies the challenge of stunted growth specifically. Bordering Kakamega County to the northwest just fifty Kilometers from Mumias town is Busia County with a population of 743,946 people. Busia is among the counties that have been hardest hit by stunted growth. A 2014 survey by the Kenya health demographic survey found that Busia County had a prevalence of 28.4% occurrences of stunted growth in children.

It is because of the reality of stunted growth in Busia and Kakamega Counties that the ADS-W set out to reduce the prevalence and possibly eradicate it completely. ADS-W, which is part of the ICCO consortium in Western Kenya, took the Mobilising Support training offered by KCDF and Change the Game Academy. According to ADS-W officials, the skills they obtained in Mobilising Support have ensured success in how they handle community groups. They have also teamed up with other stakeholders including the county government of Busia to enhance the delivery of their work.

Its plan was to work with groups in Western Kenya to address food insecurity and economic gaps. For a start, ADS-W working with various organisations in the region, introduced the soybean plant to the CBO's that they work with. Its approach is that of training various community based organizations in growing of nutritious crops

including vegetables, sweet potatoes and various other crops and value-addition with a view of improving their livelihoods.

One such CBO is Okoa CBO in Akites Village in Teso sub-county, composed of men and women farmers. Since the introduction of the Soybean in their village they have not looked back. The group which is registered as a co-operative is composed of 68 registered members. ADS-W offers training sessions to the CBO from time to time.

For 52 year old Rosemary Abook, her life has changed due to her healthy eating since being diagnosed with HIV. "Soya is good food for our children and the elderly amongst us. Actually, it keeps all of us healthy. We know of its nutritious value and that is why we love it around here," she said.

While the soybean plant is not native to Busia County, the way the villagers of Akites in Teso South have mastered it would make one think it is. Intense capacity building sessions with ADS-W have been successful and the farmers know more about Soya.

Ejaikait Philemina of Akites village ensures that her two-year-old grandson, Ryan Akure is fed with Soya porridge every day. "When we first started growing Soya we wanted to improve our economic status but most importantly the health of our children, as instances of stunted growth in children of under 5 years of age were rampant in our area," she said

The farmers are no longer reliant on only maize and have other foods to supplement including the Soybean and they hope that the county government will continue to improve policies so they can get better markets and favorable prices for their farm produce.

Miles away in the village of Sidende is another group called Chako ni Chako. The members farm together having been introduced to kitchen farming using conservation agriculture by ADS-W. They now plant various types of vegetables which include a mixture of vegetables, tomatoes, Soya, groundnuts, maize and pepper to boost nutrition levels in their families. “Our families come first and before we sell the produce, we ensure there is enough to feed the family,” said Wycliffe Okinda, a member of the group.

Canon John Peter Mudy the Executive Director of ADS-W said that they have managed to achieve a lot because of lobbying and advocacy. “We mobilise rural communities to demand for their services from duty bearers. We empower them with knowledge to champion their rights,” he said.

Florence Emali, a county nutritionist at Kakamega County who works hand-in-hand with ADS-W said that they in-

troducted kitchen gardens and started offering trainings to groups in the community. “We also intensified screening facilities and we can confidently say that we have seen a reduction in the numbers of stunted growth children.”

ADS-W’s foray into Mobilising Support from the county governments has borne fruits through lobbying for legislation that supports their work. “Supporting legislation is important. You cannot succeed without legislation. We are domesticating what fits our county. Since the farm inputs fund was passed as a law, we now want to increase the scope of the subsidy program to go beyond the fertilizer and seed,” said Jeremiah Okello, the Chief Officer of Agriculture, livestock, fisheries and cooperatives Kakamega County of Kakamega.

With improved health and a steady source of livelihood for many households in the counties, school enrollment and retention has risen. ADS-W hopes for more, and they continue with their advocacy work relentlessly.





Fundraising to bless the roots of education

God Bless You High School (GBYH), an unlikely name for a school, is where three students with different kinds of misfortunes have the fortune of sharing a school and possibly a gateway to a bright future. One, a boy named aptly Nelson Mandela in his late teens, formerly a street child, now adopted and in his last year of high school and another, a girl- 17-year-old Waceke Elizabeth- whose chance at an education almost dwindled after her father lost his job, the family's only source of livelihood. The third is Esther Epetet from Lokori in Turkana, a marginalized community at the center of drought and danger of cattle rustling banditry.

The story of God Bless You High School is one of determination and faith. The school dates back to 2007 having been preceded by the primary school which was founded by the proprietors Bishop Simon Githigi and his wife Beatrice Nderitu. Though part of the school was razed down later that year following the post-election violence, Simon and Beatrice rebuild it the following year. The school now has 111 students while Elim Star Academy, its sister primary school, has 300 students.

Nelson, Elizabeth and Esther are all students of God Bless You High School and as one can tell from their stories, they have nothing to pay their fees with. The other students too come from families that are not too well to do. Some have to pay school fees in kind- bringing firewood, maize and beans. In order to sustain students like Nelson, the school has to raise funds from other sources.

Sophie Wacuka and Mercy Mugendi, both employees of God Bless You High School attended the local fundraising training by Kenya Community Development and Change the Game Academy in Nairobi. "It was eye opening and totally changed my attitude towards local fundraising. It also gave us a different perspective since we had been doing local fundraising before but we had a different mindset about it," said Sophie.

After the training, their first local fundraising initiative was to renovate a library and continue the dormitory structure which had stalled for four years. They needed Kes.

900,000 to complete the dormitory. They immediately set up a fundraising committee and drew a fundraising plan. They involved students and pupils from their sister primary school, parents, teachers, local business people, their board and local companies. "We were afraid to reach out at first. The community thought we had money and sponsorships and since we had learnt how to raise the question of where the need is, we succeeded in convincing them this time," said Sophie.

Through a talent search and family day coupled with contribution cards and selling of T-shirts and mugs they raised over Kes. 600,000. They also received services and products in kind. People volunteered their time for free. Work men from the community came to do the work. They got cement and iron sheets from wholesale shops in the town. "The elevator speech helped us a lot as we approached corporates and business people around. It guided us through the process of approaching people. We went to places where we wouldn't have gone before. We got the courage to ask," said Mercy.

They also utilized materials that were readily available to them and made the most out of it. The students for example used their talent in art to decorate their library. The teachers in the school also started contributing monthly to sponsor the education of the needy students.

The structure got complete in less than three months after it had stalled for four years. About 600 people came out for the family day to support in raising funds. Since the fundraiser, the community is now more aware of the work GBYH does and are more supportive and willing to give.

GBYH is now embarking on building a dining hall for the high school kids as the space they have currently is not enough, forcing students to eat outside. "We want local fundraising to be our culture. I believe with time, we can network and advocate for better, even as we move towards attaining the goals we have set," said Mercy.



Contributing to Social Capital in the Community

In Ethiopia, marginalized groups including persons living with disabilities and the youth attended the Change the Game Academy trainings to help them better address the issues affecting them. Development Expertise Centre is implementing Mobilising Support and Local Fundraising in their country with an approach based on training and coaching to strengthen the capacities of SPCC partners for the cluster level associations (CLAs) and farmers' groups.

Through the training, SPCC partners identified current resource gaps and obtained knowledge, skills and the right attitudes to raise resources focusing on local resource mobilization and community fundraising for CLAs. The training on Mobilising Support brought different changes especially in strengthening the systems of CLAs, self-help groups (SHGs) and farmers' groups. It has enabled them to use dialogue as a tool to get farmers involved in price setting. "The training helped us assess what our problems look like, and how we can find solutions within us and support others in the process. I understood that the solution of each of our problems is in our hands," said Gelatu Tafa from East Arsi Sanyi Mara association.

Prices are often set late and in the absence of the farmers. As a result, farmers do often sell outside the official market channels as they are in need of urgent cash. Dialogue focuses on a more inclusive and transparent system of price setting.

Marginalized women and persons with disabilities have always had limited knowledge and skills to adapt themselves to the climate changes, linking to the productive safety net program and loan and credit services not being accessible to them. Abdane Gelatu from West Arsi Abdi

Boru PWD association said that the society he lives in and even his family thinks his physical disability is inability.

As a result of the trainings, the CLAs and farmers' groups leaders have mobilised better support from their members including returning their dropout members and making them active participants in their work. Both groups have solved their problems by using claim making and integrating it in their work. "We engaged with organisations such as the European Cooperative for Rural Development (EUCORD) which supports in identifying people with disability in Kebele. Due to the support we obtained, we have established an association called 'Abdi Boru people with disability', and got licensed in 2018. We started saving money together for the betterment of our future. Taking the Mobilising Support course availed me the opportunity, not only to solve my problem but to help other people improve their livelihoods and change themselves," said Gelatu.

The trainings were of particular importance to the youth too. Umer Waritu from West Arsi Walitahi Misoma youth association said that training on Mobilising Support helped him identify his problem and start to solve them while applying the concepts he learnt. "We learnt from each other during trainings, gained the skill and knowledge of helping others particularly supporting people with disability. I stand not only for myself but for others to mobilise support thanks to DEC for providing me the MS training," said Waritu.



SPEAK! 2018; Campaign on Civic Space

SPEAK! 2018 campaign, will be taking place on 16th of November and perhaps you would like to add your support to this campaign. Possibly, together we can mobilise support for this campaign.

“On 16th of November, we will be silent. Will You?”

On 16th of November, the world will be temporarily silent. Why? For reasons of solidarity and protest. Solidarity with those whose voices are silenced. Protest against the decrease in possibilities to make your voice heard (either as an active citizen or organization), to assemble or to demonstrate peacefully. How? Worldwide, web sites of civic movements and NGOs 'go black'. In this way, we are silent.

This initiative is part of the worldwide SPEAK! Campaign. This campaign asks attention for the shrinking space of civil society organizations and for the importance of freedom of speech.

Do you also want to let your voice be heard?

Be quiet on 16th of November!

Activists, journalists, bloggers, civic movements and NGOs thus make it clear the present situation needs to stop! We need an end to increasing lawlessness, threats, and murders on people who stand up for their civic rights, those who let their voices be heard.

Call on your partner organizations to participate too

You could do this by actively asking them to participate on 16th of November. The quieter we are, the louder our protest will be. In addition, our ministry of Foreign Affairs has called upon the Dutch embassies to also contribute to the international SPEAK!-campaign, amongst others by facilitating dialogue. International partner of Dutch NGOs who would like to do something can approach the Dutch embassies (more information at the end of this mail).

After the silence, we speak out

The SPEAK!-campaign is from Friday 16th of November till Sunday 18th of November. On Saturday 17th and Sunday 18th of November, events will be organized all around the world. We then consider the fact that we can make our voices be heard.

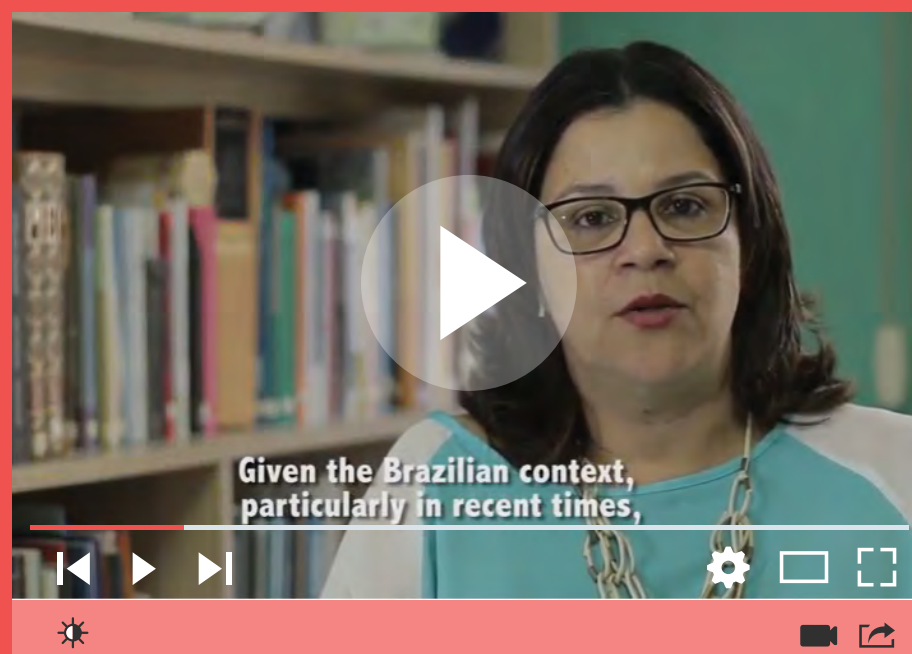
Why now?

Over the past years, freedoms are being limited. In more than half of all countries worldwide, laws have been introduced that limit freedom of speech and the right to organize peaceful demonstrations. Activists and organizations are blackened, intimidated and increasingly often confronted with violence. In 2017, 312 defenders of human rights were murdered, simply because they let their voices be heard. In 2016 the number was 281. These are the official numbers, at least. The voices of these people were literally silenced. What seems self-evident to many of us, is more without reach than ever for many activists, journalists and judges worldwide."

01

Introduction Why Raise Funds and Mobilise Support Locally<https://www.youtube.com/watch?v=kLrt3yDs9h8&pbjreload=10>

02

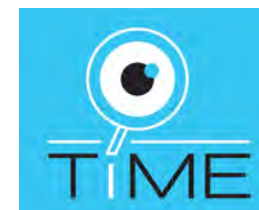
Mobilising Support training in Brazil facilitated by CESEhttps://www.youtube.com/watch?v=g9e3aMG_Lgw

New partnerships!

This year we have new partners on board. 25 Trainer of trainers were trained in Sri Lanka. The trainers will then train organisations in Sri Lanka and Cambodia as from 2019. We look forward to working with the organisations TIME and ASM in Sri Lanka and API and CCC in Cambodia.

**Cooperation Committee for Cambodia**

Cooperation Committee for Cambodia is a leading membership based organization with 175 local and international Non-Governmental Organizations (NGOs) in Cambodia. CCC has been playing a unique role since 1990 as an enabling agent to facilitate Civil Society Organizations (CSOs) to collectively, responsibly and accountably work together for good governance, enabling environment and sustainability of CSOs in Cambodia.

**The Institute for Monitoring Evaluation (TiME)**

The Institute for Monitoring Evaluation (TiME) in Sri Lanka brings together experts from various disciplines to provide services for the state and corporate sector institutions, Civil Society Organizations and communities who are in need of ingenious analysis, programs and evaluations on social, political, legal and economic disciplines to make a peaceful development in the country.

**Assembly of Social Mobilization (ASM) plus logo**

Assembly of Social Mobilization(ASM) is creating a centre of attention among different stake holders at district, regional and national levels in Sri Lanka by lobbying for people friendly policies and establishment of rural networks for grass root actions. It is also strengthening the community based organizations for sustainability through implementing training on Local Fundraising and Mobilising Support.

**The Advocacy and Policy Institute (API)**

The Advocacy and Policy Institute (API) has a mission to serve the long term democratic and social development needs through the empowerment of people to interact with their government to protect their rights and provide for their needs. Since 2003, API is the leading advocacy capacity building institution in Cambodia.

The school I attended was full of violence. Nine years ago I had a vision to eliminate violence in Ugandan schools and together with some friends I started The Non-Violence Project Uganda. We target young people through youth empowerment programs and peace clubs in schools. I was delighted to be part of the Local Fundraising training that took place in Uganda in December 2017. We were dependent on funding from a few donors and this was challenging. We did not always manage to mobilise sufficient funds to carry out all activities planned. The training opened our eyes to the resources available locally. We have made a fundraising plan and have started to carry out several activities, including organizing a fundraising breakfast. We have mapped out different potential donors and started approaching them. It is important to understand the interest of your donor and propose a package that appeals to them. During the training we learned to tailor our message. Fundraising should not just be an activity; it should be in the DNA of your organization.

Eddy Balina, *The Non-Violence Project Uganda*



Connect with US >



Change the Game Academy



@CTGAcademy



Change the Game Academy



www.changethegameacademy.org