**the civil society fund**

**citizen participation intervention**

**Changing the Game: Strengthening CSOs in Sierra Leone**

1. **Objective and relevance**

The **overall objective** of the project is *to strengthen the capacity of local civil society organisations operating in Sierra Leone to become strong and independent development actors, capable of creating long-lasting changes for their target groups.* Under this overall objective, the **specific objective** is *to help the participating CSOs to increase and diversify their income and become more sustainable, and more autonomous organisations*. The CSOs will learn about key strategies and techniques for local fundraising, map the actual and the desired financial situation of their organisation, and develop realistic and tangible fundraising action plans that will help strengthening the organisation’s future development and financial sustainability.

***Contribution to citizen participation and civil organisation***

Civil society organisations in Sierra Leone play an important role in the provision of services in areas where the public sector is insufficiently taking care of the needs of the public. Sierra Leone is a challenging environment for civil society actors due to a number of constraints, including: 1) A weak financial resource base; 2) Difficulty in gaining access to information from government institutions; 3) Corruption in government experienced by civil society actors when trying to influence policy; 4) An unproductive attitude among state actors towards civil society actors; 5) Limited space to participate in policy development and coordination of services; 6) Rigid procedures for registering and meeting official obligations, and 7) Lack of skills within advocacy (World Bank 2007; EEAS 2018)[[1]](#footnote-1). This specific project aims to strengthen the financial resource base of six local CSOs by facilitating a training process based on the course “Local Fundraising” offered by Change the Game Academy - a network of organisations that help Non-Governmental Organisations all over the world to learn to raise funds locally and to mobilise support. The project as a whole contributes to strengthening a platform in both Sierra Leone and Denmark of partners who work as civil society actors to create change for people in Sierra Leone - and apart from capacitating the individual participating organisations, we also hope that the training will act as a platform for building stronger relations between the organisations and present them with the opportunity of exploring common interests and new opportunities for collaboration. The six Sierra Leonean CSOs participating in the course will learn how to mobilise resources within their own national and community context, through diverse funding sources. This includes local sources of funds, but also international donors operating in Sierra Leone. During the course, the CSOs will develop a strategic fundraising plan and put into practice the key skills that are needed to implement their plans. The proposal addresses a number of challenges identified in the partnership between the Danish applicants and local partners. These include the partners’ dependency on CISU funding, and a project-to-project determined financial resource based.

***Experiences from Change the Game Academy’s courses***

This training in local fundraising aims at changing the mindset of people engaged in CSOs in Sierra Leone by increasing their confidence in fundraising and strengthen their belief in the change that strong independent CSOs can achieve in a country like Sierra Leone. Findings from the evaluation of CtGA’s courses show that course participants and their organisations have improved their understanding of the techniques of local fundraising, and in several countries, follow-up shows that “participants were more positive about their own and their organisations’ capacity after the training than before, including having knowledge of appropriate funding techniques and using appropriate tools”[[2]](#footnote-2). Another important outcome has been an increase in participants’ confidence and ability to ‘sell’ their organisations. In the evaluation of CtGA’s programmes, the element of mentoring is highlighted, as “the quality of mentorship and coaching support being provided through the CtGA is progressively instilling confidence in many of the CBOs to engage”[[3]](#footnote-3) and enables continuity within the organisations after the classroom training. While this is the first time the course is held in Sierra Leone, we are confident that it will create some of the same positive results as in other countries (including India, Kenya, and Brazil), and we hope to build the confidence of the six local organisations to act as role models for other CSOs in the country. Monitoring data from CtGA’s local fundraising programme shows that nearly all participating organisations perceive an improved ability to fundraise from local sources, and that participants were more positive about the fundraising capacity of themselves and their organisations’ after the training, including “knowledge of appropriate fundraising techniques and using appropriate tools” (INTRAC 2019)[[4]](#footnote-4). In terms of the actual funding situation of the participants, monitoring shows an increase in national sources in some countries.

**1.1. Context of the intervention: Sierra Leone**

60% of the population in Sierra Leone live below the national poverty line, and the country falls under the category of ‘low human development’ in the UNDP Human Development Index (UNDP 2016). Several initiatives and policies have been initiated by the government in attempts to improve the economy and development of the country, however, their actual impact is highly contested. Sierra Leone suffers from an overall lack of economic and employment opportunities, and poor education and health systems. Recovery from tragic events such as the civil war, Ebola, and recurrent flooding is still ongoing, and Sierra Leone as an operational context of development interventions is affected by the risk of a rapidly changing environments due to disasters. Even though Sierra Leone is one of the poorest countries in the world, it is possible to fundraise some amounts of money locally. This has, for example, been the experience of FANT SL, who will be one of the CSOs participating in the training, who have successfully raised small amounts of funds when organizing football tournaments by taking entrance fees from the spectators. YMCA, who will also participate, run a hostel and a café in Freetown and YDC-SL runs a technical and vocational education programme by selling products and providing catering services. Many similar and different options of how to fundraise locally in Sierra Leone can be explored, and the fundraising course in this project will teach participants to make use of the opportunities available.

**1.2. The challenging environment for fundraising in Sierra Leone**

This section elaborates on some of the challenges that local organisations in Sierra Leone face in their efforts to mobilise funding and support to their work and development activities. The analysis has been developed with the input from the local partners, based on their core needs in terms of fundraising. A general challenge for the local organisations is that they largely rely on external (and international) funding, and that they experience a lot of competition for money and resources. While this challenge is very common within the world of NGOs and development, we believe a difference can be made by giving the organisations specific and targeted skills in the area of local fundraising. Despite ongoing efforts in mobilising support and funds, the participating CSOs require training in different aspects of fundraising, in view of their more long-term growth and sustainability.

***Capacity building needs***

Among the participating organisations, we have identified a need for increased capacity within the following areas, which will be addressed throughout the project:

***Improved financial sustainability and diversification of funding base:*** Maintaining a financial resource base is a crucial challenge to many civil society organizations in Sierra Leone, as many of them operate without core programmes but on a project-to-project base. Constantly chasing projects makes the organisations financially vulnerable. With limited personnel and competencies, fundraising is an immense task alongside implementing and providing the actual change making activities and services of the organisations. Overall, there is a need for improving and diversifying the financial resource base of the organisations to increase their financial sustainability - and thereby their freedom and capacity to create a positive impact for their target group. This project seeks to address this problem very directly by teaching techniques and skills that will improve six local organisations’ fundraising competency and thereby help them to create sustainable financial income and decrease their vulnerability in periods without funding from CISU or other partners.

Organisations like YDC-SL and FANT SL are highly dependent on projects funded by CISU and other partners outside Sierra Leone. In the periods in-between projects, they are vulnerable and find it challenging to maintain their desired level in quality and scope of work. If they improve on their own fundraising skills, this will make them stronger in the in-between-project periods. In the long run, this will increase their financial resilience as organisations and secure their existence and the sustainability of their projects. Not only will this project provide specific skills and techniques but it will also motivate and launch local fundraising work to become an important integrated part of the daily work of the CSOs. When finding out that local fundraising is actually possible, it will be an enormous motivation for future engagement in this area.

***Improved networking/engagement skills:*** Developing strategies for networking and partnerships is another important focus. Many CSOs lack networking skills and compete for resources, rather than working together towards common goals and interests. With many donors currently looking to fund organisations that are in networks or working in consortiums, organisations (especially smaller ones) who work in silo or compete might be missing out on funding and resources. There is a need for improved skills in engaging central donors, stakeholders, and other CSOs. Among the six organisations are different experiences with fundraising; some have had success with hosting community-based events while others have succeeded in collaboration with governmental institutions. Coming together and discussing the possibilities and challenges, they will learn from each other’s experience, become stronger as individual organisations, but also become stronger as a network for future collaborations.

***Increased awareness on available opportunities:***The awareness on the available opportunities for generating funding at local levels in Sierra Leone is seen as inadequate by the local organisations. With limited opportunities for funding, it is crucial that the organisations become aware of the existing funding mechanisms and windows in Sierra Leone so they do not miss out on any funding opportunities. As expressed by YMCA, reports indicate that the government funds available are generally not accessed by civil society organisations due to inadequate awareness about the availability and the procedures required to access the funds. While staying updated on funding opportunities, on the one hand, has to do with the availability of time and human resources, we believe that a more strategic and targeted focus on the fundraising efforts will motivate the organisations and guide them to a more successful fundraising outcome. Several of the participating organisations have also pointed out a lack of knowledge of the resource mobilisation cycle and inadequate understanding of donor country priorities. While a strong focus of this project will be a focus on local resource mobilisation, emphasis will also be given to the strengthening of the organisations’ appeal to international donors. The challenges of awareness of locally available opportunities is addressed as part of the course, and by arranging a follow up meeting where the organisations will meet local donor partners to pitch their strategies, and discuss how they can successfully engage different local donor partners.

***Communication/branding:***Inability to communicate means poor visibility of the organisations, which affects their chances of raising funds. In the project, the organisations will reflect on how to effectively communicate their presence, who they are, what they do, and why they do it well – and how to effectively communicate their presence and legitimacy within their different geographical areas and sectors. By increasing the focus on local fundraising, the communication about the organisations becomes important. The test and implementation of action plans has an underlying emphasis on improving the communication and branding platforms of the organisations to reach different kinds of stakeholders. Part of this will be to develop and/or improve on qualified communication and branding material (brochures, photos, videos, webpage, Facebook page, etc.), which will be useful for the organisations beyond the scope of this one-year-project.

1. **Partnership/partners**

This project will bring together 8 organisations from Sierra Leone and Denmark for the first time. The following section will shortly introduce the 8 different organisations, and how the project will strengthen the relationship between them.

**2.1. Danish partners**

**Dreamtown** is a Danish NGO that works for the wellbeing of young people in cities, by focusing on the development of safe, inclusive, and creative public spaces in vulnerable communities. The Dreamtown team has worked in Sierra Leone since 2011, and has operated as an independent organisation since May 2017. As a team, Dreamtown has more than 9 years of practical experience with planning, implementation, administration, and monitoring of development projects in Sierra Leone. Dreamtown is in the second quarter of the CISU-funded project ‘Creating space for young people in urban Sierra Leone’ with YDC-SL, which has been the pilot project of a strategic focus on public urban space interventions with, for, and by young people. YDC-SL and Dreamtown have worked together on projects in Sierra Leone since 2010. Dreamtown is currently starting up the project ‘The Urban Space Race’ with YMCA in Sierra Leone.

**FANT DK** is an expansive organisation constantly developing and seeking new collaborations and projects. More than 90 individuals participate as volunteers in both Denmark and Sierra Leone. The volunteers, board, and trainees in Copenhagen, Aarhus, and Freetown have different competences and expertise within theoretical and practical knowledge about development work, SoMe strategies, press and media, marketing, project administration, fundraising, sports management, and communication. FANT DK has established a large membership base in the organization and is also receives funding from a wide range of collaborating partners, which includes more than 50 private companies, professional football players/clubs, as well as private and public funds. FANT DK is constantly working on expanding its network and creating positive relationships with the private business sector and other relevant partners.

The *main* aim of this project is to build up fundraising capacity of partners in Sierra Leone and not the Danish partners. However, Dreamtown and FANT DK do share some of the same challenges regarding dependency and funding, and we believe that important lessons could be learned by participating in the classroom training. Additionally, the participation on the Danish part (both when in Sierra Leone during the course and in Denmark during the follow up period) helps Dreamtown and FANT DK monitor the development and implementation of the action plans and support partners in the best way possible when engaging in future fundraising projects.

**2.2. Partners in Sierra Leone**

**Youth Dream Centre Sierra Leone (YDC-SL)** is a Sierra Leonean NGO that has existed since 2007. YDC-SL works to promote education amongst disadvantaged youth, women and children by conducting free non-formal education programmes for those youths interested in going back to school and/or interested in pursuing further vocational training. As a youth serving NGO, YDC-SL is registered with SLANGO (Sierra Leone Association of NGOs), the Ministry of Social Welfare, Gender and Children’s Affairs, the Youth Commission, the Ministry of Youth Affairs, and the Ministry of Education, Science and Technology. The foundation of the organisation is that building skills changes lives, and therefore, YDC-SL aims to provide youth with a safe place to learn and study productively free of cost. YDC-SL currently operates in Freetown, Makeni, and Kono, and is in the process of starting up a unit in Bo. The strategic services provided by YDC-SL are; Non-Formal Education, Technical Vocational Skills Training, and Information Communication Technology (ICT) and Media Training. YDC-SL is heavily reliant on external funding and mainly runs their activities through different projects, funded by international donors, including CISU and EU. Dreamtown has worked with YDC-SL in Sierra Leone since 2010, currently partnering on the CISU funded project “Creating space for young people in urban Sierra Leone”.

**YMCA** is one of the oldest NGOs in Sierra Leone and have a strong experience delivering sustainable development programmes. Their responses focus on the needs of the most vulnerable populations, particularly young men and women living in difficult circumstances, across areas such as governance and peace building, health, active citizenship, slum upgrading, and urban development. As an organisation, YMCA Sierra Leone, for the most part, relies on the generosity of donors to support their project activities through grants and donations. Additionally, as a membership organisation, the internal revenue or resource generated by the organisation accounts for about 10-15% of their total annual budget. Over the years, YMCA has realised that internal funding sources (largely from membership and branch contributions, revenue generated by YMCA hostels, restaurant, gym, etc.) are often insufficient to meet needs and rising costs for project implementation. YMCA have been successful in initiating and designing projects that were scaled up by government and donors, however, they still face difficulties securing enough funds because the projects undertaken require substantial amounts of resources, both financial and non-financial. Dreamtown is currently starting up the CISU funded project “The Urban Space Race” with YMCA.

**FANT SL** is a member-based umbrella organisation including 19 local sports associations (CBOs), one disabled football club, and one handball club. FANT SL was formally founded in 2015, but has been functioning in the communities since 2012 when the partnership with FANT DK started. For seven years, FANT SL has built up sports associations directly benefiting more than 10,000 children and young adults every day. All bodies of the organisation are democratically founded with inspiration from the Danish association structure that is built on transparency, accountability, responsibility, and trust. The democratic structures extend from the very structure of an association (board, secretary, volunteers, etc.) to the more practical activities (workshops, events football, games, etc.). FANT SL and its group of volunteers have more than seven years of experience with planning, implementing, administering, and monitoring development projects in Sierra Leone, in partnership with FANT DK. Ten key local associations represent the board of FANT SL in the sense that a chairman from a local association is automatically a part of the FANT SL board. This structure helps the equal representation of all member organisations and allows the members (players) of the sports associations to get influence on the board as they elect the local board in their community. The daily work in FANT SL involves an office working group of seven individuals out of which four also have positions as the organiser in their local communities, and the remaining youth leaders (coaches and organisers) in the ten communities, in total 33 individuals.

**Flying Stars Amputees** is a disabled football club based in Freetown. They have existed formally since 2010 but started activities just after the civil war in 2002. They are registered as a member organization in FANT SL, in Ministry of Social Welfare, Gender and Children Affairs, Freetown City Council, Ministry of Sport, and at the National Commission for Persons with Disabilities (NCPD). They have never received funding from CISU or other external development donors, but have been engaged in a collaboration with the Danish clothing brand hummel since 2012. Together with FANT DK and hummel, Flying Stars Amputees is currently starting up a project with the aim of mobilising and organising all disabled football teams in Sierra Leone and hosting the first disabled football league ever held in the country. The league is a way of raising awareness of disabled people and their marginalisation and exclusion in the society.

**Masanga Hospital Rehabilitation Programme (MHRP)** was established in 2005 to rehabilitate the Masanga Leprosy hospital, which was destroyed during the civil war in Sierra Leone. It now is a thriving 100 bed hospital in the rural district of Tonkolili. The vision of MHRP is to foster growth and development in the health sector of Sierra Leone, with the aim is to give the local community equal access to health services. MHRP educates the local staff in a variety of areas to sustain the project in the future, aiming to develop Tonkolili District College of Health Sciences and Technology, which aims to ensure high quality education of health professionals, develop business initiatives to ensure the financial foundation of the hospital and to generate growth and job opportunities for the local community, and create research to improve healthcare and treatments. To realise this, a key component is to create a stable and sustainable economic foundation, which prospectively can ensure the necessary monetary flow.

**Engineers Without Borders Sierra Leone (EWB-SL)** is a non-profit, non-governmental voluntary development humanitarian engineering organisation established in 2005. Their work involves implementation of sustainable engineering projects, while involving and training responsible engineers, engineering students, grass root community youths, and rural and urban volunteers. EWB-SL was founded to step in and improve and contribute to the infrastructure damages, water and sanitation problems and low technical know-how focused in areas affected by wars, floods, famine, natural and man-made disasters. Their activities in Sierra Leone range from the construction of sustainable systems that developing communities can own and operate without external assistance, to empowering communities by enhancing local, technical, managerial, and entrepreneurial skills.

The Sierra Leonean partners of the project all share the experience of a challenging funding environment. They have very different experiences in terms of types of funding, scale of funding, types of partnerships, etc., which means that bringing them together to reach a similar output but with different qualifications, will enable experience sharing and networking as part of the project. Brining the partners together will create a network in which the CSOs can inspire each other, and keep each other updated on potential funding options. In the long run, network is key in relation to advocating for an increased and stronger civic space, meaning that the project will not only strengthen their capacity, but will also facilitate network building.

**The West Africa Civil Society Institute (WACSI)** is one of the organisations under the Change the Game Academy, and they will be the facilitators of the local fundraising training course and programme – teaching the course in Sierra Leone and facilitating online support and follow up after the course. WACSI is based in Ghana which means they have great experience with working in the civil society and fundraising environment of West Africa. The aim of the organisation is to strengthen civil society in all west Africa, and through knowledge sharing, learning, connection, and influencing they build the capacity of CSOs to be responsive, collaborative, representative, resilient, and influential[[5]](#footnote-5). This project invites WACSI to host their course in local fundraising in Sierra Leone for the first time, and can be an inspiration for other Sierra Leonean CSOs on how to approach capacity building in the future.

***Roles and responsibilities***

**YDC-SL and FANT SL** are the main local partners in Sierra Leone on this project. This entails that they, together with representatives from CtGA, are responsible for coordination and planning of the classroom curse with all of the logistics that follow. FANT SL and YDC-SL will coordinate the participation of all participants in the training and be the main contacts for the CtGA team in Sierra Leone. YDC-SL will be in charge of administering the funds in Sierra Leone and transfer funds and refund expenses to the other participating CSOs. Each of the local organisations will designate a staff member as contact person for the programme who will be responsible for reporting to WACSI on the organisation’s key achievements from the programme.

**Dreamtown** **and FANT DK** are in charge of coordinating the partnership with CtGA prior to the training in Sierra Leone, and of mobilising and establishing contact between the participating organisations. Dreamtown is the leading applicant and will be responsible for administering the funds, however, the planning and implementation of the project is done in close collaboration with FANT DK. Both of the Danish organisations will play a key role in monitoring the activities, which will happen during visits to Sierra Leone on other projects (with the same local partners as in this proposal), as well as online. The local partners of the Danish organisations will share the strategies and material that they develop with Dreamtown and FANT DK respectively for discussion and feedback. Because of the close relationship between the Danish organisations and the local partners, it will be possible to follow up on the effects of the local fundraising programme throughout the whole project period, as well as in the future.

One person from Dreamtown and FANT DK will participate in the classroom training alongside the local partners and will also take part in the different exercises and develop strategies based on the course, to utilise in a Danish context. Even though the classroom course focuses on the local context of Sierra Leone, we are confident that it will benefit the Danish organisations, who also experience the challenges of fundraising and dependency on project grants. By participating in the classroom training with the local partners, we will develop a common language around fundraising and can bring the experiences from the course with us in the partnerships moving ahead. Both Dreamtown and FANT DK have become acquainted with CtGA in Denmark; Dreamtown when WASCI was part of a West Africa network meeting in Denmark facilitated by CISU, where Charles Kojo from WASCI and CtGA shared experiences with CtGA’s approach, and FANT DK when CISU hosted a meeting with the Dutch partner of CtGA, Wilde Ganzen.

**WASCI** will facilitate the classroom training and facilitate follow up on the action plans developed by the organisations, while providing technical counselling online. The following activities, which are all part of this project, are facilitated by WASCI: 1) Organise an introduction meeting with the leaders of the organisations prior to the classroom training; 2) Identify learning needs of participating organisations; 3) Delivery of classroom training course in local fundraising; 4) Follow up on action plan implementation and coaching; 5) Coordinate mentoring and coaching with all organisations; 6) Provide action plan and success stories templates to the organisations; and 7) provide certificates at the end of the training phase.

1. **The actual intervention**

**3.1. Change the Game Academy (CtGA)**

This intervention will set up a classroom course in Sierra Leone held by Change the Game Academy (CtGA)’s partner WASCI; a course that directly targets the specific objective of the project. CtGA aims at building the capacities of organisations to work towards mobilising resources and securing rights and services from duty bearers. CtGA have trained more than 100 organisations in local fundraising and mobilising support, with an aim to “channel the responsibility to alleviate poverty to where it ultimately belongs: the countries themselves”[[6]](#footnote-6). Change the Game Academy uses a blended-learning approach with a combination of online and classroom learnings. The classroom course held in Sierra Leone will be the starting point for the implementation of the action plans developed for each of the organisations in the classroom course.

**3.2. Course in local fundraising**

The course which will be held by WASCI in the role of facilitators of CtGA, with the aim of empowering and capacitating the organisations to raise funds locally. Through this course, the participants will increase their knowledge about both private and public sector funding. As stated by CtGA, the aim of the course is to strengthen the capacity of the organisations “to approach all potential local in-country sources of funding and thus decrease their dependency on international funding” [[7]](#footnote-7). The course targets fundraising at several levels, and addresses the following[[8]](#footnote-8): *Diminish dependency on foreign donors; Spread financial risks by tapping into diversified sources of income; Contribute to the financial sustainability of an organisation; Contribute to embedding in the local community and strengthens ownership; Give legitimacy to an organisation through a stronger support base.* The local fundraising course will give the organisations the basic knowledge and skills to raise funds in Sierra Leone, more precisely to determine the resources needed for projects and to match these with potential donors. It all begins with an introduction meeting in Freetown where one person from each of the 8 organisations participate. This meeting shall ensure leadership and ownership in each organisation and illustrates how CtGA is working with a high degree of participatory methods. The course participants are expected to participate actively throughout the whole process, and this first meeting has the purpose of boosting motivation and leadership in each organisation. The one-week long classroom training that follows will help the participants develop a fundraising action plan which will be implemented with the participation of the rest of their organisations. After the training, a number of activities will ensure that the participants follow up and make use of what they learned, and that learning from the course is shared in the different organisations and is not just kept with the course participants (three from each organisation) (these activities are outlined in the section below, 3.3.). The classroom course in local fundraising and the follow up meetings will be facilitated at venues in Freetown, and at the office spaces of YDC-SL and FANT SL when possible.

**3.3. Follow up activities**

After the classroom training (suggested to take place in November 2019), the project will continue with the following activities: Cascading of training by participants to the rest of their organisation;Test of action plan (Phase 1); Webinar with CtGA with all organisations; Implementation of action plan (Phase 2); Presentation of developed strategies to local donor partners and; Follow-up meeting with CSO participants.

Each organisation will hold a workshop to disseminate the learnings from the course to the rest of the organisation. This will ensure the ownership towards the test and implementation of the developed action plans, which is done with participation from all levels of the organisation. After the implementation activities (phase 1 and 2) follows a workshop day where each of the organisations will pitch their work and strategies to some of the local donors present in Sierra Leone (these could include local government institutions, private companies, EU representatives, UNDP representatives, the British Council, local authorities, etc.). This activity will give the organisations feedback from representatives of the donors and help them improve on their fundraising strategies in the future. Lastly, a follow up meeting will create a space for the organisations to share their experiences and evaluate the project. As part of the course package from CtGA, the training is followed up by technical assistance as virtual coaching in a period of 2-3 months after the training takes place. Here, the course participants will have access to advice and e-coaching from CtGA. The coaching process will provide the needed technical assistance to the organisations to utilise and institutionalise the knowledge and skills gained.

***Risks***

It can be argued that a local fundraising course might lead to competition between the organisations if trying to get the attention of the same donors or applying for the same grants. Funds in Sierra Leone are limited, and some of the organisations, for example FANT SL and YDC-SL work with the same target group (young people), potentially making them competitors. It is, however, our strong belief that coming together in this project will, first and foremost, inspire organisations to collaborate on mutual goals and target groups – and this proposal is, in itself, is a good example of organisations benefitting from each other rather than competing over the same funds for the same purpose. The test and implementation of the organisations’ developed action plans (Phase 1+2) of the project are primarily implemented internally within each of the organisation, but with dialogue and support from WACSI. If some organisations target the same donors through the implementation of their action plans, WACSI can help encourage the organisations to come together in a joined effort.

**3.3. Target group**

The target group is made up by six local CSOs, and two Danish organisations. Three people from each of the local organisations and one person from each of the Danish organisations will participate in the classroom training with WACSI - making a total of 20 participants who take part in the training. The CSOs will decide who represents their organisation, but we will recommend that people from different levels/parts of the organisation participate. Participants are required to participate in all project activities. Instead of including more organisations in the classroom training, it has been a priority to make sure that the knowledge stays and circulates within each of the organisations and does not only stay with one or two individuals, which is a risk in the case that they leave the organisation. Besides the 20 individuals in the classroom training, the project expects to reach an additional 300 individuals (spread across the six local organisations) who will increase their knowledge on fundraising. This target group is reached through the follow up activities, especially the workshop in each organisation facilitated by the course participants from each organisation. With a focus on quality rather than quantity, the classroom training itself targets a relatively small group of people. Their increased knowledge and skills will, however, benefit a large number of people, as the successful outcome of the project contributes to the organisations’ future-proofing and sustainability, so they can continue to create change for their beneficiaries.

**3.4. Preliminary timetable**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | ***2019*** | | | ***2020*** | | | | | | | | |
| ***Budget reference*** | ***Activities*** | *Oct* | *Nov* | *Dec* | *Jan* | *Feb* | *Mar* | *Apr* | *May* | *Jun* | *Jul* | *Aug* | *Sep* |
| ***1.9.*** | Preparation and coordination in DK+SL |  |  |  |  |  |  |  |  |  |  |  |  |
| ***1.1.+1.2.*** | Introduction meeting + classroom course in local fundraising |  |  |  |  |  |  |  |  |  |  |  |  |
| ***1.3.*** | Facilitation of training by participants for the rest of their organisation |  |  |  |  |  |  |  |  |  |  |  |  |
| ***1.4.*** | Test of action plan (Phase 1) |  |  |  |  |  |  |  |  |  |  |  |  |
| ***1.2.*** | Webinar with CtGA with all organisations |  |  |  |  |  |  |  |  |  |  |  |  |
| ***1.4.*** | Implementation of action plan (Phase 2) |  |  |  |  |  |  |  |  |  |  |  |  |
| ***1.5.*** | Presentation of strategies to local donor partners + decide on action points for CSOs |  |  |  |  |  |  |  |  |  |  |  |  |
| ***1.6.*** | Meeting to follow up on action points + evaluation |  |  |  |  |  |  |  |  |  |  |  |  |

CtGA recommends that the fundraising course lasts for about 6-8 months, including implementation of the developed strategies and follow up online. In this proposal, it has been decided to increase the project period to 12 months as the participating organisations are managing other projects which require their focus and attention. Additionally, the project includes an important element of changing people’s mindset towards fundraising, and such changes take time. The project’s time frame gives the organisations a chance to change and adapt their strategies along the way, try out new ideas and get qualified support and advise from either WASCI or one of the Danish partners. Because this is the first time hosting a CtGA course in Sierra Leone, a thorough evaluation is prioritised, to find out if other courses provided by CtGA should be explored in the future.

***Climate and cost-effectiveness consideration***

There is no monitoring trip included for the Danish partners, as both Dreamtown and FANT DK will be in Sierra Leone on other projects in the first half of 2020. The monitoring of this project will be done during those trips, to save costs and keep flights at a minimum. Monitoring will also be done online, with Dreamtown and FANT DK following up with our local partners on the progress of the implementation of their action plans. One person from Dreamtown and one person from FANT DK will participate in the classroom training in Freetown, however, Dreamtown has the flight covered by another project because of an already planned project trip to Sierra Leone. WASCI, who are facilitating the classroom course, are based in Ghana. However, in order to keep the costs down, they have agreed to travel to Sierra Leone to hold the course, which minimises the number of traveling people. The programme by CtGA is at the expensive end, however, courses like these are, in general, rather expensive, and by making use of the GtGA platform, it is possible to conduct the training with an organisation that is geographically close to Sierra Leone and has the knowledge of the West African context. The costs for the training is based on CtGA standard fee.

**3.5. Systematization of experiences**

*Dissemination of knowledge and follow up activities after the trainings*

The participants from each organisation will go back to their respective organisational units after the training and present what they have learned, in order for the knowledge to be used as broadly as possible and raise awareness at all levels of the organisations about how everyone can have a role in resource mobilisation. This will enable more people, with different attachments, to participate in resource mobilisation on behalf of their organisation. Once the strategies and action plans have been developed by each of the organisations, they will present them at a meeting where local donor partners will be invited to give feedback on the plans. An evaluation will be made with CtGA after the project, which will be discussed with all participating organisations. During the meeting where the strategies are presented, the organisations will get the chance to share their outcome of the training.

*FANT and Dreamtown participation in trainings*

The participation of one representative from FANT DK and Dreamtown respectively will ensure that the course does not only benefit the local partners, but that the Danish partners also get a better understanding of the field of local fundraising, which will be highly useful, both in relation to the fundraising efforts of the Danish organisations themselves, but also in relation to collaborations with other local partners in the future.

1. **Intervention-related information work in Denmark**

N/A

1. **Supplementary financing**

N/A

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2. INTRAC, Mid-term Evaluation of the Change the Game Academy Programme 2016-2018, Synthesis Report, p. 13. [↑](#footnote-ref-2)
3. Ogara, William Otiende and Okumu, Beryl, 2019, Kenya Country Report – Mid-term Evaluation of Change the Game Academy Program 2016-2018, p. 31. [↑](#footnote-ref-3)
4. INTRAC (James, Dan), 2019, Annex 4: Change the Game Academy – Analysis of Monitoring Data [↑](#footnote-ref-4)
5. https://www.wacsi.org/about.php [↑](#footnote-ref-5)
6. <https://www.changethegameacademy.org/about/> [↑](#footnote-ref-6)
7. https://www.changethegameacademy.org/about/about-raising-funds/ [↑](#footnote-ref-7)
8. <https://www.changethegameacademy.org/about/about-raising-funds/> [↑](#footnote-ref-8)