

# **Information Brief on Change the Game Academy**

## **Local Fundraising (LFR) Training**



# 1 Introduction

KCDF is a Kenyan public foundation founded in 1997 to support communities to initiate and drive their development agenda by harnessing and growing their resources as well as securing their basic rights and services. KCDF works nationally to promote growth, resilience, and sustainability of communities through capacity development, social investments, local resource mobilization, and availing grants that leverage community contributions. In line with our theory of change, KCDF appreciates that rapid and enduring change is possible when communities can initiate their solutions to develop-

ment challenges affecting them and harness and grow resources. It is however difficult to realize such kind of change if the majority of civil society organizations are not engaging and using locally available resources to initiate homegrown solutions. Recognizing this need in 2015, KCDF in partnership with Wilde Ganzen rolled out a project that equips civil society organizations in Kenya and the region with the requisite local fundraising skills to identify and mobilize locally available resources in creating homegrown solutions to local development challenges.



## 2 About Change the Game Academy (CtGA)

Programme dubbed '**Change the Game**' in 2015. The project builds the capacities of a broad range of organizations at the grassroots level. The programme envisages creating an online portal for learning, providing online courses as well as designing classroom courses for specialized training and training of trainers. The focus of the Change-the Game Academy (as the learning support Programme is called) are on subjects of **Local Fund-raising** and **Claim-making**<sup>1</sup>. The focus of the Change-the Game Academy is on the following components:

- a) **Local Fundraising/Local Resource Mobilization** is a process of raising diverse types of support for your organization. Support can include both cash and in-kind donations/gifts and involves building and maintaining relationships between your organization and the people/corporates/institutions who give you money and support your aims and activities.
- b) **Claim Making/Mobilizing Support** focuses mostly on **lobby, advocacy, and policy influencing** for the implementation of policy decisions, or of legislative norms and standards and administrative measures at the local level.

## 3 Local Resource Mobilization Component of CtGA

The local fundraising/local resource mobilization component of CtGA seeks to deliver a comprehensive training program that will help community organizations to strengthen their capacity in fund-raising with more emphasis on local resource mobilization, documentation, communication & marketing.

There is a need to grow the capacities of civil society organizations to mobilize in-country resources. International funding available for CSOs and NGOs in middle-income countries is decreasing. Donor agencies are changing their priorities or even withdrawing. Meanwhile, pressure on civil society is increasing worldwide,

and its space to operate as an independent development actor is diminishing in many places. More than ever, it is important to raise funds and other forms of support locally. Be it from members of the middle class, companies, local and national governments, or from poor communities themselves.

The following modules are to be covered and target civil society organizations. It consists of Theory (know-how), exercises, tools kits, examples, and resources/ reference materials.

### Modules:

- i. Why Raise Funds / Mobilize Local Recourses Locally?
- ii. Effective fundraising with individuals
- iii. Effective fundraising with companies
- iv. Fundraising Plan for a Project
- v. Action Plan for a local Fundraising Event
- vi. Effective Fundraising Communication

## 4 Key Achievements Since 2015

Since 2015, KCDF and Change the Game Academy (CtGA) has implemented 11 trajectories on local fundraising reaching more than one hundred and thirty (130) grassroots organizations and enhancing their capacity in raising funds locally around varied community development needs and making the community unleash their potential in utilizing locally available resources to solve local development needs. This has seen community-based organizations and other grassroots community organizations organize themselves, identify locally available resources and mobilize them towards development needs.

### Implemented

**11** trajectories on local fundraising

### Reached

 **130** grassroots organizations and enhancing their capacity in raising funds locally

<sup>1</sup> Claim-making/mobilizing support is a generic term referring to all possible Advocacy and Policy Influencing actions used to influence decision-making affecting grassroots level organizations, their beneficiaries, and their work. Claim-making focuses mostly on **Mobilising Support** for the implementation of policy decisions, or of legislative norms & standards, and administrative measures at the local level.

## 5 Objectives of Local Fundraising Training

The following are key objectives:

- i. Build the capacities of grassroots organizations to identify and raise locally available resources for local development challenges.
- ii. Strengthen the capacities of grassroots organizations to make strategic choices on engaging and seeking homegrown solutions to local development needs
- iii. Strengthen systems of grassroots organizations to integrate local fundraising skills for organizational and community resilience and sustainable development.

## 6 Local Fundraising Training Pathway

**The Training Pathway:** The project focuses on a training trajectory of 11 days split into four modules that will be offered in a period of six months. The modules are split as follows:

### 6.1 Module One: Leader's Meeting (Two Day Training Held Face to Face)

This is an introductory course for the leadership of the participating organizations. Two leaders from a participating organization take this module. This could be the Executive Director, a manager, or a team leader. The training aims at gaining a leader's initial commitment to the training. Specifically, the module seeks to:

- Orient senior management of the participating organizations on the Local Fundraising training.
- Clarify expectations especially on what KCDF can facilitate and what will the participating organization facilitates and supports.
- Orient leaders of participating organizations (CEO, Executive Directors, Board Chair, etc.) on the qualities of staff they should nominate to participate in the remaining training trajectory or modules.
- Ensure leaders of participating organizations know how to support nominated participants in developing, implementing, and integrating local fundraising skills in the organization's work and structures.

### 6.2 Module Two: A-Level Course (Champions Training - Five Day Training Held Face to Face)

After Module 1, each organization nominates two participants or champions. These will be the persons di-

rectly responsible for resource mobilization/ fundraising activities for the participating organizations. For some organizations, the leaders may double as champions. Nominated participants/ champions are expected to participate consistently (they will participate in module 2 all through to module 4). The module focuses on enhancing the capacity of the champions to identify current resource gaps and to equip themselves (organization-wide) with knowledge skills and the right attitude to raise resources with a focus on local resource mobilization and community fundraising. The champions will be supported to know the basics of effective fundraising and be able to draft an action plan and budget for fundraising activities and link branding, communication to local resource mobilization thereof using the same to fundraise for and or champion local fundraising for their organization. Through the knowledge and skills, the champions will support their organizations and host communities to reflect on their sustainability, fundraising & resource mobilization in practice.

### 6.2.1 Practical Engagement (1 Day of Virtual Engagements)

This is a continuation of module two (Champions Course). The local fundraising champions go back to their organizations and with the support of others not undertaking this training, they will design a fundraising action plan and will put together a team within their organizations to integrate and implement the action plan. The practical engagement sessions allow the coach to support the champion to put the knowledge and skills into practice and to integrate the knowledge and skills acquired into the organization's programmes. During this period, KCDF will progressively provide the needed coaching and mentorship which includes 1 day (4 to 8 hours) of virtual meetings or engagements with your organization. These virtue meetings are also important joint catch-up points between KCDF facilitators or trainers, mobilizers of Support, and the organizations' leadership. For some organizations, a field visit may be necessary.

NB: *The Practical engagement continues across all modules until after the Graduates course.*

### 6.3 Module Three: Learning and Evaluation (Webinar - Two Days of Evaluation Held Online)

This module builds upon the gains made under module 2 (Champions Course) and the action planning and coaching received by the champions. The champions share and reflect on the experience of participating organizations as they integrate the knowledge and skills acquired during the face-to-face training and coaching

sessions. The module focuses on the following objectives:

- i. Share and reflect on experiences while implementing the local fundraising initiatives.
- ii. Peer-to-peer learning on fundraising best practices.
- iii. To identify gaps that needed support from KCDF.
- iv. To identify a way forward on LFR sustainability.

#### **6.4 Module Four: Graduate Course (2 Days of Training Held Face to Face)**

This is the last module aimed at providing a platform to evaluate the actions undertaken throughout the training trajectory. It is anticipated that by this point, the contribution to the new skills is embedded in the organization. It is also an opportunity to reflect and assess whether organizations can extend local fundraising skills and integrate them into organizational work projects. The sessions include monitoring and evaluation of results of actions, assessing personal skills for effective Mobilizing support.

It is anticipated that the champions will receive certificates of participation at the end of the training pathway. Further, they will independently and continuously build the capacities of their communities including nominating grassroots organizations to raise resources locally progressively and sustainably for community development needs.

## **7 Documentation**

KCDF will engage with the participating organizations – both the champions and their leaders to document their experiences going through the training and while working on the identified case during the six months.

## **8 Duration of Training**

The training trajectory is scheduled to take a period of six months. See the application form for a detailed breakdown/ schedule for the training trajectory that begins in **March 2022** to concludes in **October 2022**.

## **9 Criteria for Selection**

### **9.1 Organization level:**

- i. Organizations working in any of the following sectors: Health care; Education; Water and Sanitation.
- ii. Organizations that demonstrate an interest in local fundraising as an intervention in development.
- iii. Organizations are willing to raise resources locally in solving community problems and or development challenges.
- iv. Organizations are willing to facilitate local fundraising activities for identified community development needs.
- v. Have demonstrated ability to raise resources locally and participate in activities that are geared towards local resource fundraising from individuals and varied corporate sector actors.
- vi. Organizations are willing to nominate/commit and allow two staff members (hereinafter referred to as champions) to consistently participate in modules two to four and any follow-up practical engagements for the duration of the training.

*NB: Participation of Champions in the training trajectory after the nomination is strictly not transferable for consistency purposes.*

### **9.2 Nominated individual's level**

Your organization/ the participating organization has staff that can be nominated to undertake modules 2 to 4. Below are some of the desirable qualities of potential nominees:

- i. Has to experience as a trainer or facilitator. This allows them to conduct step-down training or convenings at the community level.
- ii. Working knowledge of their organization's mandate and mission to the community.
- iii. Experience in working in the priority areas of focus of Health care; Education; Water and Sanitation.
- iv. Working knowledge on the legal and political dimensions of the county of operation (National and County level).
- v. Be available to help the community and or participating organization to plan and raise resources locally towards solving community development challenges or implement priority projects
- vi. A basic understanding of the legal framework in the country, or on the human rights protective framework is an added advantage.
- vii. Are available for the duration of the training program and remain available to commit themselves to train various stakeholders at the grassroots level including community groupings like self-help groups, youth groups among others.





## 10 Training Outcomes (Immediate)

At the end of the training trajectory, it is expected that local fundraising Champions or participants (and by extension, their organizations) will have:

- i. Acquired the basic knowledge and skills that enable them to improve their attitude towards local resource mobilization.
- ii. Appreciated that diversifying their resource base is essential for their organization's sustainability.
- iii. Been supported to develop viable action plans that would help them mobilize resources locally.
- iv. KCDF to provide follow-up support (coaching support) to the partners to integrate the knowledge and skills learned over six months. Each partner organization will receive both online and physical support.
- v. Improved branding and communication for resource mobilization. The partner organizations to review their organization brochures, banners,

- and website to attract funding support from different donors.
- vi. Increased level of confidence among participating organizations to pitch for their fundraising projects.
- vii. Improved work relationship between local CSO and the communities they serve as they work towards involving them to prioritize their development needs and contribute towards addressing the needs.
- viii. A step-down training to the individual organizations' fundraising teams to boost the confidence of the fundraising team to locally mobilize resources.
- ix. Be in a better position to make or craft and deliver local fundraising messages, profile varied audiences, listen actively, present and negotiate, and effectively deliver fundraising messages.
- x. Effectively reflect (continuously) on existing power relations and gender roles besides recognizing the importance of diversity and respect for other people who have diverse backgrounds.





#### The Executive Director

Kenya Community Development Foundation | Morningside Office Park, 4th Flr, Ngong Rd  
PO Box 10501-00100 Nairobi, Kenya | **Telephone** (+254 020) 3540239/8067440/01/02  
**Office Cell** (+254) 722 168480/736 449 217 | **Fax** +254 20 8067440  
**Email** info@kcdf.or.ke | **Website** www.kcdf.or.ke



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