

THE **BIG** Picture

A Change the Game Academy
Newsletter Highlighting
Resource Mobilisation and
Claim Making Success Stories.

ISSUE 04 | December 2019



CHANGE
THE **GAME**
ACADEMY

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Change the Game Academy aims at developing 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 local government and other stakeholders.

Our Partners



Dear Partner,

In this December edition of our newsletter we look back on what 2019 brought us – next to some serious challenges, many inspiring achievements and local examples of change that have had a big impact on the quality of life and on people's autonomy and self-esteem. This and more make us look ahead to 2020 and are excited for what it has in store for us.

Fast changes in our world with politically volatile local contexts and the effects of climate crisis are becoming ever more evident, producing a growing pressure on the living conditions of people in poverty and on human rights generally. This underscores the importance for social change organisations to have a strong local presence within their communities and a legitimate representative voice. Only then can they make claims for change as they forge alliances with their local governments.

The #ShiftThePower movement is gaining momentum and among big international development organisations there is a growing awareness for the need to share the influence they hold, to push back the power imbalance and make space for organisations from the global South in order to have a much more participative and level playing field for international development. The recent *Pathways to Power* conference in London, the *CIVICUS SPEAK!* Conference and the *African Philanthropy Network* conference on *Potential and Reality* all provided platforms for sharing new ideas on this topic and for forging a collective way forward.

Within the Change the Game Academy partnership – now involving 12 countries in the global South - 2019 presented us with multiple opportunities to make our shared vision a reality. In May we had our Partner meeting where new partners got acquainted and we jointly defined our DNA. At the Linking & Learning meeting in Kwale, Kenya, the African partners shared their experiences to capture and replicate best practices. Add to that the Training of Trainers in Johannesburg which brought our total trainers pool up to over 150 for all 12 countries. We're proud of this vibrant group and plan to inspire, share and learn even more in the coming year through a Community of Practice.

Whilst over 400 organisations enrolled in our classroom training and coaching trajectory in 2019, this year also offered the first opportunity to harvest results after a 2,5-year period. Change is measured by comparing baseline vs. results after 6, 18 and 30 months. In Burkina Faso and Ethiopia, for example, the legitimacy and credibility of CSOs in the eyes of beneficiaries have improved significantly because of the involvement of community members and organisations in agenda setting, project design and implementation. You can find out more about the findings in the Intrac report [here](#).

On Stories of Change, Alumni from Ethiopia give their perspective on the Local Fundraising course and the change it has brought in their organisations. In Kenya an organisation is locally raising funds through a music extravaganza and further west in Ghana, the fight against environmental degradation and logging of the rosewood tree is on. In Latin America, CESE organised a series of workshops on local fundraising to encourage social change organisations to raise resources locally.

We are bursting with ambitious ideas for 2020. More about that in the March issue of 2020. For now, we send you Season's Greetings and a happy and prosperous 2020! Let's continue to move. To ask the important questions. To change the rules of the game and together create a fair, safe, healthy and sustainable world for all.

Gloria Chemutai & Corine Aartman

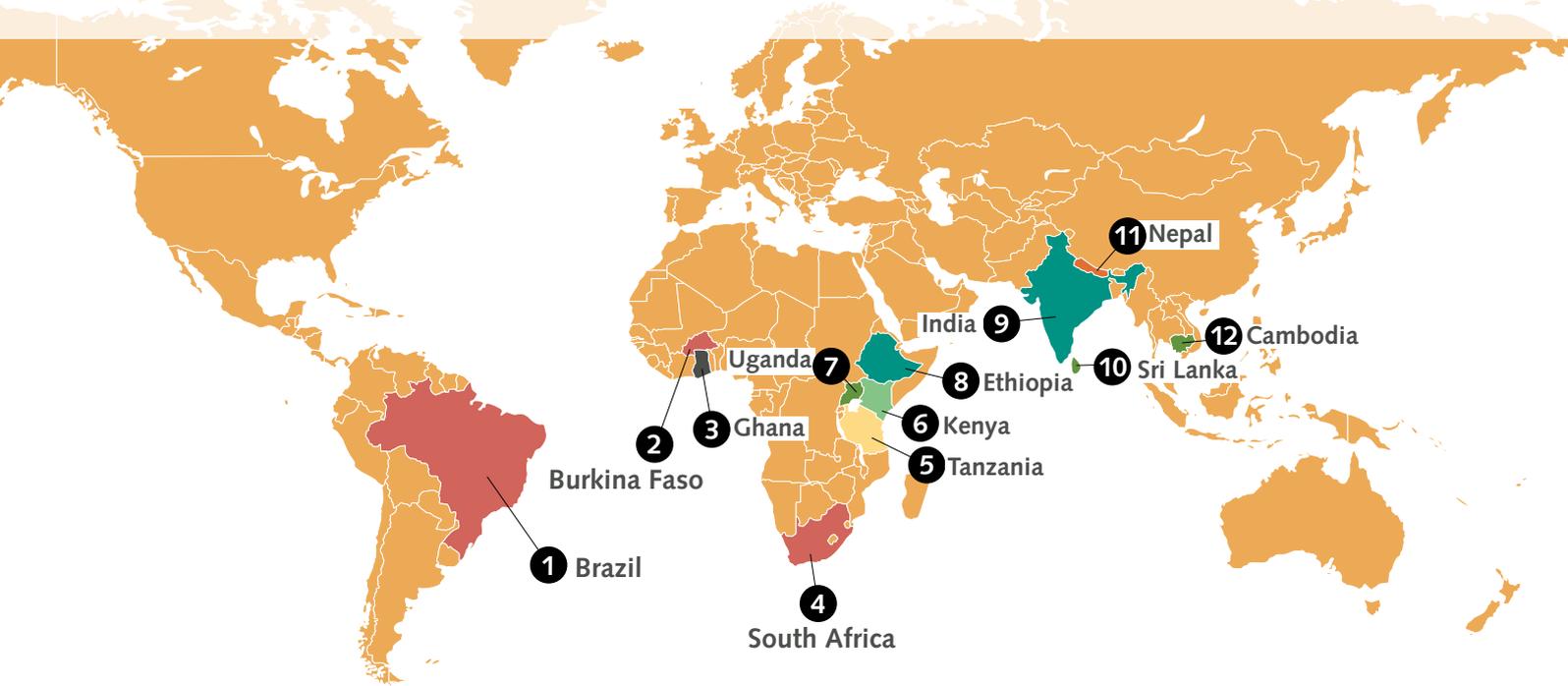
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Change the Game Academy *At a Glance*

National Partners in 12 Countries



Courses offered in four languages

English, French, Portuguese, Spanish



Classroom courses available in **12**

countries worldwide and **Trainings** delivered in **19 countries.**

Trained over

1,000

small non-governmental organisations and community based organisations in classroom sessions

Trained over

3,000

individuals online

40  toolkits

Over

140

certified trainers worldwide

88 inspiring stories

Why Change the Game?

Domestic resource mobilisation leads to:

For CSO's:

- Diversified funding base, less dependency on foreign funding;
- More local support, legitimacy and a stronger voice.

For communities:

- Increase of local ownership and bottom-up change;
- More funds available.

Change the Game Academy is co-created by:

- CESE - Brazil
- KCDF - Kenya
- Smile Foundation - India
- Wilde Ganzen Foundation - Netherlands



Civic Engagement Alliance

Within the Civic Engagement Alliance, NGO's/ CBO's/Self Help Groups and women's groups in eight countries have been trained to hold local Government accountable and to raise funds locally.

Civic Engagement Alliance

Online Learning

- 11 interactive E-learning modules on Mobilising Support and Local Fundraising;
- In total 59 hours of online learning;
- Free access;
- Available in four languages;
- 40 toolkits;
- 88 inspiring examples of social changemakers.

Online community

Over 380,000 followers on Facebook



© Nitim Lopes

Advocacy skills to the rescue of human rights in Brazil

On June 18, hundreds of young people marched through the neighbourhood of Lobato to São Bartolomeu Park to protest against the genocide and hyper-incarceration of young black people in Bahia on the MAKE TROUBLE March (Marcha INCOMODE). Organized by the Make Trouble Collective (Coletivo Incomode), this was the second consecutive year of the march, involving countless families in protests about recurring cases of murder and the disappearance of young people during operations in Salvador's peripheral communities. Poetry, dance and hip hop marked the closure of the march with victims' family members and friends.

The motivation of the public act was to put into practice the 2017 Mobilising Support training in which young people from the Make Trouble Collective participated. The course was promoted by CESE, in partnership with Terre des Hommes Schweiz and Terre des Hommes Suisse, within the Change the Game Academy Programme.

“What drove us to organize the march was a challenge put forward in the Mobilising Support course. At the time, we discussed our problems but hadn't thought of a specific activity. So, we decided to create a march which denounced police oppression, a march which sought to construct an Afro-Brazilian quilombo¹ identity

¹ Quilombos in today's Brazil are communities reminiscent of original quilombos (self-sustaining communities of escaped enslaved Africans) that use their Afro-Brazilian heritage and strong ties to their land as a form of resistance against cultural erasure, environmental destruction and even racism. source - lonelyplanet.com

for organizations that work with young people in the struggle against violence, killing and genocide of the black population,” explained Eduardo Machado from the Make Trouble Collective.

Eduardo continues “when a young person studies advocacy, he or she becomes more qualified to confront violence correlated with racism and the patriarchy. That young person then becomes an instrument in combatting these structures”.

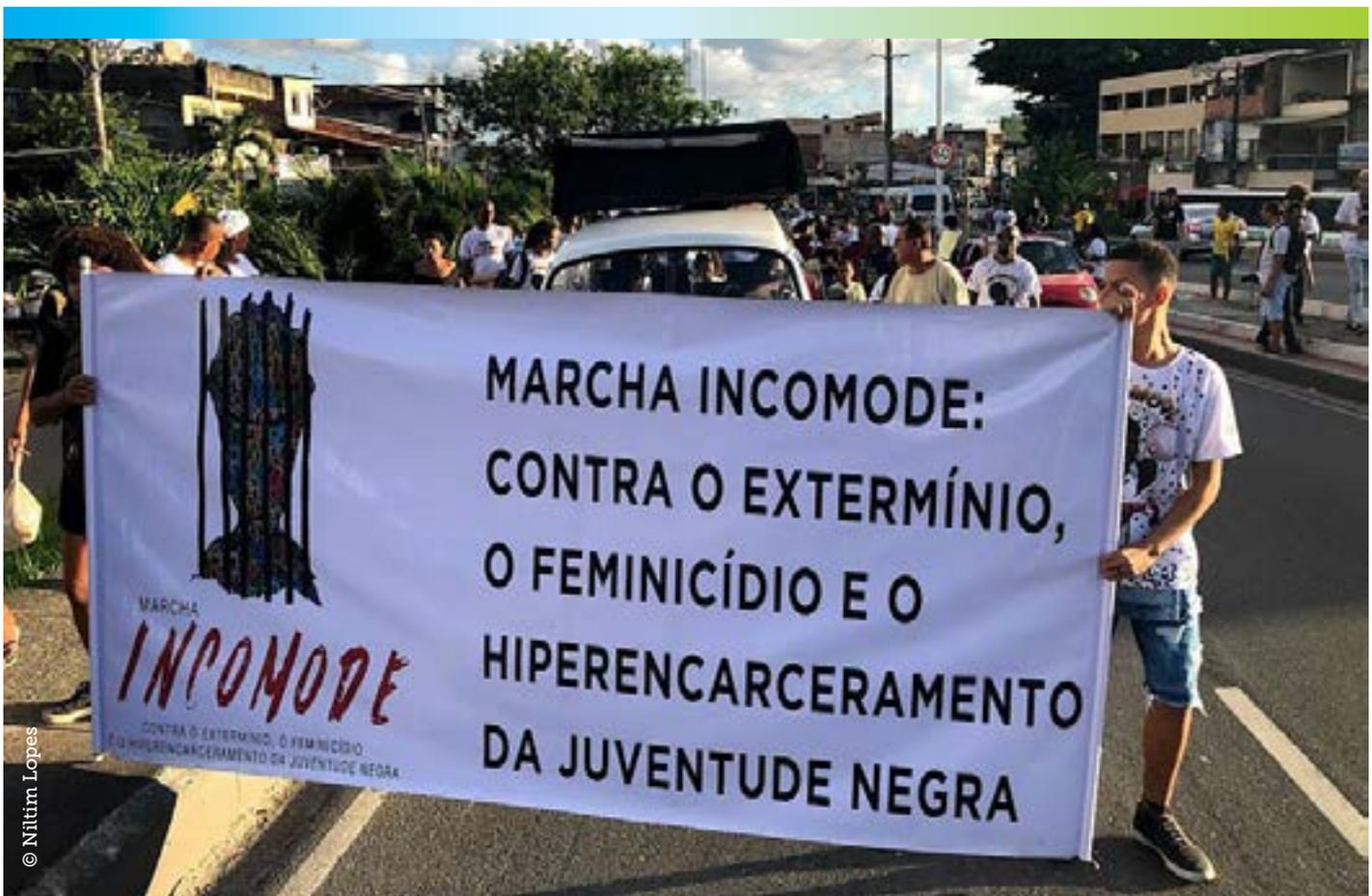
One result of their action is a successful advocacy that led to the Legislative Assembly of Bahia to create a Parliamentary Commission of Inquiry (CPI) to investigate the killing of young black people in Bahia. “We were able to initiate this process through advocacy activities. We held four public hearings; three in the Assembly and one for the general population,” said Eduardo. “A Parliamentary Commission of inquiry requires a response from the state and is one of our main goals. We will run campaigns to put pressure on members of parliament

to approve this CPI, in the same way that we ensured approval of the Racial Equality Statute at municipal level.”

According to the 2019 Atlas of Violence, produced by the Institute of Applied Economics (IPEA) and the Brazilian Forum on Public Safety, while the youth homicide rate in Brazil is 70 murders for every 100 thousand young people, in Bahia this is 120 homicides for the same group. From 2007 to 2017, the homicide rate for black people rose by 33%, while that for white people only increased by 3%.

The majority of the incarcerated population in Brazil is also young and black. In 2016 this totalled 727 thousand individuals, according to data from the National Survey of Penitentiary Information (Infopen). More than half of this population was made up of young people, aged between 18 and 29 years old; 64% were black.

(Contains information from Revista Quilombo)



Focus on Latin America: CESE hosts Fundraising Workshops



CESE has run a series of workshops in Fundraising for the Americas with representatives and members of the Global Network of Civil Society Organisations for Disaster Reduction – GNDR, a non-governmental organization with more than 1000 members, from 109 countries around the world.

The aim of the workshops was to train members of the GNDR from South and Central America and the Caribbean in local fundraising through the online courses on the Change the Game Academy website. With training, the GNDR hopes that social organizations will improve their fundraising planning, monitoring and evaluation skills and develop communication skills to involve individuals to support their projects.

According to Maria Verônica Bastias (GNDR Chile), the funding received by civil society organizations in the continent has fallen decade by decade, while the vulnerability of the populations in these countries has increased, demanding new management and local fundraising skills to confront new problems.

The first workshop took place on 28 August in San Jose (Costa Rica) with 22 members from Central American countries including Honduras, Nicaragua, Panama, Guatemala, El Salvador and Costa Rica. The meeting had a specific lens with its analysis of the role of international cooperation in Central America and for dialogue about how local fundraising can contribute to organizations' sustainability.

The second workshop took place in Cuba, in the Caribbean on 2 September, with GNDR and ACT Alliance members from the Dominican Republic, Haiti and Cuba. Another workshop took place in Havana, Cuba, and was attended by Bijay Kumar, Executive Director of the GNDR, and Joel Ortega Dopico from the Cuban Council of



Activio Mojuba

People donate to organizations they trust, that transparently account for what was donated.)

Churches. At the workshop, some of the widely discussed issues were the future of International Cooperation in the Caribbean, the increase in rights violations and the development model in the region, which directly affects the climate and the most vulnerable populations. The workshop took place at the centre of the Cuban Council of Churches. Bijay Kumar highlighted the importance of the development of management and communication skills among Caribbean members to expand fundraising and support: “People donate to organizations they trust, and that account transparently on the donations they received.”

The last workshop took place on 11 September in Paraguay’s capital, Asuncion and was attended by 28 members from 9 countries: Argentina, Uruguay, Paraguay, Chile, Ecuador, Peru, Bolivia, Colombia and Brazil.

Here, participants reflected on the need to strengthen the coalition in a time of significant political, social and economic setbacks, which have increased violence and inequalities on the continent and highlighted the importance of not depending on only one source of funding. According to Emma Kerr, GNDR Network Development Manager, the Change the Game Academy programme provides an opportunity for organizations to find out about new fundraising strategies and to develop communication skills for their causes.

About the GNDR

The Global Network of Civil Society Organisations for Disaster Reduction (GNDR) was founded in 2007 in the belief that by working together civil society could have more impact on reinforcing the resilience of vulnerable people. In 2008, the GNDR launched the ground-breaking ‘Views from the front line’ (VFL) – a participatory monitoring programme designed to strengthen public accountability for in policy execution for disaster risk reduction, by providing the first independent global review of progress towards the implementation of the Hyogo Framework for Action (HFA) at local level. The VFL brings together a representative sample of perspectives from affected communities, local authorities and civil society organizations where disasters have the greatest impact. The biennial programme highlights the challenges to disaster risk reduction seen by local stakeholders as critical to strengthening community resilience.

The GNDR focuses on three core objectives for risk reduction and increasing the resilience of the most vulnerable, by:

- Strengthening the way GNDR members work together
- Enhancing engagement between civil society and other key stakeholders
- Communicating the day-to-day reality of life for people most at risk.

Find out more at: www.gndr.org



Local Resource Mobilisation in Ethiopia

Alumni have their say



Changed Mindsets

Workinash Tadesse, a fund raiser from Besufikade CLA, participated in trainings on Mobilising Support and Local Fundraising. "After the resource mobilisation training we held a discussion with our 24 CLA members. We currently manage a kindergarten, with 17 workers and 300 students. From this we offer free education to 30 orphaned children," she said. Most of their students are from low income families and they plan on how to raise funds to ensure continuity. They already made a case for support and wrote letters and visited individuals, private companies, government and non governmental organisations. "So far we have raised 101,000 birr (3,435 USD) from individuals and NGOs. We have also requested to be allocated land by the government to expand our school. I can confidently say that the training on Local Fundraising changed our minds."

~ **Workinash Tadesse**, Fundraiser Besufikade CLA



Incorporating Local Fundraising

"Our organisation started local fundraising before the training, but the way we mobilised resources before was not in an organised manner. After the training we went ahead and trained the staff and the board members of our organisation and we incorporated fundraising into our strategic plan."

~ **Selamu Nigusu**, Director of Bright Future Ethiopia.



Identifying Local Resources

"The local fundraising training encouraged us to identify the resources around us. After the training I shared the learnings with the board and staff of our organisation. We have now sought professional individuals who are volunteering to help us in mobilising resources. We have for instance, rented out one of our buildings to be used as a day care and in turn generate income from it. We see potential for our organisation all around us and we hope to incorporate local fundraising in our strategic plan."

~ **Melkamu Alemayehu**, Director of AACFSA.



Action against Rosewood logging in Ghana

Over the years, community based organisations (CBOs) in Ghana have faced an uphill task in garnering adequate support from community members to drive social causes. Despite their human centred missions, the scepticism of community members towards CBOs in the country is overwhelming.

The Social Initiative for Literacy and Development Program (SILDEP), an organisation based in the upper west region of Ghana has suffered similar challenges for several years. According to Wasor Ibrahim, Programme Manager of SILDEP, has agonised over a 'lack of trust' from the community they serve; where there are misconceptions that CBOs would misappropriate their resources. Attributing such stereotypes towards their organisation made it problematic for community members to support their causes.

Fortunately, SILDEP has been able to overturn this complex situation. In 2019, the organisation mobilised inhabitants of Tumu, a small town in the upper west region of Ghana, to raise over 37,000 Ghana Cedis, approximately \$6,900, to support an advocacy initiative to protect their environment. Inhabitants of Tumu turned out in big numbers to call for the suspension of the operations of a rosewood processing factory whose actions had a devastating effect on their habitat. Due to the factory's existence and use of heavy-duty trucks

to transport its wood, the road network had been badly damaged. Inhabitants also complained of a fast-paced environmental degradation which they attributed to deforestation and a loss of vegetation cover due to logging.

On 26 August 2019, SILDEP mobilised over 250 community members to storm the streets of Tumu, to protest against the operations of the factory. In addition, over 1,000 individuals signed a campaign petition to support the cause.

"SILDEP mobilised the community members to resist the actions of a timber factory processing rosewood in the Sissala East Municipality. Community members, civil society organisations, media, and other stakeholders voluntarily mobilised and came out to demonstrate," Ibrahim recounts.

"The acts of the citizens compelled relevant agencies to respond by suspending the operations of the factory," Ibrahim happily testified.

The idea of mobilising the community members to champion the social causes SILDEP stands for is a new direction for us.



Ibrahim considers this to be a remarkable accomplishment for his organisation. This is because, the response of the community to this social cause was in sharp contrast to his previous experiences.

“Convincing our target groups to buy into our idea was a big challenge,” he says. “The idea of mobilising the total support of community members to equally champion the social causes SILDEP stands for happens to be a new direction we have embarked on.”

This new approach was adopted by SILDEP after Wasor Ibrahim and his colleague Boduong Francis Atiine, Programme Manager and Finance and Administrative Manager respectively, took part in a Local Fundraising course in April 2019.

Ibrahim says the lessons learned from these bespoke capacity development programmes enhanced his capacities to galvanise support from the communities they serve.

Ibrahim and Atiine admit that this programme delivered by the West Africa Civil Society Institute (WACSI), has contributed to a significant transformation of SILDEP’s operations.

“The community’s willingness to come out in their numbers without any financial commitment from SILDEP to demonstrate against the factory due to the effect on the environment was commendable,” Ibrahim says.

According to [forest-trends.org](https://www.forest-trends.org/), Rosewood is the most widely traded illegal wild product in the world today, an endangered hardwood prized for its use in traditional Chinese furniture. Countries and communities in West Africa and other parts of the world where it grows, have been taking action to fight its illegal trade. A lasting solution will be to implement laws and adopt binding regulations to stop the illegal trade of timber.



Local Church **Fundraising** in Kenya through a **Music Extravaganza**

Reuben Wachira, the fundraising officer at St. Joseph the Worker Parish was constantly disappointed by donors and partners dropping out and not supporting the good initiatives that they implement through the church. The catholic parish over the years has come up with great initiatives that have impacted the community in a big way, but no one knew anything about them until they organized the music extravaganza fundraising event.

Located in Kangemi, St. Joseph the Worker Parish was established in 1985 by the Jesuit Fathers of the Eastern Africa Province. It is situated in the Kangemi slum, an urban settlement on the outskirts of Nairobi city, Kenya.

Over the years, the church has set up various entities that support their thematic programmes on education, youth, women and children. The parish has set up a school, St. Joseph Secondary School, which provides students

from the community access to secondary education while Upendo Orphans and Vulnerable Children (OVC) education programme offers educational support in the form of scholarships to orphans and vulnerable children from poor families.

The parish also has set up the Uzima Women Integrated Programme which delivers support and care to persons affected and living with HIV/AIDS and those experiencing social marginalization. For the young men who are out of school, they have the St. Joseph Carpentry Workshop that has in the past served as a men's group that assists in giving livelihood skills.

"We learnt the hard way that donors are fatigued and support from the local government was equally difficult. We decided to put into practice what we learnt from Change the Game Academy classroom course on



Reuben Wachira (right), the fundraising officer with the headteacher (left), Bernad Ongwae of St. Joseph Secondary School



The Extravaganza Venue

Local Fundraising. Initially, we had thought of having a fundraising dinner but realized that it would only target a specific audience and also providing food for the event would be costly. The music extravaganza became a brilliant idea as it would include the youth in the community." adds Reuben.

The fundraising was not as easy as they thought. Balancing between the planning and fulfilling their actual work obligations was a daunting task for the committee who were members of the different ongoing initiatives. The fundraising exercise began months in advance and most of the money was collected before the actual event. The contribution came in form of cash and pledges.

"We developed marketing materials and mobilized through advertisements in the church and social media such as WhatsApp groups. This got us a lot of youth who were willing to support the cause. They were our biggest resource." adds Reuben. "In addition, we used raffle tickets which the students helped to sell and brought in a lot of funds."

The achievements from the fundraising activity were impressive. They were able to raise approximately Kes. 4 Million (\$40,000) that was ploughed into the different initiatives. With the funding, they equipped and enhanced the workshop with the required machinery and tools used for carpentry and tailoring classes. In addition, they managed to sustain a training programme that integrates different skills that are valuable in the job market for approximately 150 youth and improve their livelihood.

"Through the Local Fundraising training, we were able to learn how to classify funds and create advertising materials. We learned valuable lessons such as the importance of early and comprehensive planning as well as how to cost donations in kind which we have incorporated in our fundraising initiatives." Reuben explains.

As for Reuben and the team, they hope to have a second music extravaganza that will be equally successful. They plan on picking out the learnings from the first event and using them to come up with a concrete strategy that will inform a bigger local fundraising plan. The team also plans to build their skills on how best to use of social media as they realised it was a tool that could have been used better to mobilise resources.

Donor appreciation and acknowledgement is an important aspect of any fundraising activity. Reuben and his team know this too well and they are in the process of dispatching thank you letters to all donors, friends and beneficiaries who supported the music extravaganza.

We learnt the hard way that donors are fatigued. We decided to put into practice what we learned from Change the Game Academy classroom course on Local Fundraising.

Institutional Fundraising



This insightful toolkit has two main components:

Grant Seeking Management

Effective grant management helps an organisation to have a stable income over several months or years.

In nine steps we support you to create a system to manage your grant funding and ensure you can maintain relationships with funders in the long term. You'll find a step-by-step guide, tools, examples and other resources for managing grants.

Program Proposal

A program proposal is a detailed plan generally submitted to a potential partner who may consider adopting, funding, or helping to execute your organisation's program. A proposal typically includes extensive information plans for implementing the program, the way to manage it and the results to expect from it.

In six steps you are guided in developing effective proposals that attract the right partners and create mutually beneficial relationships. Here you'll find a step-by-step guide, tools, examples and other resources for creating a program proposal.

Find out more about the institutional fundraising toolkit on <https://www.changethegameacademy.org/toolkits/>



Accessing Change the Game Academy Courses

Online Courses

Online courses in Mobilising Support and Local Fundraising are accessed through www.changethegameacademy.org. Learners can also access other learning materials which include toolkits, examples and change stories from around the world.

The courses are available worldwide, free of charge with an aim to get individuals in the civil society sector to learn and gain knowledge and skills to mobilise

resources and other kinds of support from their communities.

Features such as 'My Dashboard', enable learners track their goals, store toolkits, and see how they progress daily through the courses. It helps keep learners on track and organised throughout!

To access the courses go to;
www.changethegameacademy.org

Classroom Courses and Coaching on Mobilising Support and Local Fundraising

The training is based on Kolb's learning cycle and contains two to three training blocks spanning six months in total. In between the training blocks, participants receive individual coaching. The training materials are

adapted to local contexts and trainings are delivered by local certified trainers. By now, more than 1000 Community Based Organisations and small NGOs have been trained in 12 low and middle income countries.

Date	Days	Location	Subject	Language	National Partner
2019-11-24	5	Kathmandu, Nepal	Local Fundraising	Nepali	Sahakarmi Samaj
2019-11-25	12	Nairobi, Kenya	Mobilising Support	English	Kenya Community Development Foundation (KCDF)
2019-11-25	5	Brazil	Mobilising Support	Portuguese	CESE
2019-11-25	5	Freetown, Sierra Leone	Local Fundraising	English	West Africa Civil Society Institute (WACSI)
2019-11-26	5	Chennai, India	Local Fundraising	English	Smile Foundation
2019-12-02	8	Nairobi, Kenya	Local Fundraising	English	Kenya Community Development Foundation (KCDF)
2019-12-09	5	Dhangadi, Nepal	Local Fundraising	Nepali	Sahakarmi Samaj
2019-12-19	8	Kathmandu, Nepal	Mobilising Support	Nepali	ICCO Nepal
2020-02-10	5	Johannesburg, South Africa	Mobilising Support	English	Rhiza Babuyile



It has been a great year of training all over the world and it wouldn't have been possible without you. We are deeply thankful and extend to you our best wishes for a happy and healthy holiday season!



Send us new stories and feedback to

 newsletter@changethegameacademy.org

Connect with US 

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 www.changethegameacademy.org