

Information Brief on Change the Game Academy

Mobilizing Support (Advocacy and Policy Influencing) Training

CHANGE
THE GAME
ACADEMY

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 are able to initiate their own solu-

tions to development challenges affecting them and harness and grow resources. It is however difficult to realize such kind of change if majority civil society organizations are not engaging and mobilizing support from duty bearers and other likeminded stakeholders. 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 mobilizing support skills to influence decisions that inform their development agendas.



2 About Change the Game Academy (CtGA)

KCDF in partnership with Wilde Ganzen has launched an ambitious 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 to create an online portal for learning, providing online courses as well as to design classroom courses for specialized training and training of trainers. The focus of the Change the Game programme is on subjects of **Local Fund-raising** and **Claim-making**¹. The focus of the Change-the Game Academy are on the following components:

- a) **Fund-raising/Local Resource Mobilization** which 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 of administrative measures at the local level.

3 About Claim Making/ Mobilizing Support Component of CtGA

The mobilizing support component of CtG seeks to deliver a comprehensive training program that will empower civil society organizations to undertake claim making in realizing systemic change and sustainable local solutions for felt development challenges. The training program is designed in a series of four modules with focus on building skills on negotiations with duty bearers for service delivery, and advocacy for the implementation of policy decisions or standards at the local level. In between the modules, coaching and mentorship support will be offered to participating grassroots organizations.

4 Key Achievements Since 2015

Since 2015, KCDF and Change the Game Academy (CtGA) has implemented 10 trajectories on mobilising support reaching more than 90 grassroots organizations and enhancing their capacity in claim-making around varied policy areas of interest. This has seen community based organizations and other grassroots community organizations organize themselves and make claims, influencing policy making processes and community need based county planning and budgeting processes. This ultimately will realize community need led policy making and resource allocation, utilization and accountability in service delivery.

Implemented

10 trajectories on local fundraising

Reached

90 grassroots organizations and enhancing their capacity in raising funds locally

5 Objectives of Mobilizing Support Training

The following are the key objectives

- i. Build the capacities of grassroots organizations to identify and prioritize development challenges for policy pursuit at county level.
- ii. Strengthen the capacities of grassroots organizations to make strategic choices on engaging in claim making.
- iii. Enable grassroots organizations to mobilize support among duty bearers for quality service delivery.
- iv. Strengthen systems of grassroots organizations to integrate claim making as an intervention in their development work.

¹ **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.

6 Mobilizing Support Training Pathway

The Training Pathway: The project focuses on a training trajectory of 12 days split in 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 mobilizing support training.
- Clarify expectations especially on what KCDF can facilitate and what will the participating organization facilitates and supports.
- Orient leaders of participating organization (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 identifying cases for support and mobilizing for support from different stakeholders including duty bearers.

6.2. Module Two: Starters Course (Five Day Training Held Face to Face)

After module 1, each organization nominates two participants or champions. This will be the persons directly responsible for lobby and policy influencing activities for the participating organizations. For some organizations, the leaders may double as champions. Nominated participants/ champions referred to as mobilizers of support are expected to participate consistently (they will participate in modules 2 all through to module 5). The module focuses on supporting the participants to be aware of the importance of seeking political dimensions of problems of their beneficiaries and building their ability to undertake basic claim making actions. This includes understanding the principles of mobilizing support, problem identification, stakeholder analysis, developing a claim making action and negotiation skills.

6.2.1 Practical Engagement (One Day of Virtual Engagements)

This is a continuation of module two (Starters Course). The mobilizers of support go back to their organizations and with the support of others not undertaking this training, they will design a Back Home Project (BHP) by identifying a problem/case for support and initiating or seeking support/resolution from duty bearers and other stakeholders. 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 virtual 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.

6.3 Module Three: Skills Course (Three Days of Training Held Face to Face)

This module builds up on the gains made under module 2 (starters Course) and the Back Home Project started as part of module 3. This module focuses on enhancing skills so that actions identified and tried out in Module 2 and 3 can be implemented by the organization. The sessions include developing and refining lobby and advocacy messages.

6.3.1 Coaching and Mentorship (A Mix of One Virtual Day and Three Days of Face to Face Meetings)

Immediately after module 4 (skills course), mobilizers of support will continue working on the same case identified under 4.2.1 above. This session allows for the participants to put into practice a series or combined action as designed and improved during this module. A KCDF trainer will visit your organization at least three days spread over a three month period provide the needed coaching and mentorship to the mobilizers of support and the community during this time

6.4 Module Four: Graduate Course (Two 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 are embedded in the organization. It is also an opportunity to reflect and assess whether organizations can extend their claim making skills to run

claim making projects. The sessions includes monitoring and evaluation of results of actions, assessing personal skills for effective Mobilizing support.

It is anticipated that mobilizers of support 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 progressively and sustainably mobilize support from different stakeholders

7 Documentation

KCDF will engage with the participating organizations – both the mobilizers of support 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 conclude in **October 2022**.

9 Criteria for Selection

The following criterial which looks at the participating organization and the nominated trainees (who will be trained to become mobilizers of support/ game changers) will be used to select the first cohort.

9.1 Organization level:

- i. Organizations working in any of the following sectors: Health care; Education; Water and Sanitation.
- ii. Organizations that demonstrate interest in claim making/mobilizing support as an intervention in development.
- iii. Organizations willing to mobilize support from duty bearers and other stakeholders in solving community problems and or development challenges.
- iv. Organizations willing to facilitate mobilizing support activities identified by the community.

- v. Have demonstrated ability to mobilize communities to participate in activities that are geared towards mobilizing support from duty bearers like county governments, devolved funds and any other institution be it government or from the private sector.
- vi. Organizations willing to nominate/commit and allow two staff members (herein above referred to as mobilizers of Support) to consistently participate in modules two to four and any follow up practical engagements for the duration of the training.

NB: Participation of mobilizers of support in the training trajectory after 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 experience as a trainer or facilitator. This allows them to conduct step down trainings or convenings at 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 mobilize support towards solving community development challenges or implement priority projects with support from duty bearers
- 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 training 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 Mobilizing Support Champions or participants (and by extension, their organizations) will:

- i. Improved service delivery that is aligned to the priority of communities at county level.
- ii. Have a broad understanding of all key aspects of lobby and advocacy, and a solid basis for undertaking lobby and advocacy
- iii. Have a good appreciation of the difference between mobilizing support (lobby and advocacy) and service delivery. With this understanding, they will support own organizations to reflect on whether these approaches are already part of their organization's activities or could become so. Includes strengthening such approaches if already in place.
- iv. Analyze the obstacles and solutions for the situation they want to change. They will learn to define lobby, advocacy and policy influencing issues including the specific issue on which to concentrate your lobby efforts.
- v. Learn how to make a good context analysis, involving your stakeholders and beneficiaries. This highly increases the success of your initiative.
- vi. Learn how to formulate the policy issue and the solution (the early message). You will reflect on the expectations of the beneficiaries, how to involve them, and you will learn different ways to deal with your allies and opponents. Finally, you will analyze the decision-making process that you wish to change.
- vii. Learn what information has to be presented in a plan for mobilizing support. Includes learning how to use varied analysis tools for designing a feasible plan
- viii. Be in a better position to make or craft and deliver lobby and advocacy messages, profile varied audiences, listen actively, present and negotiating, and to effectively deliver lobby messages.
- ix. 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



Connect with us >

- Change the Game Academy
- @CTGAcademy Change the Game Academy
- www.changethegameacademy.org