



3RD RESOURCE MOBILISATION STRATEGY DEVELOPMENT BOOTCAMP

13TH TO 18TH SEPTEMBER, 2015

at Crown Plaza Rosebank,

Johannesburg-South Africa

... we hope to make this AWDF-sponsored process a real turning point in
Khulumani's work going forward' - **Marjorie Jobson**



REPORT BY

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DaRo

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1.0 INTRODUCTION & BACKGROUND

1.1 ABOUT THE BOOTCAMP

Since 2013, the African Women's Development Fund (AWDF) has been organising an Annual Resource Mobilisation Strategy Development Boot camp. During the boot camp, AWDF's grantees are supported onsite to develop their Resource Mobilisation Strategies. The event which is now one of AWDF's flagship capacity building activities has become popular with fundraisers within AWDF's grantees as a critical step in developing their organisational financial sustainability.

In September 2015, 15 fundraisers from 15 organisations from South Africa, Botswana, Malawi, Zambia, Zimbabwe, Kenya, Ghana and Uganda participated in this year's 4-day boot camp in Johannesburg, South Africa. This brings the total number of AWDF grantees who have participated in the annual boot camp to 56. All the 56 organisations now have Resource Mobilisation Strategies which they developed during the respective annual bootcamps.

The organisations that have attended the Boot Camp in previous years have recorded quite inspiring success stories. It is anticipated that the 15 organisations in the 2015 boot camp will register more success stories if they implement their resource mobilisation strategic documents. AWDF has invested in the mentoring process during the three immediate months after the boot camp to provide handholding support until December 2016 when the organisations will be left to now take to real implementation action.

For the success stories to become a reality, the grantees were during the boot camp facilitated to identify critical success factors that need to be in place. Notable and cross cutting factors highlighted by almost all the organisations include good governance, involvement of relevant stakeholders, ownership of the strategy, leadership, staff commitment and availability of resources (human, financial and others) for the implementation of the strategy.

1.2 2015 BOOTCAMP PARTICIPANTS AT WORK



Innocentia Chikumi Puso,
Resource Mobilisation
and Communication Cordinator,
Kagisano Society,
Botswana

Inviolatta Mpuli-Moyo,
Executive Director,
Uluntu Community
Foundation,
Zimbabwe



Marjorie Jobson,
National Director,
Khulumani Support Group,
South Africa



Esther Omam,
Executive Director,
Reach Out Cameroon

Vivian Adams
Executive Director,
Women Support and
Activist Group, Ghana



Juliana Thornton,
Head of Partnerships,
The MUPO Foundation,
South Africa

Sharon Handongwe,
Executive Director,
Kuvuna Youth Found
Zambia



Talent Jumo,
Director, Katswe Sistahood,
Zimbabwe

Tamara Mhango,
Project Manager,
Girls Empowerment
Network, Malawi



Sizane Ngubane,
Director,
Rural Women's Movement,
South Africa

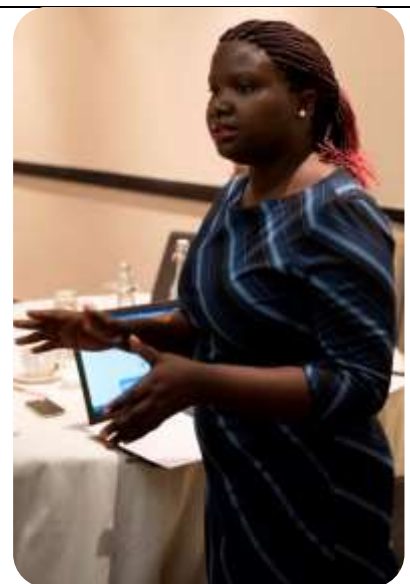
Sethembiso Mthembu,
Associate Director,
Her Rights Initiative,
South Africa.



In white top: Evernice Munambo, Director,
Female Students' Network,
Zimbabwe

In Red top: Herschelle Milford, Managing Director,
Surplus People's Project, South Africa

Leah Wangui
Project Manager,
Ripples International,
Kenya



Susanne Ndagire, Executive Director,
Action for Rural Women's
Empowerment, Uganda

1.3 FACILITATORS IN ACTION

The 2015 boot camp was facilitated by Robina Asimwe Sentumbwe (lead trainer and Managing consultant of DaRo); Nafi Chinery (Capacity Building Specialist at African Women Development Fund) and Getrude (Finance Manager at African Women Development Fund).

Below is a pictorial of the facilitators in action:-



Getrude Bibi,
AWDF's Finance Manager explaining something to the participants during the boot camp. On the right (in blue) she looks at one of the participants' document while the participant looks on.





Robina Asiiimwe Sentumbwe the lead trainer and consultant (standing in both pictures) shares light moments with participants as she looks at their documents and gives them feedback during the boot camp.



Nafi Chinery (AWDF's Capacity Building Specialist) in both pictures having discussions with the participants during the bootcamp



2.0 BOOT CAMP METHODOLOGY AND PROCESSES

2.1 PRE BOOTCAMP QUESTIONNAIRE:

As a standard practice, again this year, all participating grantees were sent a pre boot camp questionnaire at least three weeks before the event. The purpose of the questionnaire was to:

- To enable the facilitators design a tailor made boot camp, designed to address the specific organisational issues.
- To facilitate participants to collect useful information for input into the Resource Mobilisation Strategy that they were to develop during the boot camp.
- To encourage the grantee representatives who were to come for the boot camp to do consultations which is a vital aspect of development of such an institutional document.

Major highlights from the returned questionnaires:-

- While all the 15 participating organisations reported that they had overall organisational strategies, most of them very ambitious with quite big budgets, 12 did not have Resource Mobilisation Strategies at all, one had a resource mobilisation strategy that is expiring in 2016 and one had just a one year operational resource mobilisation plan. Only 2 organisations out of 15 had active Resource Mobilisation Strategies; with one expiring in 2016 and the other in 2017.
- All the 15 organisations named limited funding and /limited financial resources as one of the top five challenges they were facing. Most of them had their other top challenges being a result of inadequate resources with high staff turnover and inability to reach out to target groups (mostly women and youth) featuring prominently.
- While some of the organisations have quite a decent outline of donors, the majority have very limited resource bases for the year 2013-2015. Most of the organisations are depending on restricted funding from Institutions, Government and Corporate funders. On the other hand a few have negligible income from unrestricted funding, very specifically income generation projects.

The above findings guided the facilitators to design the boot camp to enable the participants to appreciate the need to have a Resource Mobilisation Strategy in place, to plan to diversify resources and to also give a go at mobilising unrestricted funding.

2.2 'DO IT YOURSELF' STEP BY STEP ELEVEN LEVEL PROCESS

Again this year, we maintained the simple do it yourself 11 step by step process below to facilitate the participants to develop a well organised and logically flowing Resource Mobilisation Strategy for their organisations. We slightly modified it to give it a more logical flow than the previous years.



NB: Please see details of how each step was facilitated in attached work book

2.3 PRESENTATION INTERLUDES AND CHAPTER DEMOS

Before participants started working on each chapter, the time table allowed for 30 minutes to one hour facilitator presentations, explanations of important issues and facilitation of discussions on the strategy section to be worked on next.

The participants would then be given chapter demonstrations from previous boot camps and other organisations' resource mobilisation documents. These examples would guide the participants on what the chapters they are to work on should look like.

After the presentation interludes and the chapter demos, participants would then be allowed to develop the specific sections.

2.4 FACILITATOR REVIEWS AND FEEDBACK

After the participants completed the sections being worked on, they would send the chapters to the facilitators for review and feedback. Participants would only proceed to the next chapter after completing and submitting the previous chapter.

2.5 STEP BY STEP STRATEGY DEVELOPMENT PROGRESS LOG

A progress log was kept by the facilitators to ensure each organisation completes each step of the strategy. Below is the template of the log that was used:-

		PRELIMINARIES				MAIN CHAPTERS									SUPPORT	
	ORGANISATION	Cover	FRD	Ack	ES	1	2	3	4	5	6	7	8	9	Budget	M&E
1	Her Rights Initiative															
2	Kagisano Society-Women's Shelter															
3	Surplus People Project															
4	Girls Empowerment Network															
5	The Mupo Foundation															
6	Rural Women's Movement															
7	Katswe Sistahood															
8	Female Student's Network															
9	Women Support and Activist Group															
10	Khulumani Support Group															
11	Kuvuna Youth Foundation															
12	Uluntu Community Foundation															
13	Reach Out Cameroon															
14	Ripples International															
15	Action for Rural Women's Empowerment															

2.6 MOTIVATIONAL ADDRESS

A renowned feminist was invited to give a motivational address to the participants. In her simple yet strong address, she emphasised to the women the core understanding of feminism. She encouraged the women not to compromise the original spirit and purpose of feminism. This was an important food for thought even as they were working on their strategies.

3.0 MAJOR ACHIEVEMENTS OF THE BOOTCAMP

3.1 FIFTEEN RESOURCE MOBILISATION STRATEGIES FOR 15 ORGANISATIONS FROM 8 COUNTRIES

All the 15 organisations in attendance completed their first Resource Mobilisation Strategies during the camp.



(Above) Ayesha Abukari, AWDF's Capacity Building Assistant organises the 15 Resource Mobilisation Strategies in preparation for the hand over at the end of the boot camp.



Getrude Bibi Annoh-Quarshie (in blue), AWDF's Finance Manager hands over to Herschelle Milford of Surplus Project her organisation's Resource Mobilisation Strategy.



Mission accomplished: Participants' show off their Resource Mobilisation Strategies which they developed during the boot camp.

3.2 MENTORING PLAN

After the boot camp, members agreed to finalise the resource mobilisation strategy development process by December 2015. All the 15 grantees will undertake stakeholder consultations back in their organisations and have a second draft by end of October. With the support of the lead trainer who will review the draft and advise, they will be supported to have complete the document which will be taken forward by approval from the board or any other authorising body within the organisation.

The grantees will also be supported to finalise their one year Resource Mobilisation Plan and also work on at least one funding proposal which they will forward to potential donors and supporters, by the end of 2015.

3.3 INDIVIDUAL ORGANISATIONAL COMMITMENTS-QUOTABLE QUOTES

Boot Camp participants appreciated the process with each one making individual observations and commitments on what they are going to do following their experiences. Below are quotes of selected participants:-

‘Thank you for your superb direction of the process and for making it seem so possible even when (for myself) this has been the most daunting aspect of being involved in a civil society organisation. For us the timing could not have come at a more suitable time...For us, we hope to make this AWDF-sponsored process a real turning point in Khulumani's work going forward’ **-Marjorie Jobson, National Director, Khulumani Support Group-South Africa**

I cannot even eloquently put it in words but I consider myself to be highly favoured of God to have had an encounter with you. You are really committed and passionate of what you do. Yesterday when I held the RMS strategy in my hands I could not help but marvel at your selfless attitude. Believe you me there are few consultants if any, who would assist anyone to develop such a document in 5 days. We all know consultants, this exercise would have taken at least 10 days....I am really going to put my all into this document in honour of you Robina.

**-Innocentia Chikumi Puso (Resources Mobilisation & Communication Coordinator),
Kagisano Society- Women's Shelter Project, Botswana**

I must confess that I was very impressed by your knowledge that you shared with such humility. I found the exercise intense and yet so valuable. I know that I am obliged to comply with the Activity Plan. I do so with excitement. It brings a sense of achievement and ownership.

-Inviolatta Mpuli-Moyo, Executive Director, Uluntu Community Foundation, Zimbabwe

'My heartfelt appreciation...I am so impressed with your process! ' -Herschelle Milford, Managing Director , Surplus People Project-South Africa.

To be very candid, I wish to take this opportunity to thank you for making me discover the other side of me. I now know that I can work under serious pressure.

-Ester, Executive Director, Reach Out Cameroon

3.4 WORK BOOK UPDATE

The Workbook developed in 2013 and used in 2014 was slightly modified for the 2015 boot camp. This made the process more smooth and the documents that came out of the whole process flowing more logically.

4.0 CONCLUSIONS AND ARISING RECOMMENDATIONS

The boot camp's climax was when all the participants' were handed their printed and bound draft resource mobilisation strategies in a simple but exciting closing ceremony. This was followed by a photo shoot of the participants flagging their documents.

Like last year, the main target of having all the organisations having a complete draft 1 Resource Mobilisation strategy by the end of the boot camp, was been achieved 100%. The quality of this year's Resource Mobilisation Strategies is much higher than the previous years mainly because the questionnaires this time round were modified to get more information prior to the boot camp; the participants had better capacities in strategic thinking and use of computer; and the facilitators used previous year's boot camp experiences to make it even better the following year.

More than 90% of the participating organisations have overall organisational strategies as compared to less than 20% for last year. With Resource Mobilisation Strategies in place now, AWDF has given these grantees a perfect gift for them to be able to mobilise resources to fund their implementation.

For AWDF to be assured of Return on Investment from the boot camp, regular follow up through a well thought out effective M&E plan needs to be put in place to monitor the progress of their grantees' Resource Mobilisation efforts.