

WACCI

Africa Centre of Excellence (ACE) for Training Plant Breeders, Seed Scientists and Technologists

Revenue Generation Strategy

Given that food and nutrition insecurity will remain a grand challenge in sub-Saharan Africa (SSA) over the next three decades and beyond, the expectation is that there would be increased commitments globally to fund innovative approaches to confront this challenge. Against this background, the WACCI project – in recognition of the urgent need to end hunger, achieve food security and improved nutrition, and promote sustainable agriculture globally, and in anticipation of the potential goodwill from donors, governments and the private sector – has devised a comprehensive resource mobilization strategy in an effort to ensure the sustainability of the Centre beyond the 10-year project funded by the Alliance for a Green Revolution in Africa (AGRA). Through the strategy we hope to be able to mobilize resources to strengthen, expand and sustain the Centre. Accordingly, the Centre has transited from its single-donor phase to a multiple-donor-funded project, trebled initial investments and exceeded expectations by recruiting 98 PhD students and graduating 35 of them so far.

The Resource Mobilization Strategy (RMS) of the Centre was developed in 2015, to review past funding strategies, provide guidelines and propose new strategies for mobilizing resources to support the implementation and fulfilment of WACCI's vision and mission.

Lessons learned

Strategy, organization and team mobilization

To define and refine its RMS
To invest in people
Vision, Leadership and Teamwork

A strong case for attracting investors

To highlight a grand cause
To show the donors what they can achieve.
A high-performing place to invest in
New visibility from being selected as ACE

Fundraising

Constant engagement of donors
From Donors to Ambassadors
Keep them aware of your current developments
International partners as Ambassadors
Publicity assets
Website

Double win: Enhancement of the global visibility of the Centre

Prior to this, WACCI was predominantly reliant on AGRA. However, the imminent expiration of the AGRA funding in 2017 necessitated the resource mobilization strategy in order to sustain student enrolment through the provision of scholarships to new cohorts.

In the bid to successfully implement this strategy, a fresh graduate was recruited and trained as an intern to hold the portfolio of

Resource Mobilization Consultant with the responsibility of accessing information, engaging potential donors online and scheduling appointments for the resource mobilization team.

From October 2015 to date, there have been several moves by the resource mobilization team led by the Director to seek funding both locally and globally. For example, the team has approached a range of donors such as Banks, Foreign Embassies, Foundations and Airline companies to support the Centre in cash or kind. This initiative has yielded sponsorships from a number of entities including; ECONET (USD 600,000), DAAD (USD 138,638), Intra ACP (USD 35,046), BHEARD (USD 119,132), SLARI (USD 299,688), Stanbic Bank (GH¢ 26,000) and Prudential Bank (GH¢10,000). Non-cash sponsorships include discounted tickets from South African Airways and British Airways to support resource mobilization visits. WACCI could not have enrolled its current cohort, in fact the largest cohort made up of 16 students without these investments.



The newly enrolled 16 students (Cohort 9, 2016) in the group photograph with WACCI Staff

WACCI's recognition in 2013 as an African Centre of Excellence (ACE) by the World Bank and the Association of African Universities (AAU), following the rigorous merit-based selection process has given the Centre great visibility and leveraged our efforts at resource mobilization. So also did the acknowledgement and commendation by the Chicago Council on Global Affairs in two

earlier publications in 2009 and 2013 give WACCI international recognition. Recently, WACCI was awarded a "Star Gift" by AGRA at the African Green Revolution Forum (AGRF) 2016 held in Nairobi, Kenya as one of six grantees among its several grantees for exceeding expectations over the years. The resource mobilization team leverages on these endorsements to build a strong case for attracting investments.



Professor Danquah 2nd from right receiving AGRA Star Gift Award on behalf of WACCI

Other key arguments used to convince donors include the quality of the platform that has been established to train plant breeders and the urgent need to build capacity for other countries which have not benefitted from the project; and the pressing need to broaden the scope of staples being researched on to include other staples which feed the people of sub-Saharan Africa.

Relations with our international partners have been beneficial to WACCI. They have served as liaisons between WACCI and donors. For example, in seeking sponsorship from USAID, we collaborated with our international partner, Cornell University. For support from ECONET, Sir Gordon Conway one of our Ambassadors of Goodwill had to do some advocacy on behalf of WACCI.

The distribution of publicity materials to donors and stakeholders has also helped in positioning the Centre for effective resource mobilization. The Centre also regularly

updates its website and brochure to keep donors and potential donors abreast of current developments at WACCI. These resource mobilization initiatives have so far afforded WACCI the opportunity to recruit bright students and enhance its global visibility.

believe that it is only excellence that will sustain Centres such as ours.

Since WACCI has not taken receipt of all funds pledged by donors, we recognize the need to continue to engage our donors regularly as a means of getting them to appreciate the need for the sustainability of WACCI. In line with this, WACCI launched the Ambassadors of Goodwill Project which seeks to enlist eminent persons to help in playing advocacy roles for the Centre in the area of revenue generation.

As a Centre, we incorporate budgeting for networking and overhead expenses in our cost build-up. The cost for training a student is decided by a defined set of direct and indirect budget lines stemming mainly from student training and sustenance of the Centre. There has been the need to revise some of our planned activities in order to stay within budget costs. WACCI believes that high targets are attainable through a carefully designed strategy and implementation of project plan. Thus, we are relentless in brainstorming new feasible strategies to enhance our resource mobilization efforts.



The newly proposed WACCI multi-purpose building

While making all efforts at increasing our funding level, we continue to strive to maintain the excellence we have attained through quality teaching, research and publications in high impact journals for we