

## **Course Title: “Sustainability and Survival: Resilience for civil society organisations working with key populations in Central and Eastern Europe and Central Asia”**

### **Background**

In recent years, many Key Population / PLWH civil society and community-based organisations (CSOs and CBOs), that advocate or provide direct services in the CEECA region have experienced increased challenges (including donor withdrawal and closing civic space) in accessing traditional grant funding. Many organisations are adapting funding strategies and business models to ensure ongoing sustainability and relevance. The current COVID-19 pandemic has not only exacerbated this decline, but further marginalised key populations (people who use drugs, sex workers, men who have sex with men, prisoners, trans\* people and women living with HIV).

### **Course Description**

This collaborative and interactive skills development course is specifically designed for non-profit, civil society and community-based organizations from countries of the CECCA region, that advocate and/or provide direct services for key populations. The course will help you, as a CSO or CBO working with key populations, to acquire skills and confidence for organisational resilience and a more diversified and sustainable funding model. By the end of this course, we expect you to be better equipped to tackle the challenges of the current and future evolving funding environment. Specifically we will be supporting you to:

- Strengthen the effectiveness and resilience of your organisation;
- Develop a strategy and plan for sustainability and pilot specific income generation approaches;
- Ensure that your income generation streams and targets are aligned with organisational strategy, and respond to the current funding environment that you are facing;
- Compare the characteristics of a range of new income sources and analyse their potential fit for your organisation (e.g. crowdfunding, social enterprise, membership models, social contracting).
- Practice facilitating creative approaches to income generation with your colleagues.

The course offers the chance to join three 3-hour live and interactive online training workshops, to view a series of 1-hour webinars in your own time, and to undertake exercises to embed the learning between events. You will also have a mentor, who will be able to support you to practice and implement the learning, through a project of your choosing. The course will be delivered in English and Russian language. Certificates will be issued to those that complete the course.

### **Course content**

The course will take place online from mid-October to mid-November 2020, with a total of up to 35 learning hours. The following is our provisional course content, and we will be further developing this based on your feedback.

Title	Approach	Provisional content
Introduction and setting the scene (Week 1)	Live online participative training session – 3 hours	<ul style="list-style-type: none"> <li>➤ Course Introductions</li> <li>➤ Your personal/organisational goals</li> <li>➤ Innovation – tools to support creative approaches</li> <li>➤ Mapping the environment, opportunities and challenges</li> <li>➤ Tools for analysing your fundraising portfolio</li> </ul>
Follow up to workshop one	Asynchronous individual exercise - up to 4 hours	<ul style="list-style-type: none"> <li>➤ Applying the learning from Workshop One to your organisation</li> <li>➤ Practice using the tools shared in Workshop One</li> <li>➤ Sharing with other participants</li> </ul>
Effective and adaptive organisations (Week three)	Live online participative training session – 3 hours	<ul style="list-style-type: none"> <li>➤ Understanding and communicating your purpose and impact</li> <li>➤ Leadership, finance and HR</li> <li>➤ Governance and policies for effective organisations</li> <li>➤ Engaging with stakeholders and influencing</li> </ul>
Follow up to workshop two	Asynchronous individual exercise - up to 4 hours	<ul style="list-style-type: none"> <li>➤ Completing a check list and road map for resilience for your organisation</li> <li>➤ Preparing for Workshop three</li> </ul>
Strategies for sustainability (Week two)	Live online participative training session – 3 hours	<ul style="list-style-type: none"> <li>➤ Understanding, mapping and evaluating our income streams</li> <li>➤ Diversification</li> <li>➤ Building a strategy for sustainability</li> <li>➤ Resilient organisations in the COVID-19 era</li> </ul>
Theory input (Weeks one to three)	Pre-recorded Webinars	<p>Six short one hour webinars on key topics available to be viewed over the course of the two weeks with asynchronous discussion channels. Topics could include for example:</p> <ul style="list-style-type: none"> <li>➤ Crowdfunding</li> <li>➤ Major donors</li> <li>➤ Managing volunteers</li> <li>➤ Social entrepreneurship</li> </ul>

		<ul style="list-style-type: none"> <li>➤ Membership structures</li> <li>➤ Social contracting from authorities</li> <li>➤ Legal structure and income generation</li> </ul>
Individual mentoring and follow up	Online calls	A series of short 1-to-1 sessions with a member of the training team to discuss and guide areas of development specific to your organisation

**The trainers**



Anya Sarang



Dermott McDonald



Victoria Ireland



Rachel Haynes

The course will be run by a consultancy team of four course facilitators and trainers: Anya Sarang, Dermott McDonald, Rachel Haynes, and Victoria Ireland.

Between them, the team have many years’ experience of delivering training to civil society organisations internationally, of funding, strategy and programme development and of human rights activism.

Anya and Dermott have considerable hands-on experience in fundraising and strengthening the work of civil society and community-based organizations that advocate and/or provide direct services for key populations countries of CECCA region, having worked with Open Societies Foundations, the Dutch Aids Foundation East West, Eurasian Harm Reduction Association, Russian Harm Reduction Network, and the Andrey Rylkov Foundation. Victoria and Rachel bring a strong track record of designing and delivering face to face and online training with organisations such as Bond (the UK network of NGOs), regional UK CSO networks and INGOs such as ActionAid UK.

**How to participate**

We are currently inviting expressions of interest to take up a total of twenty participant places, ideally with 2 participants per organisation and so a total of ten organisations.

**Requirements for participation:**

The programme is open to officially registered civil society / community-based organizations working with or for key communities (PWUD, MSM, TG, SW) or people living with HIV, that have been operating for more than 3 years in one of 29 EECA countries.

Participants must be employees of these organisations, that have been involved in one or more income generation activities of the organization. You must be able to commit 35 hours to the course during October and November, and must be able to speak and write in Russian or English.

If you would like to participate, please complete [this online survey](#) by October 4. We will be letting you know if you have a place by October 6, 2020.