



Together⁴Change

Appendix 32

**Outline Proposal:
Action for Children**

Programme C. Action for Children

1. Introduction

A group of Dutch and Southern development actors have come together in developing a joint strategy and programme to address the challenges in poverty alleviation for the period 2011-2015. They have developed a joint subsidy application to the Ministry of Foreign Affairs regarding the Co-Financing System (MFS II). The Consortium consists of the following four Dutch organisations: International Child Support (ICS), SOS Kinderdorpen, Vereniging Wereldkinderen en Wilde Ganzen. This concept programme proposal is an appendix to the MFS II application and serves as one of the concept proposals to be further developed and concretised during 2010.

The strategic objective of the joint MFS II proposal with reference to the vision, mission and strategy of Consortium below is *to contribute towards lasting change processes towards poverty reduction, inclusion and the wellbeing of children and youth driven by people and their organisations.*

Our *vision* is that people around the world are capable and willing to ensure the wellbeing of all children and to drive their own change.

Our *mission* is that, in collaboration with people and its organisations, we inspire co-creation of initiatives and ventures which enable long lasting social and economic change in order to ensure the wellbeing of all children and youth.

Our *strategy* is that we invest in services and products to stimulate people's independent civic action towards economic and social equal positions in order to address issues of poverty, marginalisation and human rights; by way of:

- Investing in civic driven social change in an economic viable manner;
- Stimulating economic activity to invest in long lasting social and economic change; and
- Investing in civic driven advocacy and civic actions for child rights and child protection.

This is translated into three programmes:

- A. *Investment for Social and Economic Change*: this is the largest programme and includes a holistic and integrated programme at community level to contribute towards addressing root causes of poverty and marginalisation. We distinguish two elements: a) Civic Driven Change for Child Wellbeing and b) Social Business.
- B. *Child Protection*: focuses at strengthening child protection mechanisms for addressing abuse, neglect and exploitation of children, and ensuring that children can grow up in a safe and supportive family environment
- C. *Action for Children*: initiates and strengthens local fundraising for local civic initiatives towards child wellbeing and citizenship in low and middle income countries.

All programmes build upon experiences with and lessons learnt from the programmes which have been implemented through the *Change for Children* collaboration (2007-2010), being Civic Driven Child Development, Child Protection and *Jonge Ganzen +* (Action for Children) and programmes from the new consortium members SOS Kinderdorpen and Wereldkinderen.

The underlying document provides a more elaborate concept proposal of *programme C; Action for Children* as described in paragraph VI. Outline Proposal of the MFS application. The following aspects are explained respectively: problem analysis, objectives, programme outline, components, and intended results, geographical reach, programme partners, resources, risk assessment and

management and an overview of all parties involved within the programme and in which programme components.

2. Problem analysis

Studies into the culture of donating in various developing countries show that donating is of all time and all cultures: almost every country has concepts based on religion, local customs or broad family ties. In many countries, donating is part of everyday life.

More and more local development organizations realize that they cannot continue to depend on the contributions of foreign donors forever, and that more and more people in their own countries have enough money to contribute to better the situation of the poor. Many also see that their own governments are not doing enough for the poor.

Local fundraising in developing countries is important because it:

- Increases the amount of money available for concrete development activities;
- Strengthens the financial position of local development organizations;
- Enhances their capacity to become increasingly self sufficient;
- Strengthens their legitimacy: local income indicates that there is public support for the organization and its aims;
- Involves the population in projects in their own environment.

Therefore, an increasing number of organizations in developing countries are launching fundraising initiatives aimed at financing their own projects. They compete for a market share, whereby organizations with the largest donors (who are capable of supporting their partner organizations also in the domain of fundraising) have the best opportunities.

At the same time, there is an increasing number of people in developing countries with a larger middle class and a rich top class who are working as volunteers for underprivileged groups at the local level, among other things by raising funds for development projects. They encounter the challenges of lack of experience; of having hardly any or no name; a limited track record; no access to proven formulas; absence of support in the form of substantial advice; limited confidence of the public that the money donated will reach the right place; limited experience in approaching the national media and therefore lack of attention from such media. A model of doubling the fundraising results of local actions, like provided by NCDO or Wilde Ganzen in the Netherlands to Private Initiatives did until recently not exist in developing countries. There are no NGOs in developing countries offering support in all these fields.

It is important that CBOs, small NGOs and local initiatives are not all obliged to compete for the same cake with the large fundraisers. The challenge is to enable them to make the cake bigger:

- a. By involving parties, such as young people, trade and industry and rich individuals;
- b. By linking fundraising by a CBO or small NGO at local level to fundraising at national level by a national, professional fundraising organisation.

The program is based on the theory of Civic Driven Change, because:

- It is purely based on the initiatives of citizens from different layers of the population;
- It puts trust in local people's experience and knowledge;
- It goes beyond party-political systems and knows that media and communication matter;
- It embraces equity both at the national and at the international level.

In addition to more 'traditional' Civic Driven Change activities, the program bridges the gap with the economic domain, as it mobilizes local and national resources for civic driven change initiatives, leading to a self sustainable program within a period of 12 to 15 years.

3. Programme Outline

The overall objective is to enhance and facilitate citizenship and the local fundraising capacity of local groups for social change, child wellbeing and child protection in five low and middle income countries.

Specific objectives include:

- To enhance the capacity of civic groups to fundraise for local civic actions;
- To facilitate and support local initiatives for enhanced citizenship;
- To enhance the capacity of local groups to initiate and implement local civic actions;
- To enhance the capacity of the national partner to implement and manage both local and national fundraising for local initiatives;
- To raise awareness and knowledge on child rights and the Millennium Development Goals (MDGs).

The programme consists of the following components:

- Combining local fundraising with national fundraising and support; and
- Capacity enhancement on local fundraising for local partners within the Consortium

3.1 Combining local fundraising with national fundraising and support in five countries

Wilde Ganzen will introduce and help disseminate a proven tool for fundraising: the model it has developed and used since its establishment in 1957. At the core of this is adding a premium to locally raised funds by a Dutch group for a small project in a developing country. The money needed for these premiums is raised by Wilde Ganzen at the national level, among individuals, companies and special funds, supported with extensive, low cost media activities. This tool is being introduced in Brazil (since 2007), India and South Africa (since 2008), with the support of the Netherlands (MFS-1). It will now be consolidated in these three countries, and expanded to Kenya and Ghana.

In all five countries, the program will work with one national partner. Aided by Wilde Ganzen, this partner supports local civic groups which have identified a small, local project they would like to finance or implement themselves and which are undertaking a local fundraising campaign (local civic action) for that project. A local civic group can be, for instance, a Community Based Organisation or a school (usually proposing a project of their own), or a Private Initiative of upper or middle class people, like the staff and students of a rich private school, or a Service Club (usually supporting a project in their own neighbourhood, but also – as experience in Brazil has shown – elsewhere, in a poorer part of the country).

The support of the national partner provided to local civic groups consists of advice on how to raise funds locally, and doubling the local fundraising results. The funds needed for doubling are partly made available from the subsidy received from the Netherlands, but increasingly from domestic funds raised at the national level by the national partner organisation. Eventually, these funds will all be provided by middle and upper class individuals and by the corporate world in the aforementioned five countries.

In order to successfully raise funds at the national level, the national partner will be assisted by Wilde Ganzen to develop a clear branding; to increase the knowledge of the general public of their brand name; a good image; knowledge of various different fundraising strategies and methodologies; knowledge on how to work with companies; and access to the media.

A thorough system of capacity building of the national partners will be applied: how to support local civic groups and actions, how to select relevant projects; how to work with the media; how to raise funds; how to approach and satisfy companies, etc. Capacity building includes initial training in the Netherlands (for new partners); on the job training; inputs by fundraising and media experts; South-South exchange visits to learn from the other partners; participation in international fundraising workshops; etc.

To improve the branding of the national partners and their name recognition by the general public, there will be short programs or public advertisements on radio and television, and successful websites will be constructed. To obtain access to the media, these programs will pay attention to the Millennium Development Goals and to children's rights.

Thus, the program follows a strategy of combining local and national fundraising, media coverage, and advocacy. The program aims to bring together a mix of partner organisations with different strengths, so they can learn from each other. The ones who already participated in the first phase under MFS-1 and are still on their way towards independency from the program, will actively engage in the identification and, subsequently, the training of partner organisations in the countries that will participate for the first time (Ghana and Kenya).

Successful implementation of this strategy requires a change in the giving culture in the five countries of the program. Experience since 2007 shows that this culture change is possible but that it takes time. The program foresees that a time span of twelve to fifteen years is needed, in which the financial support from the Netherlands to the premium for individual projects and the running of the national partners is slowly but steadily decreasing in terms of its percentage of the budget and finally reaches nil. Eventually, in the future, the program can be expanded to other middle income developing countries.

SMART Indicators of success

- By 2015, local civic actions (supported by national partners within the AfC programme) supporting children's projects, with at least 50 % funding coming from local fundraising have increased from 200 to 400
- By 2015, all national partners within the AfC programme have become more financial independent (with a medium of 35 %) due to an increase in local fundraising. See table 2 below for the intended results.

Table 1: the number of local civic actions under AfC supporting children's projects

Country	2011	2012	2013	2014	2015	All years
Brazil ('07)	85	100	100	100	100	485
South Africa ('08)	60	72	84	96	108	420
India ('08)	60	65	75	85	100	385
Kenya ('11)	5	15	25	40	60	145
Ghana ('12)	0	5	15	25	40	85
Total	210	257	299	346	408	1.520

The differences are explained mainly by the varying number of years elapsed since AfC started and by the aspirations of each national partner. CESE in Brazil, for instance, is the only partner who is not solely a children's organisation. It wants to limit the number of children's projects supported to 100 per year, whereas Soul City in South Africa has 5,500 youth clubs at schools and would like to reach as many of those as possible.

Table 2: percentage of financial independency of all national partners within the AfC programme

Country	2011	2012	2013	2014	2015
India ('08)	20	25	35	44	57
Brazil ('07)	19	24	30	35	39
South Africa ('08)	17	21	28	32	38
Kenya ('11)	0	0	5	11	19
Ghana ('12)	0	0	0	5	10

The differences are explained mainly by the varying number of years elapsed since AfC started in each country, national differences in the culture of each country, and the specifics of each partner organisation. The founders of Smile, in India, for example, are from the corporate world; as a consequence, the organisation will be able to attract funding from companies faster than the other partner organisations.

year, training on local fundraising can be organised in four countries. There will be two types of courses:

- a. A basic course for partner CBOs and NGOs with no experience in fundraising;
- b. Advanced courses for those partner CBOs and NGOs who have followed the basic course and/or have some experience with fundraising already.

Wilde Ganzen will develop the content of the training courses and coordinate the planning. The logistics of the training sessions will be done by one of the other partners in the Alliance (depending on which country the training is to take place). As concerns the content of the training courses, Wilde Ganzen will select national and international fundraising experts for curriculum development. Such experts will also be hired as trainers to do the actual in country training. In each training session, a representative of both Wilde Ganzen and the national partners described under paragraph 3.1 will act as a resource person or co-trainer. The content of the basic course will be decided by Wilde Ganzen and the external fundraising expert, based on an enquiry under the partner CBOs and NGOs. The subjects of the advanced courses will be based on the priorities put forward by the partner CBOs and NGOs.

Furthermore, successful fundraising activities and methodologies from all countries served by the Alliance, and summaries of relevant international publications on fundraising will be described and collected in an online fundraising data base made available to all partners. Thus they share ideas and experiences and have access to up to date information on fundraising. All can learn from one another and become inspired by new ideas and methodologies.

SMART indicators for success:

- By 2015, interested Southern partners in the consortium have increased their local fundraising to 10 % of their overall annual budget
- By 2015 an online database of successful fundraising activities includes 50 examples of good practices and is accessible to all partners within the consortium

4. Geographical reach

The selection of countries is based on the following criteria:

- A clear gap between poor and rich;
- The existence of a rich upper class and a relatively large middle class, which could do something for the lower class;
- The existence of a certain volunteers' culture, where some fundraising activities at the local level are already being implemented;
- The presence of a working banking system;
- Size of the population;
- The presence of a sufficiently large business community.

This leads to a continuation of the program in Brazil, India, and South Africa and an expansion to Kenya (in 2011) and Ghana (in 2012). The training program for partners of the Consortium will be given in all countries of the present application.

The objectives and strategy in each country are basically the same, and follow the strategy as described earlier in this document. Based on the Civic Driven Change theory, but equally so based on actual experience, there will be ample scope for differences per country.

5. Programme partners

The following are the national partners in each of the five countries mentioned above. Each organisation is responsible for the implementation of all planned activities in its country.

CESE, Brazil

CESE is a non-profit ecumenical entity established by churches in 1973. Its goal is to reaffirm life based on the promotion, warranty and defence of Rights, Justice and Peace. CESE's work is to strengthen organizations, especially the popular movements, engaged in the struggle for citizenship promotion. CESE supports projects in the areas of Human Rights, Economic Development, Popular Health, Education, Communication and Culture, Ecumenical Diaconia (churches social service), Environment and Institutional Strengthening.

SMILE, India

The Smile foundation in India was born in 2002 at a reunion of a group of young successful professionals from the fields of finance, management and law. Their organization is primarily committed to providing children living under difficult circumstances and scarcity with basic education to bring them out of poverty and secure them against disease.

SOUL CITY, South Africa

Soul City Institute is a multi-media health promotion and social change project founded by medical doctors in 1992. It focuses on health and development and aims at improving the health and quality of life in under-resourced communities in South Africa. Through drama and entertainment Soul City reaches more than 16 million South Africans, among other through Soul Buddyz, a drama series targeted at 8 - 12 year olds and the adults in their lives. There are at present 6,500 local Soul Buddyz clubs. The clubs are a ground-breaking way of reaching children and helping them to take action in their own lives and communities.

Partner to be identified in Kenya

A market research has taken place in Kenya, showing that several bottlenecks have to be overcome if local fundraising for structural aid is to become successful in Kenya. As the AfC program has been designed to stimulate local fundraising and advisors are convinced that the program is important in the context of Kenya, the program in this country will start if subsidies become available. At the moment of writing this document, we are in the process of identifying the most suitable national partner in Kenya for the AfC program. The name of the partner organisation will be known before 1 February, 2010. The training of this partner will start early 2011.

Partner to be identified in Ghana

Ghana seems to fulfil the criteria set for the selection of new partner countries for AfC. In 2011, a market research will be done in Ghana into the culture of giving, the media, the corporate sector, and the NGO world. If the outcome is positive, consultants will help identify the most suitable NGO to become the national partner in Ghana. The training of the this partner will start early 2012.

5.1 Cooperation with private sector and knowledge institutes:

The program will cooperate with Context International Cooperation for the Civic Driven Change theory behind the program; and with the Working Group on Philanthropy of the Faculty of Social Sciences of the Free University, Amsterdam, for measuring changes in the culture of giving in at least one (South Africa) but possibly more of the beneficiary countries.

The national partners will cooperate with the private sector in their countries that will be stimulated to donate to the local projects plus to the national partner organization.

6. Resources

The total budget of Programme C. Action for Children is **€ 12.882.671** of which we request **€ 8.588.900** as subsidy in the MFS-II application.

Partner country		Non-partner country (non-LDC)	
Countries	MFS-II subsidy	Countries	MFS-II subsidy
South Africa	1.816.404	Brasil	1.781.006
Kenya	1.751.567	India	1.800.718
Ghana	1.439.208		
Total	5.007.179	Total	3.581.724

LDC: Least Developed Countries van de OESO/DAC-list

7. Assessment of risks connected to the implementation of the programme and achieving the results and measures to prevent the risks (only main risks mentioned here):

The following are main risks identified:

1. Selecting the wrong partner organization in the two new countries. This will be prevented by doing a market research into the NGO world in Ghana and Kenya, with the aid of consultants, to judge which NGO meets all criteria and has the highest potential for success;
2. Unfamiliarity and possible reluctance of the partner organization to cooperate with trade and industry. This will be overcome by providing training in models on building a one-to-one relationship between companies and the project, and in dividing organisation and project costs. One of the partner organisations, Smile, is especially strong in cooperation with the corporate sector and will be involved with this training;
3. The subsidy stops after MFS-2 (that is: before complete financial independence has been achieved). If no new financial supporters can be found (or only partially) the program in each country will be implemented with less staff and less projects (with less input, less output, but still sustainability will be achieved).