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RESOURCE MOBILIZATION MODULE

Women's Voice and Leadership Project

Prepared by Resource Mobilization CTC

Co-creators

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Abbreviations

CTC - Core Trainers and Coaches

NGO- Non-Governmental Organization

INGO- International Non-Governmental Organization

OMD - Organizational Management and Development

WO- Women's Organization

HIV- Human Immunodeficiency Virus

CBO Community Based Organization

CSO- Civil Society Organization

RM- Resource Mobilization

SWOT - Strengths, Weaknesses, Opportunities, Threats

M&E- Monitoring and Evaluation

SMART- Specific, Measurable, Achievable, Realistic and Time bound

ADS- Automated Directive System

IGWG's- Interagency Gender Working Groups

PPT - Power Point Presentations

SACCOs - Saving and Credit Cooperatives

FMOD - Feminist Model for Organizational Development

PIAP- Participatory Institutional Assessment and Planning

Introduction

i. Purpose of the Module

This module has been developed up on the request of women organizations working for the advancement of the rights of women and girls. It has been prepared by the Women's Voice and Leadership (WVL) Ethiopia project, which is a global initiative that recognizes the power and potential of women and girls to promote, protect and uphold their human rights.

The module has been designed for use by women organizations now and in the future with the aim of ~~to~~ enhancing the capacity of their organization and stakeholders (board of directors, staff members and partners) with regard to resource mobilization. Hence, the material can be used by trainers, TOT trainers and training facilitators at community level as well as by Core Trainers and Coaches to provide a one on one coaching service to women organizations.

The preparation of the training module was based on the results of Participatory Institutional Assessments conducted on the women's organizations. Its utilization, thus, is believed to narrow the gap in the organizations with respect to resource mobilization. Therefore, the purpose of this module is to assist women's organizations and their affiliates as well as stakeholder's to

- achieve a significant increase in the access to and control of resources to support women's and girls' rights work, particularly of women's organizations and movements all over Ethiopia.
- improve their effectiveness to raise, absorb and use more funds to build stronger movements and advance women's and girls' rights in Ethiopia.

ii. Rationale

Women's organizations' financial sustainability is necessary to accomplish their missions for the benefits of communities, beneficiaries, government and employees in terms of poverty reduction, capacity development and employment creation. Hence, to ensure their operations continue, their resource mobilization ~~to~~ efforts should be effective.

In recent years, it seems women's organizations in Ethiopia are challenged with financial sustainability as the number of projects are declining from year to year. Financial sustainability is a main challenge to most women's organizations to stand and finance their accomplishments. In this regard, it is important to understand the dynamics between resource mobilization and finance as well as what can be done to promote sustainability in women's organizations and the civic society sector.

This training module is a practical guide to resource mobilization for women's organizations. As already indicated above, it was developed up on the request of women organizations that are current and prospective Plan International grantees. The participatory Institutional Assessment conducted by Plan International Ethiopia Women's Voice and Leadership Project revealed that poor access to reader-friendly information on resource mobilisation

among other subjects posed a challenge for the organisational capacity enhancement of grantees and women organizations in Ethiopia.

In response to these requests, this module for women's organizations is meant for use in building knowledge, understanding and capacity towards resource mobilization. Using simplified (non-technical) language, this module unravels the myths around resource mobilisation and offers various practical ways to mobilise resources at an organisational level, along with sharing advice from a variety of sources. It is expected that this module will serve as a useful information tool that can be adapted to match the particular needs of women's organizations in their search for resources. It is also expected that it will ~~and~~ assist in addressing financial sustainability issues for the organizations and the movements rendering the processes of resource mobilization ~~are~~ political acts, which are built upon feminist values and principles.

iii. Training Goal

The overall goal of this training module is to equip members, affiliates and stakeholders of women's organizations with essential resource mobilization skills and practical techniques.

iv. Training Methodology

The methods used to conduct the training are:

Presentation/Lecture: the facilitators will be lecturing the main highlights of the training contents/concepts using power point presentations.

Participation: participants of the training will be encouraged to engage themselves in the conduct of the training through question-and-answer sessions, interactive learning sessions as well as raising issues from their work experience (experience sharing).

Group Discussions: participants will be divided into groups and discuss issues as related to the training. It is also expected of them to present the outcome of the group discussions to the wider group/plenary.

Brainstorming: the facilitators will encourage and motivate participants to freely speak about points of discussion in the course of the training; participants will be encouraged to speak out the way they see and perceive the issues raised in a way to get as many as possible solutions to a problem and to elicit a wider range of participant attitudinal differences on the issues.

Pre-test and Post-test: there will be pre-test and post test questions to be administered to the trainees to measure their level of understanding over the subject matters and the extent of change of understanding due to the training.

Case Review: participants will be given hypothetical cases or scenarios to let them understand concepts and gain practical skills in the sessions.

Question and Answer: The Socratic Approach to questioning is based on the practice of disciplined and thoughtful dialogue. It is an effective way to explore ideas in depth. The facilitator asks various 'WH' questions on effective resource mobilization of WOs and trainees forward their points of understanding.

Experiential Training: Experiential Learning is the process of learning through experience. Trainees from well experienced WOs share the experience of their organizations of planning, tools used and achievements on resource mobilization.

Projects and Assignments: individual or group projects are a great way to reflect a person's understanding of a concept. During the training sessions, the facilitator should initiate groups of trainees to undertake mock resource mobilization. On the mock resource mobilization, trainees should develop strategies, plan for RM, and show how to carry out RM for their organizations. This helps trainees to acquire practical skills of RM.

Session Wrap-up: Session level stabilization and evaluation will be ensured through processes in the session wrap-up. The Facilitator/s will have to make sure that the pre-entry activities in each session are revisited during session wrap-up.

v. Target Trainees

This training is meant to serve as a comprehensive introduction to resource mobilization for ~~a~~ women's organizations and associations operating at the local or national level in Ethiopia. Much of the training work will be conducted with small groups coming from several organization, and participants are likely to get much more out of the training with the assumption that there will be at least two participants from each participating women's organization. If the women's organization has someone who works on resource mobilization or fundraising, they are advised to consider inviting this person to attend. Therefore, the envisaged target trainees are at least two persons from each of the participating women's organizations.

vi. Organization and Main Contents of the Module

The module is structured in six major parts. The first part, which is the general introduction, touches on the purpose of the module, the rationale behind its development, the training goal, major training methodologies, the training target groups, and description of the main contents of training embraced in the module. Next to the introduction, the material has been organized in 5 training sessions as given below.

Session One deals with training climate setting. It includes introduction of the facilitator/s, self introduction of the trainees, getting to know each other, trainee expectations and concerns, and setting training ground rules.

Session Two deals with basic concepts and terminology related to resource, types of resource, and resource mobilization.

Session Three deals with Strategies of resource mobilizations.

Session Four provides mechanisms of resource mobilization.

Session Five deals with resource mobilization planning.

Session Six treats resource mobilization management issues.

Each session of the module follows the following format.

- Session Title
- Session Objective
- Materials Needed

- Time Needed
- Methodology
- Preparation
- Session Topics
- Steps
- Facilitators' Notes

SESSION 1: TRAINING CLIMATE SETTING

SESSION OBJECTIVE

1. To create a friendly and invested training environment, and exchange expectations and concerns among the participants.
2. To assess participants' pre-training knowledge and skills on Resource Mobilization.

MATERIALS NEEDED:

Flipchart, A4 size paper, markers, name tags, printed pre-training questions

TIME NEEDED

70 minutes (depends on the size of the group)

METHODOLOGY

Questions and answers, presentations and pre-training test administration

PREPARATION

1.1. Getting to Know Each Other

Before hand, prepare name tags for each participant from the participant list. Write 'Expectations' on a piece of flipchart and 'Concerns' on another.

STEPS

Activity 1.1

1) Facilitator/s, introduce yourself/yourselves to the trainees.
2) Ask the participants to write down their names on A4 size paper with markers. Then ask to stick on their shirts. When everyone has written, ask them to stand in a circle with these stickers.
3) Then ask them to take out their stickers. Distribute the prepared name tags randomly. Make sure that nobody gets their name tag. Tell them to look for the owner of the name tag they get.
4) When participants find the owner of the name tag they got, ask them to sit on their place. If a participant misses the owner of the name tag, the class can ask him/her to do some funny things like acting like an actor or actress, or monkey dance etc., for warm up if appropriate.
5) After this exercise finishes, give two pieces of paper to each participant and ask them to write their expectations on one sheet and concerns on another. When they have finished writing, ask them to stick on the flipcharts.
6) Then the facilitator can read out what they wrote and give some feedbacks. The expectations and concerns should be kept for verification at the end of the training programme.

1.2. Ground Rules

To ensure a smooth flow of participation and for the participants to really feel invested in following the training, the best way is to have the group develop ground rules as one of the first steps in the process.

STEPS

Activity 1.2

1) Ask the participants to list ground rules they feel are important.
2) Write the most convenient rules on the flip chart.
3) Add some more rules of yours in case you feel should be included.
4) In a participatory approach, select
    - a time keeper,
    - recap reporters, and
    - energizer facilitators.
5) Paste up the flip chart sheet/s for further visibility and reference.

After agreeing on the ground rules, the facilitator/s shall convey the training schedule _ start time, tea breaks, lunch, and time of adjournment during the training days.

Examples of common ground rules are:

- ✓ One person speaks at a time.
- ✓ Raise your hand if you have something to say.
- ✓ Listen to what other people are saying.
- ✓ No mocking or attacking other people's ideas.
- ✓ Be on time for the training and coming back from breaks.
- ✓ Respect each other.
- ✓ Mobile phones on silence or vibration mode.
- ✓ No side talks.
- ✓ Respect safeguarding rules.

Activity 1.3

Administer the pre-training test.

SESSION 2: BASIC CONCEPTS OF RESOURCE MOBILIZATION

SESSION OBJECTIVE:

At the end of the session, participants will be able to explain basic concepts of resources and resource mobilization

MATERIALS NEEDED

Meta cards, markers, masking tape, flip chart, projector, white/black board

TIME NEEDED

3 hours

METHODOLOGY

Brainstorming, questions and answers, group work and presentations

PREPARATION

Prepare signs or flip chart showing definitions and types of resources, and PPT slides

SESSION TOPICS

Topics	**Time**
Activity 2	90 minutes
What is Resource ~~and Resource Mobilization~~?	15 minutes
Types of Resources	30 minutes
Concepts of Resource Mobilization	30 minutes
Wrap-up	15 minutes

STEPS

Activity 2

1. Divide participants into four groups and ask two groups to observe thoroughly the training room. Ask the other two groups to go outside and observe the surroundings in 5 minutes.

2. Let them discuss in their groups what they observed. Use the following questions for the discussion, and let each group present in the plenary.

- How are the things that you observed related to managing an organization?
- How are they useful in managing an organization?
- Can these things be termed resources?
- How can resources contribute to an organization?

3. Ask each group to discuss their understanding and definition of resources, resource mobilization, benefits of resources, and types of resources. Ask them to present findings in the plenary.

4. Summarize the activity by incorporating participants' views and emphasizing that although there are different types of resources, human resources are central to all other resources.

FACILITATORS' NOTES

2.1. What is a Resource?

Resources are the financial and non-financial supplies that help to fulfil needs of an individual, a group or an organization. Resources are materials, finance, men and women, boys and girls, means, and time that are used and mobilized to meet the objectives of groups, organizations, and individuals. Resources are the means by which organisations secure the cash and non-cash inputs required to accomplish desired and planned projects and objectives.

For our purpose, we describe resources as ***"What we have, and can use to access or leverage other needed support, in order to achieve our organisational goals/ aims."***

Every community is endowed with various resources and talents that can feed into the overall development of a community. However, without access to these resources, the~~ir~~ real value of the resources cannot be realised and their impact cannot be felt by the community especially by women and girls.

Therefore, to be able to gain access to resources, women's organisations must be able to

- identify their needs;
- locate the correct donors, and;
- mobilise a variety of resources over time.[1]

2.2. Types of Resources

Resources can be grouped into four main categories:

1. Human
2. Social
3. Physical
4. Economic/Financial

[1] www.awdf.org

1. **Human Resources:** - Human resources are the most valuable resources for any organisation. Hence, these resources contain skills, experiences, competencies and ideas that can be voluntarily contributed. In addition to providing skills and services, individuals and groups can
   - provide consultation on what can work and what cannot;
   - offer support and commitment to a cause;
   - encourage the involvement of others in the organisation's activities / projects;
   - support community fundraising efforts.

Volunteering is an important aspect of mobilisation for women's rights. When engaging support from volunteers, make sure to define their roles clearly, acknowledge their work and capacity, and consider if they have needs. These needs might include basic training, safety and security, transport and refreshments that your organisation could provide in order for volunteers to move safely and contribute effectively to your projects.

2. **Social Resources:** - Various social resources are also important and available to support the effort of women's organisations. These include but not limited to the following.
   - Other social movements and community organisations;
   - Supportive traditional authorities;
   - Youth associations;
   - Market women's associations;
   - Progressive Religious organisations;
   - Trade unions; and
   - Alumnae associations

These various social groups can be mobilised effectively to support the work of women's organisations. Creating coalitions with external social organisations could result in sharing of physical, financial and economic resources. It could also result in the identification of shared needs and joint application/strategy developed to access more resources, individually or as a coalition. In these times of intersectional practice and coalition building initiatives, some donors are now seeing the benefit of resourcing cross sectoral work.

3. **Physical Resources**: - Physical resources range in type and are often sources at a local level. They include but not limited to the following.
   - Water
   - Forest
   - Soil / land
   - Rainfall
   - Technological and Mechanical tools
   - Geographic Location

Many communities will be facing increasing limitations and restrictions on their natural physical resources, and many communities do not yet have the infrastructure or economic

wealth to overly rely on technological and mechanical resources. Organisations should be aware of the impact of their work on local physical resource supplies and endeavour to assess the sustainability of their programmes if relying on physical resources. Economic and financial resources may be needed in order to strengthen, grow or manage physical resources.

4. **Economic and Financial Resources:** Economic and financial resources should be mobilised from several sustainable sources using a wide range of mechanisms.[2]
   Economic and financial resources include the following.
   - International non-governmental organisations (NGOs)
   - Bilateral and Multilateral Organisations (E.g.: The World Bank, DFID, UN Agencies)
   - National governments
   - Decentralised institutions
   - Private and philanthropic foundations
   - Corporate and academic institutions
   - Community-based Organisations
   - Corporate sponsorship
   - Subscriptions and Member donations

[2]AWFD- Practical handbook for resource mobilization.

2.3. What is Resource Mobilization?

Resource mobilization is about an organization getting the resources that are needed for the organization to be able to do the work it has planned. Resource mobilization is more than just fundraising. It is about getting a range of resources, from a wide range of resource providers (or donors), through a number of different mechanisms.

Despite differences of emphasis based on interests and capacities of organizations, most definitions of resource mobilization share similar characteristics. This similarity is demonstrated in the following three definitions.

1. ***Resource Mobilization*** is the process of undertaking a planned action for the identification, collection, and utilization of local resources for the achievement of organizational mission and goal/s. The process includes ensuring accountability to stakeholders and/or providers, maintaining relationships, and sustaining means of resources.

2. ***Resource mobilization*** is also defined as a process that involves identifying the resources essential for the development, implementation and continuation of works for achieving the women's organizations' missions. It means expansion of relations with the resource providers, the skills, knowledge and capacity for proper use of resources. It does not only mean the use of money or other kinds of resources but its extensiveness denotes the process that achieves the mission of the organization through the mobilization of knowledge in human, use of skills, equipment, services etc. Furthermore, it means seeking new resources, and right and maximum use of available resources.

3. Taking the importance of building constituency as a central idea for a women's organization or a civil society organization to mobilize resources, resource mobilization is broadly defined as a management process that involves identifying people who share the same values as your organization, and taking steps to manage that relationship[3].

Resource mobilisation is often considered to be an alternative for fundraising, and in most cases, is used interchangeably. Resource mobilisation however, is much more than just fundraising because it includes

- accessing a range of resources (rather than just money/financial);
- building a network from a wide range of resource providers;
- using a variety of mobilisation mechanisms.

Unlike fundraising that assumes someone has funds and women's organizations devise a system and approach to access the fund, resource mobilization has broader concepts that

[3] Venture for Fund Raising, 2009, p.8

include non-financial resources, and income generated by the women's organizations or CSOs themselves.

Resource mobilization is giving people the opportunity to give and not an end by itself. It does not only satisfy the needs of those who receive but also satisfies the givers'. Hence, resource mobilization demands exploring the motive of givers and considering the satisfaction of their interests.

Looking closely at the definitions, resource mobilization denotes a process that involves three integrated concepts*:*

- organizational management and development;
- communicating and prospecting; and
- relationship building.

In general, resource mobilisation is more comprehensive than fundraising. Fundraising relies solely on financial and economic resources and does not factor in additional resources available at a local/community level.

Resource mobilisation provides also local people with the opportunity to contribute their local/community knowledge and expertise to projects and programmes that impact their community. Non-financial resources are equally as important as financial ones; and resources can be generated internally by the organisation and at a community level, rather than overly relying on what can be provided by external sources/donors.[4]

2.3.1. Local Resource and Local Resource Mobilization

The term "local resources" refers to financial and non-financial contributions to community improvement projects from local sources, including individual citizens, local government, businesses, institutions or other actors. Local resources not only allow for the implementation of successful community projects but also contribute to the long-term sustainability of initiatives conducted by women's organizations, NGOs and CBOs by building lasting relationships.

Local Resource Mobilization describes the activity of finding new ways of engaging resources in the local environment (i.e. funds, people, goods and services) to support an organization and make it self-sustaining. It encompasses a wide range of strategies going from income generation schemes to locally based fundraising or building volunteer constituencies for example. It finds expression in a variety of fresh approaches which integrate cultural, social and economic contexts.

Local Resource Mobilization is also about any contribution from and within the local community that assists the implementation of an activity, project or program. It may include

[4] www.awdf.org

a wide range of financial and non-financial contributions from local community members, institutions, organizations, businesses, or government authorities. The reason to mobilize resources is not just to sustain our work but also to shift the balance of power by shifting resources from those who hold a lot of power to those who hold a little. In that sense, we believe resource mobilization is in itself a form of activism, not just an "add on" or "necessary addition" to women's organizations.

2.3.2 An Overview of Legal Aspect of Local Resource Mobilization for CSOs/WOs in Ethiopia

Not much literature is available on the history of CSO/WO local resource mobilization in Ethiopia. Some sources, however, indicate that much of the CSO/WO resource mobilization in the days before three decades ago were almost fully dependent on foreign sources. The basic philosophy around CSO/WO works in the time was geared towards emergency response and aid based support to eradicate poverty. Emergency responses to the notorious famines in Ethiopia were mainly harnessed by international NGOs and local Faith-based organizations. On the other hand, aids targeted towards supplying basic needs from the western sources to the poor of the 'third world' were the general fashion of the time as well.

Somewhat modern civil associations began to emerge in Ethiopia during the 1930s as a factor of urbanization and economic development. A law meant to recognize and codify these groups was passed in 1960. NGOs themselves _ both national and international began to appear around 1960, when neither the various self help groups found in all levels of Ethiopian society nor the government were able to meet the growing demands of the population. NGOs began in a small way to fill the perceived gap.

International NGOs trace their Ethiopian roots to the catastrophic famine crises of 19743 – 1974 and 1984 – 1985. The NGOs of those years were overwhelmingly focused on emergency relief operations and were largely foreign entities. Local church-affiliated agencies also played a very significant role in these operations. The experience of the NGOs in the dual crises of 1973 -74 and 1984 – 85 resulted in an overwhelming focus on relief operations. The sheer size and critical nature of NGO relief operations created a momentum that carried forward when some involved saw the need for a shift to long-tem development priorities and a more balanced relationship between local counterparts and the international NGOs.

When the Dergue regime collapsed in 1991, civil society groups and NGOs emerging from the wreckage left behind weak, disorganized and without either significant resources or constituent bases. For the most part, NGOs formed or surfaced immediately after the Dergue overthrow were ill prepared to have much impact. With few resources, untrained staff, and limited exposure to the non-profit world, many demonstrated minimal comprehension of their proper role. Sometime later, the new government began to exercise

greater control over national as well as international NGOs and to lob accusations that the groups were spending too much on overhead, and that their efficiency was overrated, and that they were bloated and out of control. The government further saw some NGO activities as perpetuating an unnatural dependency on relief assistance. It also seemed to harbour a belief that NGOs were somehow capturing official development assistance funds that might otherwise be coming directly into its own coffers. By 1995, the government provided *Guidelines for NGO Operations* to classify groups and provide guidance on the priority areas for NGO programming.

Following this and accompanying multidimensional measures, strengthening of right based approaches to development began in Ethiopia to stretch their bases into the CSO/WO sector. In the eve of the notorious general election of 2005, the right based advocacies by CSOs/WOs in the country played a great role in empowering citizens and widening the civic space. The civic awakening in the socio-economic and socio-political awareness emanating from CSOs/WOs' and other actors' works put a lot of socio-political change impetus, which gave a big challenge to the government during the elections. This phenomenon invoked a government sense of hostility towards CSOs/WOs and their undertakings, which culminated in the crafting and issuance of the crippling law of proclamation 621/2009.

Proclamation 621/2009

The Charities and Societies Proclamation No. 621/2009, which was issued following Election 2005, established strict regulations on civil society organizations including WOs that, in particular, restricted the ability of local associations to make use of foreign funding and the range of activities allowed for foreign (funded) organizations (Negotiating International Civil Society Support, 2020). It also highly discouraged local resource mobilization of CSOs/WOs. Systematically crafted repressive provisions in the proclamation as well as regulations and directives issued pursuant to the law severely limited CSOs/WOs capacities and access to mobilize resources both from foreign and local sources. A part of the proclamation that deals with local resource mobilization is given below.

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SECTION NINE
PUBLIC COLLECTIONS

98. Application for Public Collection

1/ No Charity or Society may conduct any public collection unless permit is granted by the Agency.

2/ The permit given under this Article shall specify the public collection purpose, duration, place and any other criteria set forth by the Agency.

3/ Any money or property collected in contravention of Sub-article (1) of this Article shall be confiscated by the Agency and applied to the purpose of a similar Charity or Society.

Public Collections Directive 05/2011

This directive was enacted pursuant to Article 9/4 of Proclamation No. 621/2009 and article 34 of Council of Ministers Regulation 168/2009. The directive sets out repulsive preconditions for CSO/WO public collection. One of these preconditions as given in Article 6/4 states that permission for a CSO/WO to run public collections shall be considered only when the Charities and Societies' Agency believes that the conduct of public collection is the last resort to secure funds for the achievement of its objectives. This meant that a CSO/WO cannot embark on a public collection initiative unless the Agency believed that the CSO/WO had exhausted all other possible resource mobilization techniques. The directive even further narrowed the already narrow possibilities for public collection with its provision in Article 7/3 by stating that additional restrictions can be cast on a public collection permit to a CSO/WO based on the location, characteristics, type, method, date, time, duration and other related issues of the collection. This in turn irrevocably proved that the directive discouraged local resource mobilization in general.

Program and Administrative Costs Directive 02/2011

This directive was enacted pursuant to Sub-articles 2 and 3 of Article 20 of Council of Minsters Regulation 168/2009. It provided that CSOs/WOs were allowed to use 70% of their project budget for program costs and 30% for administrative costs. This provision had a face value that there had been an increase in the administrative cost ratio as compared to the previous one which allowed only 20% for administrative costs. This increase was also used for government propaganda that the new law and directives had created a conducive operational environment to CSOs/WOs in that there

had been a 10% increase in the administrative cost ratio that enables the organizations to use more budget to finance their staff and other overhead costs.

In reality, however, the increase was superficial having a crippling conspiracy aimed at cutting down CSOs/WOs' administrative budgets under the ban of percentage increase. The directive treated the universally accepted program costs of Monitoring and Evaluation, consultancy, training, research, and staff costs like salaries and benefits for project officers and program coordinators under administrative costs. The addition of these costs, which had been in the program costs category previously, blew up the amount of the newly designated administrative cost sum so high making it difficult for CSOs/WOs to meet the administrative costs within the 30% limit. It is very clear for someone with experiences in project budgeting and budget utilization that the amount of budget needed to cover the newly shifted budget lines is very high just from the very nature of project management in general.

The proclamation and this very directive also prohibited Ethiopian Resident CSOs from engaging in rights advocacy and rights-based development approaches. The other category of CSOs, which were categorized by the proclamation as Ethiopian CSOs, were allowed to work on rights advocacy and rights-based approaches but they were not allowed to mobilize above 10% of their project budget from foreign sources. These systematically crafted malicious strategies of the government, anchored in a legal framework, shackled CSOs/WOs against full capacity planning and operations of their programs, hence achievement of their objectives for social change in the country.

The Proclamation 1113/2019

The new CSO law of Ethiopia issues as Proclamation No. 1113/2019 was approved on March 7, 2019, with the main objective of creating an enabling environment to enhance the role of civil society organizations in the development and democratization process of the country.

As indicated above, the repealed Charities and Societies Proclamation No. 621/2009 has been criticized for its defects such as the overstretched authority vested in the monitoring government agency, the non-practicability of allowed cost categories for administrative expenses, and restrictions on the promotion of rights-based activities by resident CSOs.

In response to these conditions, Article 63 sub-article 1/ b and c of the new proclamation clearly state the right of CSOs/WOs to mobilize resources, solicit, receive and utilize funds from any legal source in order to meet their organizational goals and objectives. These sections of the proclamation also state the rights of CSOs/WOs to engage in any lawful business and investment activity in accordance with the relevant trade and investment laws in order to raise funds for the fulfilment of their objectives.

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63/ Resource Mobilization and Administration

1. Any Organization:

a) Shall have the right to move its properties from one region to another region or city administration, unless the Project Agreement states that such properties may not be transferred because they are necessary for the sustainability of a specific project it is implementing.

b) Have the right to engage in any lawful business and investment activity in accordance with the relevant trade and investment laws in order to raise funds for the fulfillment its objectives. However, the profit to be obtained from such activities may not be transferred for the benefit of members.

c) Shall have the right to solicit, receive and utilize funds from any legal source to attain its objective.

SESSION 3: RESOURCE MOBILIZATION STRATEGY

SESSION OBJECTIVE:

At the end of the session, participants will be able to

- distinctly define RM strategy and RM action plan;
- list down practical steps in RM strategy;
- describe RM elements and their relationships;
- explain the organizational milestones of RM strategy and their complementarities.

MATERIALS NEEDED

Meta cards, markers, masking tape, projector, flip chart

TIME NEEDED

3: 40 hours

METHODOLOGY

Brainstorming, questions and answers, group work and presentations

PREPARATION

Prepare signs or flip chart showing definitions and types of resources

SESSION TOPICS

Topics	**Time**
Activity 3	90 minutes
Strategies of Resource Mobilization	10 minutes
Principles of Resource Mobilization Strategy	5 minutes
Design of Resource Mobilization Strategy	30 minutes
Practical Steps of Resource Mobilization Strategy	30 minutes
The Triangle of Resource Mobilization Elements	10 minutes
Organizational Milestones of Resource Mobilization Strategy	30 minutes
Wrap-up	15 minutes

STEPS

Activity 3:

1. Divide participants into groups and ask them to discuss on the following questions.
   - What is resource mobilization strategy?
   - What are the three key elements of resource mobilization?
   - Do your organizations have their own resource mobilization strategy?
   - If yes, does the strategy clearly indicate effective ways of RM?
   - If no, how are you mobilizing resources to meet your organizational goals?
   - List out advantages of RM strategy?
   - Discuss what the practical steps of resource mobilization strategy are.
2. Let each group present its work to the plenary.

FACILITATORS' NOTE

3.1 Strategies of Resource Mobilization

Mobilizing resources requires a focused and coordinated approach throughout the organization using communication tools that put strong emphasis on WOs mandates, comparative advantage and focus work for each intended goal. RM strategy provides an essential roadmap detailing how resources might be leveraged for the organization's resource requirements. On the other hand, the resource mobilization action plan covers a shorter time frame, and details the specific activities to get there. RM strategy is, therefore, having a lifespan equivalent to the organizational program framework and the programming cycle, whereas RM action plan specifies the action needed to address each of the objectives of the RM strategy, including the definition of who is responsible for what actions and in what timeline. The RM strategy of the organization should align with the strategic plan of the organization, and the resource mobilization plan and all activities related with RM in an organization emanate from the RM strategy of the organization.

Having a resource mobilization strategy and an action plan in place has the following advantages.

- Ensures focus ~~on~~ to RM at higher ~~level of~~ program level in WOs.
- Enables coordination of the approaches towards partners' requirements.
- Prioritizes the need to enhance RM at all levels.
- Avoids confusing messages to resource partners.
- Creates joint ownership and accountability.
- Allocates resources where they are most needed.
- Needs planning for upfront and pipeline resources.
- Ultimately, leads to comprehensive program delivery and broad impact.

3.2. Principles of RM Strategy

1. All resources mobilized support the WOs' program framework and are focused on delivering priority results.
2. Resource partnership agreements comply with WOs' legal and operating framework.

3. All resources mobilized are formally monitored and accounted for both internal and external bodies.
4. Close relations with partners are maintained, and built on trust and mutual accountability.
5. All RM efforts are coordinated and harmonized organization wide within strong and supportive enabling environments.

3.3. Design of Resource Mobilization Strategy

Structure of Resource Mobilization Strategy Document

Main body of the document comprises the following.

1. Executive summary
2. Authorization – This includes all necessary signatures from senior management designating that they approve the contents and support implementation of the plan.
3. The RM Context - situation analysis
4. Track Record - highlights of accomplishment in RM (mention both local and international resources mobilized)
5. Goal, Objective and Key Outputs ~~for~~ Expected of the RM
6. Guiding Principles
7. RM Priorities and Targets – This state which program or outcome ~~that~~ the RM is focused at.
8. Coordination and Oversights – This deals with description of how the strategy will be managed and the criteria for monitoring and evaluation as well as responsibilities and frequencies of monitoring the implementation of the plan.

Appendixes

Appendixes often include information that may be confidential, detail oriented, and /or tends to change a lot.

I) Strategic Analysis Data – This includes information generated during the external analysis (E.g. environment scan) and internal analysis (E.g. SWOT analysis), and includes listing or strategic issues captured during these analyses.
II) Description of Strategic Planning Process – This holds description of the process used to develop the plan; who was involved; the number of meetings held; and any major lessons learned to improve planning the next time around.
III) Action Plan – It specifies outputs, key activities, responsibilities and timeline for the completion of objectives.[5]

[5]http://www.fao.org.tc.resource-mobilization/rmhomepage/en/

3.4. Practical Steps of Resource Mobilization Strategy

Resource mobilization strategy of the organization should clearly indicate the following five steps of RM.

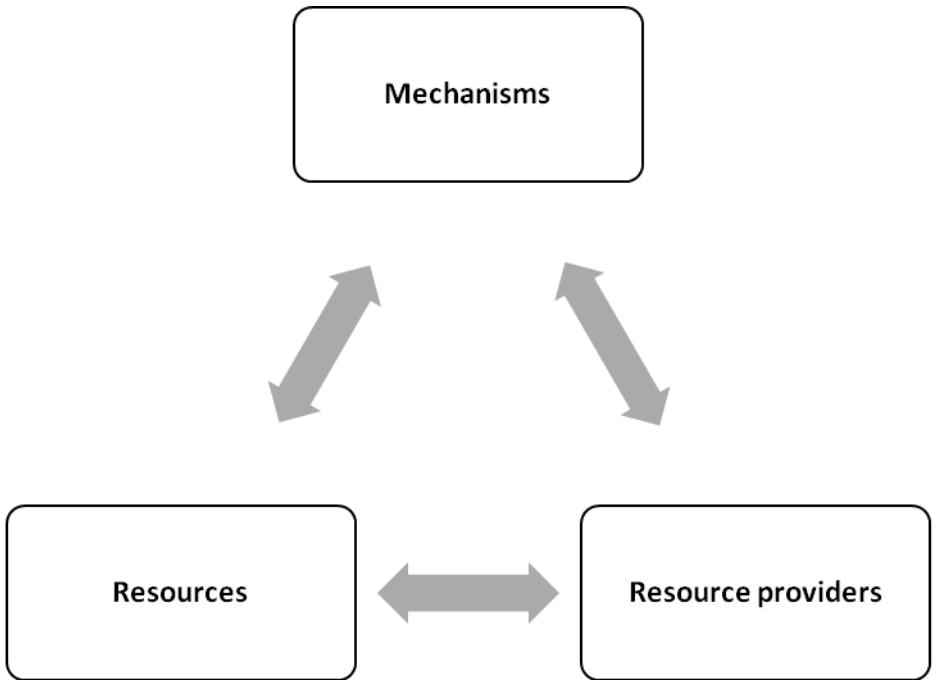
1. Identify	2. Engage	3. Negotiate	4. Manage and report	5. Communicate result
▪ **Map resource partners interest (thematic and geographic)** ▪ **Identify where there is match with WOs' comparative advantage and track record** ▪ **Verify resource partners is an acceptable source** ▪ ***Refer to the resource mapping report***	▪ Resource partners meeting ▪ Develop advocacy tools (write concept note, project proposal) and other communication tools such as brochures, web pages etc. ▪ Deliver presentation to resource partners ▪ Foster individual contacts	▪ Reach agreement on joint interest ▪ Agree on conditions of partnership procedures (rules and regulation) on use of resources ▪ Develop and formalize legal agreements	▪ Acknowledge resource partners contributions ▪ Ensure efficient and effective operation/ management of resources ▪ Regularly report resource partners contribution	▪ Disseminate information on lesson learned ▪ Develop advocacy communication tools (brochures and web pages) ▪ Advocate for continued support[6]

3.5. The Triangle of Resource Mobilization Elements

Resource mobilization involves three key elements, namely resources, resource providers and resource mobilization mechanisms. Mechanisms for resource mobilization strategies are used by women organizations to obtain resources from resource providers. Resource mobilization can therefore be conceptualized[7] as a combination of these three.

[6]http://www.fao.org.tc.resource-mobilization/rmhomepage/en/

[7] Training User's Guide, 2010



Resources

Resources are generally defined as cash and non-cash inputs that help to fulfil human and organizational needs. Resources could mean materials, finance, human (men and women/boys and girls), means and time that are mobilized to meet the objectives of groups, organizations and individuals. In the context of women organizations or CSOs, resources are essential inputs that organizations use to achieve their mission and goals.

Resource Providers

Resource providers are individuals, families, community groups, foundations, governments, business companies..., etc., who provide resources for women organizations or civil society organizations to achieve desired goals. The type and diversity of providers is context specific depending on the program goal of the women organization/CSO, location of program, type of issue to be addressed, etc.

Resource Mobilization Mechanisms

Resource mobilization mechanisms are the processes of getting or mobilizing resources from providers. The type of resource mobilization mechanism that a women's organization or civil society organization designs depends upon the environment and the capacity of the organization. The mechanisms are context specific and highly dependent on the creative thinking and skills of personnel involved in resource mobilization activities. Some of the mechanisms are marketing to business communities, collection of membership fees, generating income, and the like ~~etc~~.

3.6. Organizational Milestones of Resource Mobilization Strategy

Resource mobilization is a process that involves the following three integrated concepts.

- Organizational Management and Development;
- Communicating and Prospecting; and
- Relationship Building.

Organizational Management and Development (OMD)

Organizational management and development involve establishing and strengthening organizations for the resource mobilization process. It involves identifying the organization's vision, mission, and goals, and putting in place internal systems and processes that enable the resource mobilization efforts.

This concept covers the following principles:

i. Resource mobilization is just a means to the end, the end being the fulfilment of the organization's vision.
ii. Resource mobilization is a team effort, and involves the institution's commitment to resource mobilization; acceptance for the need to raise resources; and institutionalizing resource mobilization priorities, policies and budget allocation.
iii. The responsibility for the resource mobilization effort is shared by the board, the president or the executive director, and the resource mobilization unit.
iv. An organization needs money in order to raise money.
v. There are no quick fixes in resource mobilization.

Communicating and Prospecting

Once a women's organization has achieved a certain readiness for resource mobilization, it must then take on another challenge: ensuring its long-term sustainability by acquiring new donors and maintaining a sizeable constituency base. The art of resource mobilization entails learning how to connect with prospective donors in a manner and language they understand, and finding common ground through shared values and interests. It also entails discerning the right prospect to approach, and matching the appropriate resource mobilization strategy to the prospect.

This concept is governed by two principles.

i. Resource mobilization is really FRIEND raising. Financial support comes as a result of a relationship, and not as the goal in and of itself.

ii. People don't give money to causes; they give to PEOPLE with causes. People give to organizations to which they have personal affiliation, in some shape or form.

Relationship Building

Once you identify your donors, the objective then is to get closer to them, get to know them better, very much the same way as developing a casual acquaintance into a trusted friendship. Initiating new relationships, nurturing existing ones, and building an ever-expanding network of committed partners is an ongoing activity embedded as a core function of the organization. This requires the dedication of board members, staff and volunteers, and in order to build enduring relationships, the following principles should be remembered.

i. Donor cultivation means bringing the prospect to a closer relationship with the organization, increasing interest and involvement.
ii. Start at the bottom of the resource mobilization pyramid to get to the top.

SESSION 4: MECHANISMS OF RESOURCE MOBILIZATION

SESSION OBJECTIVE

At the end of the session, participants will be able to

- identify different mechanisms for international resource mobilization;
- identify different mechanisms for local resource mobilization;
- describe how to adapt RM tools and utilize a mix of techniques for resource mobilization.

MATERIALS NEEDED:

Markers, flip chart, hand-outs, Projector, notebooks

TIME NEEDED:

4:40 hours

METHODOLOGY

Brainstorming, questions and answers, group work and presentations

PREPARATION

Prepare signs or flip chart showing definitions of resources

SESSION TOPICS

Topics	**Time**
Activity 4	45 minutes
International Resource Mobilization	120 minutes
Local Resource Mobilization	60 minutes
Using Adaptable and Mix of Resource Mobilization Techniques	10 minutes
Other Effective Resource Acquisition Strategies	30 minutes
Wrap-up	15 minutes

STEPS

Activity 4

1. Divide the participants into groups
2. Each group will be required to answer the following questions.
    - Do you have any experiences in local resource mobilization?
    - Do you have any experiences in international resource mobilization?
    - If yes, what ways did you use to mobilize the resources in each case?
    - What do you think you would need to consider before trying a new resource mobilization mechanisms?
3. 3. Each group will present their work to the plenary.

FACILITATORS' NOTE

4.1. International and Local Resource Mobilization

Resource mobilization mechanisms are the ways that resources can be mobilized from resource providers. Mechanisms are the actual processes of requesting or getting resources. For example, writing proposals, holding a fundraising event and the like. Identifying different resource mobilization mechanisms is one way for NGOs/CBOs to broaden their understanding of resource mobilization and diversify their approaches beyond writing proposals.

4.1.1. International Resource Mobilization

Women's organizations or CSOs in Ethiopia largely rely on external funding from foreign donors such as bilateral, multilateral, and international CSOs. While still there is space for foreign resources, the balance is precariously skewed towards the outside world. With external funding, there is also a tendency not be in a position to support long-term sustainability both organizationally and programmatically.

These external sources might include but not limited to Governments of western countries, foundations, trustees, UN agencies, bi-lateral and multi-lateral organizations, corporate divisions such as banks etc. At present, the methods of resource support from foreign sources for Ethiopian CSOs are

- emergency and relief;
- welfare grants;
- specific small project grants (with little or no flexibility);
- program grants (recipient CSOs making decisions and also adapting plans as necessary on initially agreed programs);
- revolving fund grants (mainly for micro-credit); and
- un-earmarked grants (grants to all the work and overheads of the CSO).

The methods of external financing need to be expanded to include ways that are particularly designed to enhance institutional sustainability such as building unrestricted/reserve funds, financing fund raising strategies, providing investment capital, endowments etc. Women's organizations and local CSOs need to take the initiative to influe changes in approaches to external funding in favour of enabling themselves to achieve organizational self-reliance.

There also exist foreign funding that are specifically designed for organizational sustainability, like building reserve funds (sometimes called corpus funds), providing venture capital funding, financing fundraising strategies, and endowments. There should be enhanced efforts from women's organizations and local CSOs to exploit such opportunities and strive to significantly shift the external funding tendencies to these modalities.

Commonly used International Resource Mobilization Tools and Techniques

The most appropriate tools/techniques of resource mobilization are listed below.

Project Proposal

- A project proposal is a detailed description of a series of activities aimed at solving a certain problem.
- Proposals are persuasive documents intended to initiate a project and get the reader to authorize a course of action proposed in the document.

The proposal should contain a detailed explanation of the

- *Justification of the Project;*
- *Activities and Implementation Timeline;*
- *Methodology; and*
- *Human, Material and Financial Resources Required.*

Proposals are often written in response to a Request for Proposals (RFP) by a government agency, organization, or company. The requesting body receives multiple proposals responding to their request, reviews the submitted proposals, and chooses the best one(s) to go forward. Their evaluation of the submitted proposals is often based on a rubric that grades various elements of the proposals. Thus, your proposal must persuade the reader that your idea is the one most worth pursuing.

Some course of action in the proposals might include

- performing a task (such as conducting a feasibility study, a research project, etc.);
- providing a product; or
- providing a service.

Proposals can have various purposes and thus take many forms. They may include sections such as the following.

- Executive Summary
- Introduction and/or Background
- Problem Statement
- Purpose/Motivation/Goal/Objectives
- Definition of Scope and Approach
- Project Description
- Methodology
- Technical Background
- Schedule of Work/Timeline
- Budget
- Qualifications
- Conclusion

Once every person on the proposal development team has read through the solicitation and created the draft technical outline, it is then time to begin writing the proposal. There are several parts or components to a proposal. Even though every funder will have their own proposal format and criteria, the following general areas are covered in most proposals.

a) **Executive Summary**

The executive summary is often considered one of the most important components of a proposal. Some funders do not read the entire proposal. Thus, the executive summary serves as an opportunity to hook the reader so they are interested in reading the rest of the document in more detail. The executive summary should sell the organization and demonstrate why the funder should pick your organization over a competitor.

It should be clear and concise (often no more than two pages), and must summarize the content of the whole proposal. Most importantly, the executive summary should be written last, once the entire proposal has been completed.

b) **Programme Justification**

The programme (or project) justification is the most critical part of the proposal. It describes the need of the specific population you and the donor are both concerned with and should convince the donor why it is important to fund this particular project. The proposed solution should describe the ways in which the project will help achieve the goals and objectives of the proposed project in the specified country or region.

First, try to identify the root causes of the problem or of the issue that the proposal will address. Analyse any other projects or activities from your programme that had a success story in addressing the problem or research the successes of similar projects addressing the same issue in other settings. The first sentence of the programme should clearly state, in the simplest of terms, what the project is about and what is its main goal. Then, describe the factors that are contributing to the problem — and briefly provide data to support your conclusions. Explain how the interventions in your project can and will address these issues — and back this up with the evidence that you have gathered.

The project justification should be grounded in the context of the targeted population and it needs to show how the project will benefit real individuals in the community. Where possible, it should include short case studies or examples from real life to create a compelling and consistent narrative.

c) **The Technical Approach**

The technical proposal is the crux of the entire grant or proposal. It should tell the funder exactly how your organization will achieve the project's overall goals.

A technical approach contains a broad description of how your organization will achieve the program's/project's objectives. It should also go into detail as to what core activities the program will implement, who the program will collaborate with, when each core activity will occur, where the program will work, how the program will be monitored and evaluated, and what populations the core activities will target.

The approach may include a conceptual framework, a results framework or a graphics demonstrating the program's core activities and any cross-cutting technical areas of work that will be implemented, in addition to the expected outputs and outcomes that will be achieved. For women's organizations, feminist and gender transformative programming should be always in the centre of the approach. The approach should then be used to inform the work plan, budget, M&E and staffing needs. It should provide answers for the following key questions.

- What is to be done?
- Who will do it?
- Where will it be done?
- When will it be done?
- What is the objective of this activity?
- Who will participate (target audience)?
- What partners will be involved and in what way (if applicable)?
- What tools/resources will you use or need to develop?
- How does this activity promote the project results?
- How will results be monitored and evaluated?
- How much will it cost? (This will be useful for budget.)

d) **Work Plan and Timeline**

Once your organization develops activities that are based on the technical approach, these activities should then be placed in a work plan with a corresponding timeline. Sometimes, funders will not explicitly ask for a work plan and timeline, but it is always a good idea to include it in the proposal (usually as an annex).

Additional Elements a Proposal Should Consider

1. Describe your /key project personnel qualifications to take on and/or lead this project; persuade the reader that you have the required skills, experience, and expertise to complete this job.
2. Decide what graphics to use and apply it to illustrate your ideas; present data; and enhance your pitch.
3. Include secondary research to enhance your credibility and the strength of your proposal.
4. Choose a format: is this a memo to an internal audience or a formal ~~report~~ submission to an external audience? Does it require a letter of transmittal?

'The chief purpose of a funding proposal is persuasion, NOT description'.[8]

Below is an example of commonly used grant proposal templates.

Contact Information	Responsible person's name, organization, address, email, telephone web page ….
Overview	Summary of proposal, including a statement on the purpose of the project and why funds are being requested.
Context	Description of critical issues affecting your community/target group and why the project is necessary. Funders may ask for a needs statement which provides ~~a~~ the scope of the problem including statistics. Focus this section on what your intended project is addressing.
Project Description	How the project will be implemented including measurable goals and objectives, activities, beneficiaries' involvement, anticipated results, timeframe, and collaborating organizations or agencies.
Monitoring and Evaluation	How the project will be monitored and evaluated to ensure that it is on track and that the results are being achieved.
Budget	Costs for project possibly including amount requested, in kind contributions, and other sources of funding. State currency and exchange rate on which your budget is based.
Organization Information	Organizational background, governance structure and composition, mission, past accomplishments, staff qualifications, internal controls, legal status and the like as required.

Tips for Good Project Writing Practice

- ✓ Identify potential funding options.
- ✓ Build a team for proposal development.
    - Leader: coordinates all inputs and writes core sections
    - Technical experts: brainstorm, give inputs on technical issues
    - Administrative staff: give accurate information related to budget
- ✓ Review carefully the Community Action Plan or the Vision Statement of the Community.
- ✓ Hold a kick-off meeting and share your ideas.
- ✓ The project design is one phase of the project cycle. It consists of two elements:
    - Project planning (formulation of project elements); and
    - Project proposal writing (converting the plan into a project document).

[8]AWFD- Practical handbook for resource mobilization.

- ✓ Project design is a result of both project planning and the project proposal. Both steps are essential to form~~ing~~ a solid project design.

Concept Note

A concept note is a written summary containing a brief description of the idea of the project and the objectives to be pursued. It is a brief outline of your would be proposal/ project, or of a proposal at hand.

Concept notes can be prepared for

- ✓ some financing programs or funding agencies that require a concept note before the submission of a full proposal.
- ✓ donors without a formal call for proposals.

Purpose of Developing a Concept Note

- The purpose of a concept note/paper can be seen from two perspectives.
    - For the Funding Agency: It helps the donor to get more competitive project ideas hence to save time by eliminating project ideas that are not likely to be funded.
    - For the Applicant: It is to capture the interest of the funding agency and demonstrate that the idea they are proposing is worthy of further consideration.
- Therefore, the first sentences of a concept paper are very important from the applicant's perspective. You want the funding agency representatives or board members to continue reading!

Concept Note Format

One should be well aware that there is no uniformly used concept note format. Formats differ based on the concept note seeker's purposes. The below example shows concept note components often included in commonly used formats of a concept note/paper.

1. **Title -** It should be snappy, informative of your project, and distinctive. It may be divided into two parts with the first one being short and catching the readers' attention and the second one more 'serious' and informative.
2. **Background - It** includes your problem and its analysis, together with the following two guiding questions:
    - *Why it is crucial to address the problem identified?*
    - *What has already been done to solve the problem?*
3. **Objectives** - They should relate to the more general aim ensuring that they contribute to its achievement.

4. **Outputs** - They should be directly related to the project objectives. Typically, they are tangible items and services at times. Examples are ~~such as~~ a newly constructed technical facility, the publication of information materials, or events, such as workshops or stakeholder meetings. Depending on the project in question, intangible items might also be mentioned, such as a rise in awareness.
5. **Activities and Duration** - A summary of the planned activities to achieve the project objectives should be included here along with the time duration.
6. **Beneficiaries and Impacts** - This section will be important for getting "buy-in" from the donor. It should contain
    - the expected benefits, both in quantitative and qualitative terms, and when and where they will occur;
    - the underlying assumptions and the reasons why these benefits can be expected for a specific group of beneficiaries;
    - considerations concerning how and by whom the impacts will be assessed.
7. **Project Management -** This includes monitoring and evaluation. This section should explain how the objectives will be achieved, and how the project will be ~~managed~~ monitored and evaluated. It should become clear who will lead the project and what roles and responsibilities the various people in charge of tasks such as financial management, monitoring and evaluation will have.
8. **Budget –** This is about the detail of project activities and costs required to undertake these activities.

NB: Please consult http://grants.unwomen.org>untf>cfp>teplates for concept note formats more relevant to Women's organizations.

Tips for Good Concept Note Writing

- ✓ Don't overwhelm the reader with details!
- ✓ Consider your audience.
- ✓ Consider your language.
- ✓ Only include budgetary information if it is specifically requested.
- ✓ Appearance of your concept note document is important.
- ✓ Identify a door opener if you are not writing your concept note for an announced call from the organisation.

Direct Mail

What Is Direct Mail Resource Mobilization?

A direct mail strategy can provide your organization with loyal supporters and a cost-efficient means of communicating your organization's programs. This mechanism can include funding appeals, membership renewals, and special appeals, amongst other things. It gives you the ease to solicit again from previous donors, and has the potential to provide you with a constant stream of unrestricted funds.

Through cultivation of your direct mail donors, you identify those who will become a little more involved; those who may become volunteers and even board members; and those who will make major financial commitments to your organization. It is a strategy that can pull in people closer to the core of your constituency map or push donors up the resource mobilization pyramid.

Resource mobilization letters or solicitation letters, as they are sometimes called, are a vital source of information. By describing the social problems and urgent realities that your organization is trying to address, you give people the opportunity to share in your cause and to make it theirs as well. It allows you to communicate with thousands of donors whom you can't meet otherwise through personal contact.

Getting Started

Take simple steps rather than be overwhelmed with sophisticated direct mail strategies.

1. If applicable, you may start with an attractive newsletter published four to six times a year. Delivering the mails on a schedule helps sustain your relationships with the donors.

2. Enclose a return envelope to give your readers and prospective donors the ease of sending a cheque in response to your mail.

3. Send thank you letters to those who will respond with contributions. A reply envelope enclosed with a thank you letter sometimes yields an additional contribution, even without mentioning another request for funds.

4. In your January/year beginning season mailing to your donors, you can send a report on their contributions during the previous year. Many donors who receive this report, along with another letter of thanks and appreciation may yet send another gift. A portion of the funds generated from this modest initial direct mail program can then be set aside to launch a more systematic direct mail resource mobilization program.

The Direct Mail Package

There are four basic items in a direct mail package _ the letter, the outside (or carrier) envelope, the response device and the reply envelope.

The Letter

Here are winning tips in crafting the letter.

1. Personalize the letter. Do not write something like, "Dear Friend" or " Dear Prospect" when you can easily personalize the letter through mail merge and laser printing technology. Make sure that you have the gender correctly encoded. Do a random check as the letters are printed out.

2. Write with strong feelings and emotions and back these up with facts. People give not because your organization needs money, but because they are touched or angered or saddened or made hopeful and they want to do something to help!

3. Do not overwhelm your reader with the board of directors listing on the side of your letter. This is an old style for resource mobilization letters and there's absolutely no need for this.

Besides, it is distracting and visually heavy. Your letterhead will do well with just the name, address and logo of your organization. Keep your readers focused on your appeal.

4. Do not bore your readers with the merits of your organization. Rather, write about the people that your organization serves. Tell stories. Give the peoples' names _ real people, real names.

5. Fund raisers used to be advised to keep their appeal letters to short one-pagers, and traditionally enclosed a separate brochure with photographs and further descriptions of their cause. Today's trend is quite the opposite. Two-, three-, four-page letters without brochures work better. If your story is interesting, compelling, well-constructed, and nicely laid out, you can capture and maintain your reader's attention. Once your prospect is committed to reading your letter, you have dramatically increased your chances of receiving a contribution. Your long letter provides your prospective donor with more information and more reasons to help.

6. Ask for a contribution. Specify the amount of the desired gift and explain what it will do. Do not wait until the last page to mention money. Give payment options like the use of credit cards or checks.

7. Make your appeal personal. Imagine that you are writing only to one person. Use conversational language. Do not use big words or jargon.

8. Create attention to pertinent phrases or paragraphs through indented copy blocks, check marks, bullets, giant quotation marks, colour, paragraphs or drawings. Do not overdo the underlining or printing in boldface.

9. Sign your letter. Give your printer a specimen signature and have it printed above your name.

10. Finally, P.S. wisely. A postscript has the highest readership among all the contents of a mail package, so do not let your P.S. just take up space. Use it to give the prospective donor another push to send in a gift. Usually, the P.S. repeats the offer or the benefit offered to the donor prospect for their donation.

The Outer Envelope

It is hard to go wrong with a simple envelope, but it is very easy to go wrong with fancy artwork and a fancy teaser copy. So, in designing the outside envelope, you must ask two very important questions.

1. Will it call attention to my envelope and get it opened?

2. Is the envelope message appropriate to the enclosed letter?

Remember, your letter should:

- Create INTEREST
- State the PROBLEM
- Arouse EMOTION
- Offer HOPE
- Offer PARTICIPATION
- Induce RESPONSE (ask for the gift)
- Offer THANKS

The Response Device

The first purpose of the response device is to provide a record of the donor's name and address. But a more important purpose of the response device is to stimulate the contribution. A lack of a response device will likely stall your prospect's intent to give to your cause.

Your response device allows your prospect a simple and easy way to respond to your appeal. Your response device should tell your prospect

- a brief statement of what his or her contribution will accomplish;
- your vision statements;
- suggested gift amounts;
- payment options;
- how to send his or her donation;
- name and address of your organization.

The Reply Envelope

It is an absolute must to include a reply envelope pre-addressed to your organization to make it easy for your donors to respond. Depending on the purpose of your mailing, the enclosed reply envelope can be postage-paid or without prepaid postage where the donor pays for the return postage. If your organization is striving to acquire new members or more donors (acquisition mailing) or you are embarking on first time (pilot) mailings, it is wise for your organization to invest in business reply envelopes with first class postage.

Major Gifts

Major gifts are gifts that are significantly higher donations than an organization’s average recorded gifts. They take time to mature and may be given as a one-off donation or a periodic, regular gift. They may be given by individuals, corporations, informal groups of people with common interests, or foundations.

- *Major gifts usually come from happy and satisfied donors, and will require time and effort to cultivate and nurture.*
- *Major gifts may come in the form of cash; capital such as land or a structure or vehicles; in-kind donations such as audit services from accounting firms; or legal services from a law group.*
- *Unlike grants, which are restricted, major gifts are unrestricted. Women's organizations seek these gifts to fund regular programs and services, upgrade existing programs, purchase office equipment, pay for staff training and development, subsidize scholarships, and fund recurring operations costs. Many of these items, particularly those related to administrative and operational expenses, are not funded by grant making institutions.*

Steps for Major Gifts Solicitation

Identifying and Qualifying Donors

The first step involves reviewing the organization's donation history to find out if there are donors who have already been giving repeatedly, and to qualify if these donors are ready to move up the Resource Mobilization Pyramid by giving larger amounts. This step also entails scoping prospective donors according to the three Cs _ Connection, Capability, and Concern. It suggests that time and care be taken to understand the different motivations of individual givers: what their personal advocacies are, and what their financial capacities are.

Development of a Timetable and Strategy

It's important to figure out how much in monetary terms you need to raise through major gift solicitation. Once the prospects for major gift solicitation have been identified, you can then use the Gift Range Chart to strategically determine the right amount to ask, taking into consideration their giving history.

Cultivation

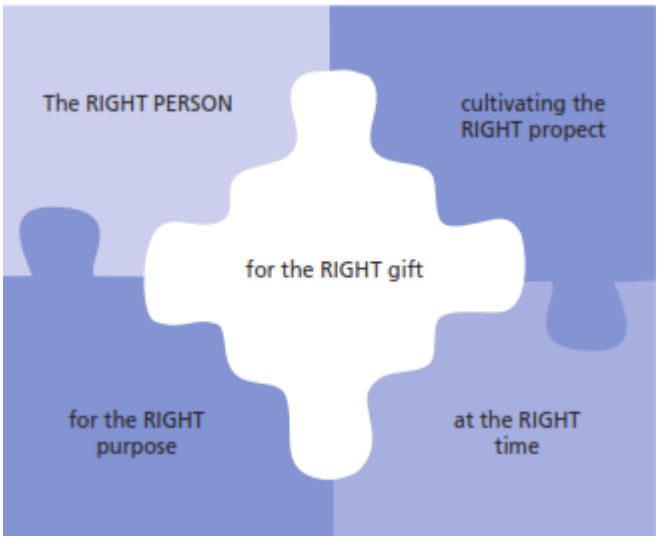
Cultivating donors is the same as cultivating friendships. Staff and board must work towards developing sincere service, which includes fulfilling requests for information and assistance; keeping donors abreast with your organization's work; and helping them achieve their own philanthropic missions by supporting yours.

Solicitation, Follow-up, Acknowledgement and Renewal

The solicitation step is the culmination of the major gift strategy where the organization formally asks for the donation from the prospect. The key to soliciting major gifts is the right person cultivating the right prospect for the right purpose; for the right gift; at the right time.

While there may still be disagreement in resource mobilization circles on the indispensability of face-to-face solicitation, personal contact is regarded as the most appropriate way of asking for major gifts. In determining the right gift size from a particular donor, consider the following: ability to give, perception of your organization's mission importance, resource mobilization goals, what others have given, who will do the asking and the prospective donor's opportunity for recognition.

Five Rights for Major Gifts



It is also important to know why people choose not to give at all. Here are some of common reasons.

- *The wrong person asked.*
- *The case was not strong enough.*
- *No one suggested an amount.*
- *No one suggested alternative ways of giving (e.g., instalments, stocks, in-kind donations, consulting services, etc.)*
- *No one followed up the pledge.*

Preparation is key to successful asking.

After a donation, donors must be recognized and thanked. The menu of options to convey gratitude is endless: plaques, awards, book acknowledgements, shop discounts, gift certificates, personal thank you notes or phone calls. The point is to inculcate a gratitude system and a donor recognition protocol into an organization's operations.

4.1.2. Local Resource Mobilization

Many people consider that raising funds from different individuals or organizations locally means begging them to give for something that you are committed to, while it may not be. Most people consider that asking funds or other resources to support your organization involves some form of persuasion of otherwise uncommitted or even reluctant people.

Actually, local resource mobilization is offering individuals/organizations a chance to be involved in something worthwhile. It is an opportunity for local people/supporters to involve in their organization's mission - and the tactic is to offer that chance to those who are likely to be interested in it. The approach, which the women's organization is using to ~~raise~~ mobilize local resources is very important for successful mobilization.

Frequently Used Tools and Techniques for Local Resource Mobilization

- **Assign Good will Ambassadors -** Goodwill Ambassadors and Champions can be artists, business people, journalists, humanitarians, civil servants, politicians or members of the affected population. Goodwill Ambassadors and Champions' advocacy and engagement are essential in ensuring that the WOs' causes are at the forefront of media, and discussions and decision-making.
  WOs can strategically plan to mobilize local resources, approach public figure individuals _ artists, athletes and the like. Appoint public figure individuals as Goodwill ambassadors of the organization to mobilize resources.

  Artist Meseret Mebrate is working as a goodwill ambassador for Children's Heart Fund of Ethiopia (CHFE)*, located in Tikur Anbessa Specialized Hospital. Meseret has managed to mobilize significant amount of financial and in-kind resources, and facilitated the surgery of more than 9500 children.*

  Various Ethiopian Artists are also serving as goodwill ambassadors to mobilize local resources for ***"Muday Charitable Association."***

- **Private individuals** may respond better to personal touch, one to one communication, personalised newsletters and incentives. WOs should schedule time and meet private donors in person, invite them to visit their organization, show them beneficiaries of the organization, projects being undertaken, results achieved and impacts made so far.

- **Business Companies -** Most business companies are bored out of sponsorship request for less impactful activities. WOs may plan, arrange meeting schedule and approach right persons in the company; present to him/her about the organization; arrange visit to the organization and show them projects carried out, achievements and impacts made.
  Approach these companies through your personal ambassadors and make B2B deal: the company donates certain amount for the WO, and the business of the company is promoted by the personal ambassador of the WO.
- **Philanthropic Donors -** Many philanthropists are driven by a deep desire to solve social problems and help others. A growing body of scientific evidence also shows that philanthropy benefits the giver as well as the receiver in terms of well-being. Researchers have found that philanthropy contributes to the following positive effects:

  - greater overall happiness;
  - lower stress levels;
  - better physical health; and
  - heightened sense of connection to others.

In this regard, WOs have to plan and develop effective strategies to engage philanthropic donors. Mary Joy Development Association has one of the best resource mobilization strategies from philanthropic donors called *Private community public partnership (PCPP[9]).*

Mary Joy Development Association (MJ-DA) has resource mobilization strategy named ***Private community public partnership (PCPP).*** *MJ-DA has designed strategies to ensure institutional sustainability and program continuity through enhancing the culture of giving and volunteering among various groups of people locally and internationally.*

MJ-DA promotes this program through sensitizing different community groups for local resource mobilization through methods like seminars, workshops, panel discussions, forums, events, and lobbing universities, colleges, vocational schools and other institutions/companies for free scholarship, job placement and membership package.

Above and beyond local resource mobilization, family sponsorship is the major focus of the organization to ensure sustainability and ownership of the program ensuring institutional sustainability and program continuity through enhancing the culture of giving and upholding local and international resource mobilization.

- **Organize Events-** WOs may organize events like carnivals intended to mobilize resources from the local population. A critical first step is to establish the event host committee. This need not include a lot of persons, and it should be done with a goal of minimizing staff costs. As your event planning develops, the host committee can help share work planning and setting up the event, inviting guests, and raising money.
- **Short Message Service for RM** – WOs may develop SMS short code that helps to collect resources from the wider population in agreement with Ethio-Telecom. This is one of the best ways to mobilize local resources. Few examples are
    - 8151, Mekedonia Charity Homes[10]
    - 9600 Mary-Joy Development Association
    - 6710 Children's Heart Fund of Ethiopia (CHFE)
    - 8100- Great Ethiopian Renaissance Dam[11]

Mekedonia Has Raised More than 74, 718, 165.00 ETB from SMS Donations. The ***Mekedonia Humanitarian Association (MHA)*** *has raised the money donations from SMS within three years, from 2015-2018. Ethio-Telecom was collecting the money from its users, which set a text from a cell phone.*

Ethio-Telecom has managed to collect 122,467,676 ETB ~~birr~~ raised from the public via Short Message Service (SMS-8100 A) for the construction of the Great Ethiopian Renaissance dam for Ethiopian Electric Power (EEP). The money has been collected for over two years and handed over on March 22, 2020.

[10]https://ethiotelecom.news

[11]https://ethiopianmonitor.com

Meseret Humanitarian Organization (MHO), Muday Charitable Association, Babul Kheyr and WISE are organizations cited for their utilization of various local Resource Mobilization tools and techniques. Some of their techniques are given below.

Meseret Humanitarian Organization, MHO Resource Mobilization Strategy

Data obtained from Meseret Humanitarian Organization has shown that the organization ~~have~~ has applied multidimensional domestic resource mobilization mechanisms. Volunteers, Actors and other prominent personalities ~~were~~ actively engaged and have supported the resource mobilization. Some of the domestic resource mobilization mechanisms are listed below;

- *Volunteers' engagement in **T-shirt selling, Shoe shining, Car washing** and other activities to mobilize resources for the program cost of the organization. Volunteers have taken part on various bazaars and promoted MHO.*
- *MHO has medical doctors and nurse volunteers. Dr. Marshet, the owner of pharmacare, has constructed a toilet and shower facilities for MHO's Day Care center besides her usual support for the organization.*
- *Actors have also supported MHO in singing 'ABEBAYEHOSH' during the Ethiopian New Year. In one of the New Year's 'ABEBAYEHOSH,' female actors managed to mobilize 604,000 ETB from various companies and individuals.*
- *MHO has also used media promotion to mobilize resources. Through such platforms, various volunteering actors participated and promoted the purpose of funding to the wider community, and some funds were secured because of the promotion.*
- ***"One Pack for One Child"** is another recourse mobilization package (usually in September) that has enabled the organization to mobilize resources, and provide books, pens and pencils for needy school children.*
- *MHO has child sponsorship package as well. The monthly cost for sponsorship is 20$ or 800.00 ETB.*
  Source MHO RM strategy obtained from the organization, January 2023

Muday Charitable Association's Resource Mobilization Strategy

Muday Charitable Association has a number of local resource mobilization activities and flexible approaches. Data obtained from the organization has indicated that the following are major local resource mobilization strategies and approaches used by the organization.

- Muday has organized various social and family programs as resource mobilization strategies such as Tezkar, Zeka, Nika, Wedding, birth day celebration and others.
- Events like "One Egg for One Child" conducted ~~in~~ at every holiday to secure food for the children
- Resource donation such as of ***used furniture, beds, mats, clothes and other household equipment*** are accepted in Muday Charitable Association.
- Muday has business firm named ***Fresh and Green plc*** that acts as a sister company for the association. Fresh and Green plc has products like Muday Injera, dairy farm (milk production), poultry and spice preparations. All the profit earned in the company is used for women, boys and girls in Muday Charitable Association.
- Women in Muday are engaged in income generating activities undertaken in Fresh and Green plc. They bake injera, take care of chickens and cows, and prepare different spices.
- Moreover, Muday Charitable Association is planning for grand local resource mobilization for the construction of shelter, day care and school on the 20000 m^3 land given by Addis Ababa City Administration in Hayat Beshale.

Source data obtained from Muday Charitable Association, January 2023

Babul Kheyr's Resource Mobilization Strategy

Babul Kheyr is a local charitable association established in October 2019. The association is mainly focused on provision of daily food for more than 2000 families (more than 5000 people). Babul Kheyr has more than 2000 permanent members, who have contributed 100 ETB per what? if they are workers and 10 ETB per what? if they are students. The main source of income of the association is Sedeka (gift for the poor in Islamic tradition). A number of people provide their sedeka to the association and that serves to provide daily meal for more than 5000 people.

Some of the local resource mobilization strategies of Babul Kheyr include but not limited to

- contribution from members of the association (100 ETB if they are workers and 10 ETB if they are students);
- short Message Service of an OK response at 7335;
- Personal sponsorship in the form of one person's meal fee for fasting food, which is 100 ETB and for non-fasting food 150 ETB.
- Caters in the premises of the organization social issues such as the 40-days' memorial, the 80-days' memorial of deceased relatives, birth day celebrations, Nika, wedding and the like. In such occasions, occasion holders can provide daily meals for as many needy people as they can afford.
- The association has a leather products and garment production unit in the compound, and profit gained from the sale of the products goes to the provision of food for the beneficiaries.
- There are also some Ethiopian Diaspora Community members from Dallas and Seattle, who are willing to support the association hence raise funds and send money to provide daily meal for beneficiaries.
- Babul Kheyr has provided donation options in such forms as consumable goods (Asbeza), clothes, food items, diapers and sanitary pads, soap and detergents, firewood or any other ways suitable to support the beneficiaries.
- Babul kheyr, has secured 2500 M^2 land that has more than 10 rooms built on in Akaki Kality sub city woreda 1 and is planning to make it vocational training center.
- It also secured 5000 M^2 land around Bethel Alem Bank and is planning to construct a complex mall encompassing training centers, dormitories, venue and hall, offices and dining rooms for beneficiaries. Moreover, it is planning to construct a hotel and cafeterias to generate income. Babul kheyr had planned to organize grand income generation telethon in Sheraton Addis on Sunday March 19, 2023.

  Source data obtained from Babul Kyehr Charitable Association, March 2023

Resource Mobilization Strategy of WISE

Organization for Women In Self-Employment (WISE), is a local non-governmental organization (NGO) that has been in operation since its first registration with the Ministry of Justice in August, 1997. The organization believes in unleashing the potentials of women and disadvantaged groups of the society.

The RM strategies of WISE are focused not on hand out and subsistence provision, rather they are intended for the self-reliance of disadvantaged women and girls. Some of the resource mobilization strategies of WISE are as follows.

- **Social Enterprise Model -** WISE has a wing of social business called Meleket training service. Trainings like BBS and Entrepreneurship are provided for SACCOs and women enterprises with minimum payments, and the profits gained from these services are used as matching funds for the projects of WISE.
- SACCOs and women beneficiaries contribute for various events of the organization. WISE recently celebrated its 25th year anniversary, and SACCOS and women have contributed for the event for example.
- **Rental Income** - WISE is collecting considerable amount of money from rental services of its building, and the income is used to fund the project entitled Ethiopia that supports SACCOs, which does not have donors.
- WISE has individual donors like Emma Thomson (well-known Hollywood film actress), Gelila (an Ethiopian Diaspora, who is supporting health groups), Melisa Wagner (an American donor, who covers some 75% cost of the construction of the building and who is donating Ye Melisa project that address more than 3000 women).
- Individual donors from Ethiopia are also encouraged to cover the training fees and provide start-up capital for certain number of women (the number that they are capable of covering).

Source: Data obtained from WISE, March 2023

- **Earned Income** is the monies received by a non-profit from the sale of products or services rendered. This is also income received from interest generated by endowments and other investments. The concept of earned income poses a dilemma for some non-profits who equate it with a for-profit activity. The exchange of goods and services for cash is considered by some to be a compromise of non-profit ethics and the organization's mission, particularly when the mandate and nature of a non-profit organization is to provide services to their communities and beneficiaries for free. The idea of charging fees is unthinkable for some. In some countries, this may also cause legal problems if there is little understanding of the parameters of income tax laws.

  Earned income is also a donor acquisition strategy. It allows people not normally within your organization's universe of constituents to get to know your programs. Many donors shy away from giving outright donations, regarding them as dole-outs. They like the idea of getting something for the money given, knowing that in the process they are contributing to the mission of the organization.

In response to your organization's pressing need to raise funds, you will find that a host of options are in fact open to you in this area. CSO or NGO's earned income may originate from any or combination of the following options.

Income from Merchandise	Income from Professional Services	Income from Endowments
- Publications - ticket sales - stationery - arts and crafts - clothing - mugs, key chains, - desk accessories. - food products	- Exchange or transfer of information - training workshops/ programs - consultancy engagements - technical assistance - legal assistance - performances of art groups - hosting of conferences, forums, discussions - micro-credit and learning programs	- interest income generated from investments: time deposits, stock dividends, and sale of shares of stock

Earned income can provide a reliable stream of funds for the long-term. The proceeds of funds raised from these projects meet financial requirements of programs to fulfil the organization's mission. However, managing earned income activities requires a certain level of business expertise in order to be a truly viable income stream. Instead of plunging headlong into uncharted territory, it is good to come up with a business plan. A business plan

- *helps you identify the amount of capital you need, when you will need it, and how income will be generated;*
- *allows you to assess the situation as a business manager would;*
- *enables you to commit to paper a well-organized strategy, which in turn improves your ability to manage the business. This covers costs, marketing strategies, target markets, identifying customers, pricing strategies, distribution systems, cash flows and competitors.*

4.2. Using Adaptable and Mix of Resource Mobilization Techniques

Identifying different resource mobilization mechanisms is one way for organizations to broaden their understanding of resource mobilization and diversify their approaches beyond few commonly used ones. After planning the resource mobilization process, women's organizations need to look at the best ways to mobilize resources. They can utilize various Resource Mobilization mechanisms, techniques and vehicles, such as Grants, Special Events, Direct Mail, Earned Income, and other Innovative strategies, which are available to women's organizations and can be adapted to the Ethiopian local conditions.

Depending on the objectives of your resource mobilization campaign and the audience you wish to reach, you can then choose a mix of mechanisms to achieve your overall targets.

4.3. Exploring Other Effective Resource Acquisition Strategies

This sub session explores less common resource mobilization techniques such as

- Direct Response Marketing,
- Cause-Related Marketing,
- Employee Giving,
- E-mail/Internet Resource Mobilization,
- Diaspora Resource Mobilization.

Direct Response Marketing

Direct response marketing is a strategy that enables the public to respond to an advertisement or a commercial by

- returning a coupon,
- making a phone call,
- sending a fax message, and
- using other technological means like cellular phone SMS or email.

Cause-Related Marketing

Cause-related marketing refers to a commercial activity where private companies or corporations and non-profit organizations form alliances to market an image, product, or service for their mutual benefit. This strategy provides good publicity for the company and the non-profit at minimal or zero expense for the non-profit. It also provides the company with an opportunity to reach an alternative audience. While there are benefits to such a relationship, there is also the risk of the non-profit being associated with the values of the sponsoring company, and the partnership may be misconstrued.

Employee Giving

With employee giving, donations are made through payroll deductions upon the consent of the employees. Non-profits need only to link up with the corporation and provide an orientation about the organization's vision and mission. The supporting organization/company would take the responsibility for collecting the deductions and transferring to the non-profit organization, of course with issuance of appropriate receipts.

Email/Internet Resource Mobilization

Internet resource mobilization can enhance and extend organizations reach, with no geographical constraints. Unique information is made directly available to the non-profit's constituents, subscribers, and members. It is dynamic and has personalized content that is able to generate a revenue stream through online pledges, credit card gifts, online auctions, games and digital cash. It also provides intensive tracking details. Nowadays, social media based Resource Mobilization mechanisms like 'go fund me', 'crowd funding', 'social media channel-based fund raising techniques' and 'website-based donation' are increasingly growing tools by the use of the internet.

Advantages	Disadvantages
- low cost, high response: 10-12% (more than direct mail)	- very limited audience - In Ethiopia, the online credit card system

- information and involvement-rich - donations are made with the click of a button - benefits of interactivity are entertained - broadcast ability through e-mail and search engines is enhanced - increased younger respondents	is not yet fully developed - transactions are not widely used - fails to attract more mature/aged donors

Diaspora Resource Mobilization

Remittances or donations given by expatriates or immigrants to their 'native' countries to fund development projects are categorized under Diaspora resource mobilization. People who have left their countries permanently can be asked to donate or raise money overseas for a local organization.

Case Story: Ivory Charities Foundation

The Ivory Charities Foundation was formed with the goal to help the people of Butuan, a city in the southern part of the Philippines. More than half of the population lives below the poverty threshold. In the first three years, the Foundation had all but US$2,686 in funds. With meagre resources, the organization turned to the estimated 8 million Butuan Diaspora abroad. The Diaspora eager to help their hometown, donations have built up to US$24,070 in cash; plus materials, equipment and services.

Currently, the Foundation has 52 volunteer members. With established connections with the fellow Butuan Diaspora abroad, a sister foundation was also organized: Butuan City Charities Foundation of Southern California, Inc. Through this mechanism, donations from the Butuan folk in the United States are channelled through Ivory Charities Foundation to the ultimate beneficiaries in the countryside. Administrative, incidental, and other expenses are borne solely by Ivory Charities Foundation. Donors are fully informed and pictorial reports of projects are sent to them. And when they come for a visit, they are taken to meet the recipients of their generosity.

Projects under the Initiative

- Neurosurgery services
- Ultrasound machine donation to the City Hospital
- Donation of other hospital equipment, medicines and supplies
- De-worming project in city elementary schools
- Construction of artesian wells
- Micro-lending program
- Patriotism and values formation

SESSION 5: PLANNING FOR RESOURCE MOBILIZATION

SESSION OBJECTIVES

At the end of the session, participants will be able to

- explain the relevance of Feminist and Gender Transformative approaches in Resource Mobilization Planning;
- describe Resource Mobilization Planning steps;
- assess the current situations of their organizations for strategic Resource Mobilization Planning;
- prepare a model three-year Resource Mobilization Action Plan for their organizations.

MATERIALS NEEDED

- At least one laptop per participant group
- Projector, flipchart and marker

TIME NEEDED

6:20 hours

METHODOLOGY

Brainstorming, questions and answers, group work and presentations

SESSION TOPICS

Topics	Time
Activity 5.1	30 minutes
WOs Resource Mobilization Experiences	5 minutes
Importance of Feminist Resource Mobilization Plan	15 minutes
Resource Mobilization Planning Steps	15 minutes
Assessing the Current Situations	50 minutes
Preparing Resource Mobilization Action Plan	10 minutes
Activity 5.2	4 hours
Wrap-up	15 Minutes

Activity 5.1

Brainstorming Exercise

1. Indicate to participants that in this session, we will be learning how to develop a resource mobilization plan. Ask participants why it is important for an organization to have a resource mobilization plan? Summarize responses in bullets.
2. Brainstorm with participants what they see as the major steps in developing a resource mobilization plan. What is the first thing to do? next? etc. As participants respond, write main points on a flipchart.
3. Present the steps listed in the facilitators' notes below and relate these to the steps identified by participants.

5.1. WOs' Resource Mobilization Experiences

In our country, the previous civil society low (Proclamation 621/2009) was a big hindrance for WOs to search and mobilize especially foreign resources in meaningful amounts. Similarly, weak institutional capacity and lack of appropriate skills in Resource Mobilization, kept WOs extremely dependent up on donors' call for proposals instead of planning for their resource needs to achieve their visions. As such, the current situations with WOs with regard to Resources Mobilization are at their lower statuses.

The current civil society low (Proclamation 1113/2019) creates conducive situations for civil society organizations including WOs to look around and access diversified sources of resources. Coupled with this, a good extent of interest from various actors is being observed along the agenda of WOs' capacity building including developing their resource mobilization skills and knowledge. The wider acceptance and adoption of the Feminist Approach and Gender Transformative Programming among development actors is opening up more opportunities for WOs to develop their capacities for better performances of resource mobilization among others. WOs are there, therefore, to garb such opportunities and align themselves for increased experiences of planning and execution of robust resource mobilization.

5.2. Importance of Feminist Resource Mobilization Plan

Feminism can be understood at its core as striving to address the root causes of gender inequality by interrogating and challenging power relations, social norms and values, and other systemic mechanisms that anchor inequalities at all levels. A distinguishing feature of a feminist approach to organizational development is that feminist principles are reflected in *processes* as well as *results*: it purposefully departs from an exclusive focus on product or outcome, and instead places equal value on the individual and collective experience and wellbeing of people.

The special feature of feminist approach is that the application of its principles is as important in the processes of an organization as they are in its goals and achievements. In the process of planning to mobilize a resource for WOs, it has to put the feminist principles at the centre.

- The planning exercise had to ensure participation of different staff and volunteers in the organization, and partners regardless of their position or role and should be inclusive and maintain diversity
- In the process, participants are encouraged to reflect together upon the ideas and to review the exercise to learn from and also to contribute to the content of planning to ensure transparency and accountability. The FMOD differs from the PIAP since there are no final assessment results or priorities or planning tool associated with the FMOD.
- Voice, Agency, and Co-creation: Resource mobilization planning ~~in~~ within the feminist model places the WO staff at the center and respects their expertise and agency to determine how to use this plan, when to use it, who is involved and whether results or follow-through action plans are created post-reflection taking into consideration the Voice, agency and co-creation.
- The RM planning and implementation need coordination and collaboration among partners, stakeholders and networks.
- The presence, expression, and acceptance of *differences* is an essential principle of feminism in resource mobilization. Respect, Tolerance, and Understanding are essential principles in the planning process for resource mobilization. The FMOD aims to encourage and support a safe, inclusive and accessible environment for positive discussion and input.
- Planning by its nature is Flexible and Contextual**.** It is designed to be participant-driven: it will naturally adapt to the stage of development, mandate, and size of the organization that it is serving. The FMOD is highly adaptable to various contexts and settings and can be used by WOs of various sizes.
- Effective and meaningful participation is essential for building feminist solidarity and mutual respect. This must be aligned with inclusive methodologies that invite diverse voices and perspectives. Effective participation towards transformative programming must be recognized, and ~~avoid~~ the pitfalls of hierarchy avoided.

FACILITATOR'S NOTES

- Resource mobilization planning does not happen in a vacuum. It is directly related to the organization's strategic and communication plans. Organizations should make adequate preparations for resource mobilization to be effective and to ensure they are maximizing all opportunities. An organization's resource mobilization plan should be tightly integrated with their organizational strategic and communication plans. If an organization is well-managed and conveys its key messages effectively to its target audiences, it will be more successful in raising resources, and this in turn, will contribute to the organization's continued growth.
- A resource mobilization plan complements a strategic plan and describes the resource generation objectives, strategies, targets and how to monitor them for the strategic planning time horizon. Because funding opportunities are dynamic, the plan should be updated annually. The plan must consider different types of funding. Funding is the main

resource that we talk about when we speak about resources, but there are many other things to consider a resource.

- All the different parts of the organization must be aware of the objectives of the resource mobilization plan and the role they play in its execution. For example, the finance or accounting section of the organization should and could participate in the resource mobilization process by helping to construct the fundraising needs statement, which assesses the target resources to be raised, the organization's current financial situation, and based on that, the resource gap to be filled.
- The development and adoption of a resource mobilization strategy requires careful planning based on a set of different but complementary steps.
- The order and importance of these steps may vary according to the type of organization, its partners and resource mobilization capacities.

5.3. RESOURCE MOBILIZATION PLANNING STEPS

The development of a resource mobilization plan will, among others, address the following steps:

1. Developing/Reviewing ~~a~~ the Strategic Plan;
2. Assessment of the Current Situation;
3. Identifying Required Resources;
4. Identifying Potential Sources of Needed Resources;
5. Strategies for Approaching Donors/Stakeholders;
6. Outlining Monitoring and Review Mechanisms.
7. Documentation of All Activities.

5.3.1 Step One: Developing/Reviewing the Strategic Plan

- In line with the mission and vision of the organization, and covering a period of between 3 and 5 years, a strategic plan provides an organization's long-term and short-term strategic goals, objectives and approaches within which these goals and objectives can be realized.
- A strategic plan provides the basis within which a resource mobilization activity/ strategy is or can be developed.

5.3.2. Step Two: Assessing Current Situation

- What do we need to push our organizational vision forward?
- What resources do we have at present?
- What activities do we plan to carry out?
- What resources do we need to carry out the activities?
- What are our expected deliverables?

5.3.3. Step Three: Identifying Required Resources

- List all resources needed for the project.
- Review and list all resources available while ensuring that all resources are considered.
- Compare what's needed and what is available to determine the gaps.
- Compare needs with existing resources and note gaps.

5.3.4. Step Four: Identifying Potential Sources of Needed Resources

- Identify current donors, and partners and their capacity in providing the required resources.
- Identify/explore potential donors and their capacity to meet the current resource gaps.
- Match the donors' scope and interest with the requirements of the project considering ethical issues seeking to understand the underlying principles of the donor versus values of the organization.

5.3.5 Step Five: Strategies for Approaching Donors/Stakeholders

- With former/current donors we have worked with before, we need to build on existing relationships.
- With new donors, we need to sell our organization to them; we need to create new relationships.

5.3.6 Step Six: Outlining Monitoring and Review Mechanisms

At some point in your resource mobilization efforts, you will want to ask yourself these questions:

- How are we doing?
- Have we reached our targets?
- What can we do better to reach our targets?

Although this topic of monitoring and review is discussed here as Step 6, you should be keeping this in view very early ~~on~~ in your resource mobilization planning.

5.3.7. Step7. Documentation of All activities

You must also bear in mind that you will need to have gained some experience in implementing your resource mobilization plan before you have a better feel of what needs to be monitored and evaluated and when.

- All stages and activities must be documented.
- It is crucial to include metrics at each stage.
- Expected deliverables should be indicated for each activity.

Assess the Current Situation/ SWOT Analysis

The following analysis framework will help with aligning resource mobilization efforts to the organization's short term and long-term strategic and operational resource needs.

Organizational/Team Structure

1. Does the organization have a team in place to carry out the work of the resource mobilization initiatives?

2. Are the team members clear about their individual roles in the initiatives?

3. Have the initiatives been assigned with individuals as the leads or focal points?

Vision, Mission, Goals

1. Is the team clear about the vision, mission, and goals of the initiative?

2. Is the team able to communicate these vision, mission, and goals briefly and quickly?

3. Is the team in a position to prepare a 1 to 2-page summary of the initiative to be handed out in case it needs to meet with potential contributors/donors?

Strengths, Weaknesses, Opportunities, Threats (SWOT)

Many organizations may already have done a SWOT analysis in the course of their organizational strategic planning. The purpose of this SWOT analysis is not to duplicate what you already have, but to think of your strengths, weaknesses, opportunities, and threats from the specific angle of resource mobilization.

Remember that strengths and weaknesses are internal to your organization, and can be managed and controlled by you, while threats and opportunities are external factors.

1. What are your strengths to help you mobilize resources for your programs/projects?

2. What are your weaknesses that may be needed strengthening in order for you to carry out resource mobilization initiatives?

3. What are the opportunities for you to carry out resource mobilization activities?

4. What threatens your ability to mobilize resources?

NB: As we engage ourselves in the analyses of the issues conveyed by the above questions, we are supposed to keep in mind the mechanisms, tools and techniques of Resource Mobilization we saw in the preceding sections. In other words, we have to consider the mechanisms, tools and techniques as we conduct the analyses.

Why Do We DO a SWOT Analysis?

A SWOT analysis is conducted for many reasons. A Genuine and rigorous SWOT analysis produces a clear picture of organizational abilities, gaps, enabling environments and hindrances in pursuing an initiative in order to meet set goals, vision and missions. It

includes assessing organizational performance, capacity in various skills and knowledge areas, motivation and environmental influences on its performance.

The process can likewise be utilized to assess the resource mobilization capacity of your organization. It is very well to have high hopes and dreams for the achievement of securing resources for long, mid and even short-term programs, but if passion is not matched with the infrastructure to make dreams a reality, then at the end of the fiscal day, your organization will be staring at many unfunded project ideas in the face.

Revisiting this process while using a resource mobilization lens presents a clearer and realistic view of what particular programs to generate resources for, the particular constituency groups you wish to target, what resource mobilization strategies will appeal to this targeted group, and what systems and structures must be present within your organization to be able to generate resources efficiently and effectively, and ultimately, to fulfil your vision and mission.

What Information Can You Get from a SWOT Analysis?

A SWOT analysis report has the potential to determine what ~~are~~ the internal factors, or factors within the control of your organization that contribute or hinder resource mobilization efforts are. In addition, a SWOT analysis report can also identify the responses of your organization to external factors, those that are beyond your control that similarly contribute to or hinder your resource mobilization efforts.

With Regard to internal factors, a SWOT analysis may

- affirm resource mobilization successes to date;
- provide a sense of history and present the organization‘s evolution in its responses to changes in the funding environment;
- present a reality check on where the organization is ~~at~~ currently vis-a-vis the achievement of its vision, mission and existing strategic plan goals;
- validate funding targets over a set period of time, identify available funding and resource gaps;
- indicate gaps in administrative systems such as Finance and Accounting;
- indicate gaps specific to resource mobilization skills and systems such as proposal writing, implementation of other strategies, donor acquisition and upgrading;
- establish ownership of resource mobilization functions;
- open new doors or widen perspectives on prospective resource providers;
- determine buy-in, or lack thereof, of various stake holders to the organization’s funding priorities and resource mobilization strategies;
- establish resource mobilization policies and code of ethics anchored to the organization ‘s core values;
- review the relevance of the organization ‘s existing key messages; and
- determine the organization‘s capacity to invest in a resource mobilization programs.

A SWOT analysis may also reflect your organization’s response to the following external factors:

- funders’ priorities and changing trends;
- demand for your organization’s services;

- technological innovations related to your area of work;
- legislative and regulatory changes;
- competing grantees;
- and prevailing political, social and economic conditions.

The SWOT analysis therefore, is a powerful process that keeps you grounded in the current realities existing for your organization. When you are able to see things as they are, and have increased awareness about what is going on within and outside your organization, you are then able to set realistic resource mobilization targets. Knowing where you are in the present maps out a clearer direction for where you are going in the future.

Example: - Assessment of Staff Members' Understanding on Gender Mainstreaming

Strength • Clear mandate, vision, mission • Have strategic plan, annual work plan and budget • Progressive staff willing to learn more	**Weakness** • Shortage of skilled staff members • No gender expert to drive the implementation process • Lack of coordination of activities among departments • Inadequate staff capacity development programs • Inadequate transport for the staff
Opportunity • Gender declared by the Government is cross-cutting issues to be mainstreamed by all sectors • Political will from politicians in adoption of polices and enactment of gender related lows • National gender policy available	**Threat** • High rate of HIV/AIDS • High rate of poverty • Counter advocacy from pro-patriarchal groups

Source: - Adapted from Assessment of staff Members' Understanding on Gender Mainstreaming and Contribution to Gender Equality: Ministry of Gender Equality, Namibia

The Concepts of SWOT in a Summary

	Strengths	**Weaknesses**
Internal	What we are good at doing, hence want to protect and promote	What we are not good at doing, hence want to improve
	Opportunities	Threats
External	What we want to take advantage of to help our organization	What we want to protect and defend our organization against

SWOT Analysis and Resource Mobilization Strategy

The next step of the SWOT analysis is creation of strategies by linking the information from the analysis. The commonly employed approach is to seek the following correlations. By correlating the information in the SAWOT analysis and seeking for relevantly related measures that lead to the achievement of your goals, you can formulate your statements of strategies.

1. Take the advantage of Opportunities to enhance Strengths (Opportunities + Strengths)
2. Overcome weaknesses by taking advantage of Opportunities (Opportunities + Weaknesses)
3. Overcome Threats by taking advantage of Strengths. (Threats + Strengths)
4. Work to neutralize Threats by taking into account Weaknesses and their combined effect. (Threats + Weaknesses)

Preparing a Resource Mobilization Action Plan

1. Activity/Programme:

List down the programme or activities you are implementing at present or are intending to pursue over the next three to five years.

2. Resources Required:

Indicate the total amounts of funding and resource needs of your activities/programmes based on your budgets for these activities.

3. Resources Available:

Indicate the amounts of funds or in-kind resources that already exist within your organization to carry out the activities you have listed. It is advisable for you to consult your finance or accounting colleagues to help you with realistic figures. Remember, resource mobilization involves the whole organization.

4. Resource Gaps/Funding Needs:

Obviously, this column will show you the variance between Columns 2A and 2B. This column, together with the resource timeline, will help you determine how much resources you will need to mobilize, for whom, and when.

5. Resource Providers:

Match your funding needs with the names of potential resource providers from your donors' mapping to help you plan your resource mobilization efforts.

6. Timeline:

Plot your funding needs according to your time schedule, to show you what amount of funding is required when.

7. Notes/Remarks:

Take note of how some of the funds are to be classified and expended; for example, some donors may restrict certain funds to be tied for certain activities only.

5.4. Tips for Effective RM Planning

An organisation is created in response to a problem or an opportunity. It is from this ground that the mission and strategy of the organisation grow. The projects you plan and request funding for should be part of your strategy, not just a way to raise money. They flow from your conviction that certain issues or problems need to be addressed and that you are in the best position to do so.

Your plan must reflect

- your understanding of the context and how this is reflected in the organisation's mission and strategy;
- the specific circumstances in the context that create the problem the project is meant to address and what that problem is;
- the objectives of the project and your vision for success;
- and the process intended to achieve the objectives.[12]

[12]AWFD- Practical handbook for resource mobilization.

Resource Mobilization Action Plan Template

S. No	Program Activities	Resource		Resource Gaps (Required–Available)	Resource Mobilization Timeline			Resource Provider	Technique of Resource Mobilization	Responsible Body for Implementation	How to Monitor and Review	MoV	Remarks
		A) Required	B) Available		Year 1	Year 2	Year 3						

Activity 5.2

Form groups or organization-specific groups if more than one organizations are participating in the workshop.

1. Let each group
   - conduct a SWOT analysis for Organizational Resource Mobilization Strategy formulation taking feminist approach and gender transformative programming in to account.
   - complete a resource mobilization action plan template as given here above.
   - present the group work to the plenary.
2. Discuss on the presentations, noting where and how feminist approach and gender transformative programming have been incorporated.

SESSION 6: RESOURCE MOBILIZATION MANAGEMENT

SESSION OBJECTIVE:

At the end of the session, participants will be able to

- explain the importance of capacity building for Resource Mobilization;
- narrate on how to share responsibilities for Resource Mobilization;
- describe key issues in Monitoring and Evaluation of Resource Mobilization;
- prepare model Resource Mobilization Monitoring and Evaluation Plans for their organizations.

MATERIALS NEEDED:

Markers, flip chart, hand-outs, projector

TIME NEEDED:

3:35 hour

METHODOLOGY

Questions and answers, presentations and group work

PREPARATION

Prepare signs or flip chart listing brief descriptions of capacity building in Resource Mobilization monitoring and evaluation

SESSION TOPICS

Agendas	**Time**
Activity 6.1	20 minutes
Capacity Building for Resource Mobilization	15 minutes
Sharing Roles and Responsibilities	15 minutes
Monitoring and Evaluation of Resource Mobilization	30 minutes
Developing a RM Monitoring and Evaluation Plan	30 minutes
Activity 6.2	1 hour
Session Wrap-up & Post-training Questions	45 minutes

STEPS

Activity 6.1

1) Ask the participants to brainstorm
    - The importance of resource mobilization capacity building
    - The importance of M&E in resource mobilization
2) Write the responses on a flip chart and engage the participants discussion and wrap-up the activity
3) Fill in the gaps using the notes below

FACILITATOR'S NOTES

6.1. Capacity Building for Resource Mobilization

Resource mobilization is a strategic process carried out at the executive level within an organization and should not be looked at as a different or minor task within the organization's management team. This demands dynamic personalities, leadership qualities, and management aptitude and skills.

Resource mobilization is a profession that requires various skills, a structured approach and careful planning. Furthermore, the efficient management of the limited resources mobilized for WOs is also critical.

WOs often lack the technical and organizational capacity to fully implement programs and accomplish their mission, and still few are willing or able to invest in training for capacity building. Weak capacity affects fundraising ability, governance, leadership and technical areas. Challenges such as lack of resource mobilization strategy, poor governance, lack of strategic planning, and poor networking can all be addressed through Capacity Building.

Capacity building and training can help to provide crucial new skills. WOs can then more readily train staff, and cultivate the necessary skills within the organization in order to address financial challenges through resource mobilization. Some capacity building strategies for WOs are as follows.

- Enhance the capacity of WOs to ensure that RM becomes part of their organizational policies.
- Build the capacity of WOs staffs to consider RM when planning for future activities.
- Integrate RM in the WOs upcoming strategic plan.
- Include Resource Mobilization in the annual plan.
- Establish RM unit to improve the coordination of RM activities.
- Train WOs staffs on innovative approaches in Resource Mobilization.
- Exchange knowledge & experience on RM with similar organizations.
- Equip WOs staffs with the necessary knowledge & skills like the skills of communication

- Networking, and coordinating in order to implement and manage resource mobilization efforts.
- Reaching out for needed advice and guidance whenever required during fundraising and resource mobilization is extremely valuable. Access to qualified experts will inspire confidence in donors and contribute to the mobilization success.

Sharing Roles and Responsibilities

In a sustainable organization, everyone is responsible for resource mobilization! Staff members at every level have a role to play in mobilizing resources. Some staff members are responsible for representing the organization to its donors and at official functions. Others are the lead writers on proposals that will be approved for funding. Including the Board, the Management and staffs, it is in everyone's best interest to reach out and share their organization's work and successes with the wider community and, in turn, bring back important news, connections, and leads that may help your organization thrive.

The organizational management involves establishing and strengthening structures for the resource mobilization process. It also involves identifying the organization's vision, mission, and goals, and putting in place internal systems and processes such as identifying the roles of the Board and staff, and efficiently managing human, material, and financial resources that enable the resources mobilization efforts. Creating and implementing a strategic plan that addresses the proper use of existing funds on one hand, and helps efficiently seek out diversified sources of future funding on the other is critical in resource mobilization management.

Resource mobilization, like any major aspect of CSOs operations, requires leadership and dedicated personnel. Resource mobilization is a team effort, and involves the institution's commitment to resource mobilization, its acceptance of the need to raise resources and abilities of institutionalizing resource mobilization priorities, policies and budget allocation. The responsibilities for the resource mobilization effort ~~is~~ are shared, first of all, by the Board, the president or the executive director and the resource mobilization unit.

The **Board of the organization,** the **leader**, and the manager of programs/ projects need to engage and support resource mobilization. Someone must be appointed as accountable for this aspect of work.

The **resource mobilization manager** needs to appoint a team of staff and volunteers to undertake the fundraising tasks. The resource mobilization manager will champion all resource mobilization & fundraising activities; organize the team; draw on all human resources available; maintain records; lead the planning; and monitor the progress. **The Resource mobilization manager** and **project managers** must ensure two-way accountability for how all the funds raised have actually been used and what has been achieved. **The Resource mobilization manager and Fundraisers** must manage the development of relationships with each and every donor. Every donor gives for a different reason and with a different set of expectations.

6.2. Monitoring and Evaluation of Resource Mobilization

After spending much time, effort and money in conceptualizing, developing and implementing your resource mobilization plan, now you need to know if it worked, or if you need to make adjustments midstream. This section discusses Monitoring and Evaluation Concepts, Tools and Success Indicators relative to the type of resource mobilization vehicles used.

Monitoring and Evaluation is the process of establishing a project/program/organization's degree of success or failure. Monitoring is the systematic and continuous collection, analysis and interpretation of information aimed at improving the efficiency and effectiveness of a project/program or organization as the strategy of implementation progresses. Monitoring provides the information needed to analyse the current situation; identify challenges and find solutions; discover trends and patterns; keep project activities on schedule; measure progress towards objectives; and formulate and revise future goals and objectives. On the other hand, Evaluation is the systematic, periodic and objective assessment of an ongoing or completed project/program or policy including its design, implementation, and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact, coherence and sustainability.

Monitoring is concerned with what has changed whereas evaluation is concerned with how substantial and valuable these changes were. Organizations should put together a Monitoring and Evaluation (M&E) Narrative and Plan. The M&E Narrative should describe how your organization will assess whether or not the project has met its objectives within the given timeframe and budget. The M&E Plan describes what indicators your organization will use to measure the project's success against its objectives, and is generally placed as an annex in the proposal.

The M&E plan should include the list of indicators organized by result statement and activity, indicator definitions, data sources, data collection methods, frequency of data collection, people responsible to carry out the M&E activities, and the project's overall targets for each indicator.

6.2.1. Importance of M&E in Resource Mobilization

A number of Resource Mobilization M&E benefits can be listed out. Some of the major ones are given below.

- Current performance data obtained from monitoring efforts can alert you to problem areas such as overspending, so you decide how to adjust or modify your strategies;
- It demonstrates your organization's commitment to accountability;
- Continuous learning from M&E and flexibility contributes to improvement in results;
- M&E ensures enhanced efficiency and effectiveness as related to M&E of responsibility;
- It lays out lessons for improved future resource mobilization.

6.2.2. Measurement in Resource Mobilization Monitoring and Evaluation

When planning your resource mobilization 'mix', you will see that the different methods, such as grant proposal writing, special events or product sales have different capacities to provide numbers of donors and income. Some vehicles bring in large amounts of money from only a handful of people (major gifts), while other acquisition techniques such as concerts or direct mail campaigns bring in less money but more first-time donors. It's important to keep this in mind when determining whether a particular strategy was successful or not. The rule of thumb is that success is measured against the goal that was set out in the beginning relative to a particular resource mobilization vehicle.

The goals are not just financial though for many non-profits success in resource mobilization is measured in very broad sweeps, often answering only one question: do we have enough money to survive? Indeed, for non-profits struggling to meet monthly cash requirements, that question is likely to be the only one they will care to answer, and understandably so. Short-term financial uncertainty does tend to eclipse other concerns _ financial and non-financial indicators

But raising funds is not just about raising funds. Other questions need to be asked. Some are questions that measure financial performance: How much did it take to raise that amount? How much did it take to acquire donors and volunteers? Was the amount enough to cover the costs involved? What is the average donation per donor? Did we stay within budget? Financial measurements can tell you:

- how much money was actually raised as income (gross revenues less expenses), and whether there was any profit at all (gross revenues over expenses, or Return on Investment).
- how well the budget was managed (analysing the variance between budgeted and actual expenses, planned and unplanned activities).
- how much it cost to mobilize the resources (acquisition cost, or cost per dollar raised in a specific activity, or cost per donor acquired).
- what ~~is~~ the amount level that donors can be expected to support your work is (average gift, which is the total number of gifts received over the total number of donors).

Other questions are non-financial like these ones. How many new donors or volunteers were acquired? Are we acquiring many donors who just give once and whom we never hear from again, or are we successful at getting repeat donors? How many donors are we losing per year? How long does it take from the time we submit a proposal to a grantor to the time we get a response? Such questions measure performance in building the stakeholder base in the following concepts.

- Number of Volunteers Recruited (joining rate)
- Number of Donors Acquired over Number of Solicitations (response rate)
- Upgrade from Volunteer to Donor, or from One-time Donor to Repeat Donor (conversion rate)
- Percentage of Donors who Do not Renew Gifts per Year (attrition rate)
- Lag from Proposal Submission to Donor Response (turn around or response time)

Performance Indicators

1. **Return on Investment (ROI):** allows you to find out whether a specific resource mobilization campaign made or lost money:
   (+) ROI: resource mobilization budget has been invested well
   (-) ROI: overspending
2. **Acquisition Cost:** helps you use your resources efficiently
3. **Response Rate:** provides feedback on the quality of your database as well as your campaign materials and skills
4. **Average Donation:** provides the mean figure at which current donors are willing to support your work; gives a starting point to draw up a realistic gift chart; tells if the current giving level of your active donors will be able to sustain your needs
5. **Attrition Rate:** gives you an idea of the number of new donors you need to acquire per year to compensate for those that drop out

6.2.3. Developing a RM Monitoring and Evaluation Plan

1. Determine what to monitor.
   - Identify your indicators. Indicators are qualitative and quantitative measures that show to what extent you are achieving or have achieved your goals. There are short-term and long-term indicators as well as process and results indicators.
   - The indicators you choose should be relevant to the goals and objectives set. For example, if the goal is to get funding to do a Phase 2 of a current successful project, then monitor and evaluate donor response to funding proposals, NOT publicity for your good results.
2. Determine when you will monitor.
   - The timing depends largely on the indicator you set, and the result or process you are checking on. For example, when would it be realistic to expect responses to a direct mail pack? One factor in the efficiency of your local postal system.
3. Determine how you will monitor and who will do it.
   - What will be your sources of information? Who will provide it?
   - What tools or methods will you use to obtain the information?
   - Consider interviews, visits, financial reports.
   - Who will put together the monitoring report? What framework will be used?
4. Make sure monitoring is done.
   - Communicate the benefits to users. Many people find it a challenge to both implement and monitor. It does mean additional work but will be well worth it because what you learn from monitoring information is invaluable for future projects.
   - Do not always think you need to reinvent the wheel; use staff meetings or other already existing processes to report on progress.

5. Determine what to evaluate.
    - Be based on your RM Plan
    - Consider the relevance, efficiency, effectiveness, coherence, sustainability and impact of your RM strategy/mechanisms
    - Consider the resource mobilization management aspect
6. Determine when to evaluate.
    - Consider the nature/type of the RM mechanism in determining the time.
    - Decide on the timeframe of evaluation (midterm, terminal, ex-post) based on your need and the nature/complexity/duration of the program
7. Determine how to evaluate and who will do the evaluation.
    - Review RM goals/objectives.
    - Identify the appropriate indicators.
    - Adopt RM objective statements for evaluation tools development by linking the idea to the relevance, efficiency, effectiveness, coherence, sustainability and impact concepts of evaluation.
    - Convert RM objective statements in relation with the concepts of relevance, efficiency, effectiveness, coherence, sustainability and impact into evaluation questions/tools.
    - Decide on the methods to be used to collect data using the tools/questions.
    - Determine who will perform the evaluation and reporting.

6.2.4. Preparation of Technical and Financial Reports

The funding agreement specifies the types of technical and financial reports to be produced as well as their frequency. In general, the commonly used length of time is quarterly for monitoring reports and annual for other types of reports. Report writing is a contractual obligation to which WOs are subjected as receivers of resource supports from donors. They can take advantage of the assisting staff to perform such work as they have most of the technical and financial project data. They can also use the mandatory organizational technical and financial reports prepared and submitted to donors as per their requirements and specific structures of reports.

The information contained in the financial monitoring report indicates

- the financial status of the project during the period;
- the duration of the project;
- the financial utilization against each activity;
- the budgeted and actual expenditure, by highlighting the difference between them.
- explanations of differences/variations.

Resource Mobilization never ends. Its aim is to create a lasting relationship between the WOs and donors. People in charge of fundraising must guarantee this relationship by listening carefully to donors and by involving them as much as possible beyond the gift for several reasons. They should continue building the confidence of the donors and get them to provide additional resources.[13] Report on the use made of the available and acquired resources; share the results and problems; keep increasing the visibility of the WOs. Various methods can be used by WOs to maintain their relationships with donors including the following ways.

- Invite donors officially on the occasions of the WOs major events.
- Send them new publications and official progress reports.
- Invite donors during field visits organized by the WOs.

Activity 6.2

1. Ask participants to do the following in groups.
    - Referring back to your RM plan prepared in session 5, prepare a Resource Mobilization Monitoring and Evaluation plan for your organizations.
2. Let each group present its work to the plenary.

[13]https://www.irdc.ca/en

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12. Steve L. Create an Effective Fundraising Plan, Compass Point Nonprofit Services http://www.gnof.org/wp-content/uploads/2014/06/CreatingFRplan-manual.pdf
13. Venture for Fund Raising (2010). Resource Mobilization: A Practical Guide for Research and Community-Based Organizations, http://videa.ca/wp-content/uploads/2015/08/Resource-mobilization-guide-for-community-
14. Vivien, C. (2011). *A Guide to Resource Mobilization Planning for Partners of the Telemete Women*: *Digital Literacy Campaign*.Telecentre.org Foundation. Quezon City Philippines. http://women.telecentre.org/wp-content/uploads/ResourceMobilisation-Guide.pdf.

Annex 1: Pre and Post-workshop Questionnaire

The purpose of this pre and post-workshop questionnaire is to ensure that your facilitators have the information they need to tailor the resource mobilization workshop to the specific needs of your organization. The goal is for participants to leave the workshop with a clear action plan that can serve as a road map for achieving their organizations' resource development goals.

Your responses will be enormously helpful as we work to meet your learning needs in the workshop. The post-workshop questionnaire administration results will enable both the participants and facilitators to determine the level of success of the workshop by looking at these results in comparison with the pre-workshop results. All responses will be kept confidential. The survey should take about 30 minutes to complete.

Sex: (Tick) Male___ Female___

Organization: _____

Role_____

1. What is resource?

_____

_____

_____

2. Does your organization have a resource mobilization (development) plan?

Yes /No

3. If yes, what resource mobilization mechanisms do you use? Can you list them?

a. _____

b. _____

c. _____

d. _____

4. Can you list your sources of income?

a. _____

b. _____

c. _____

5. What are the primary hurdles you face in mobilizing resources?

a) _____

b) _____

c) _____

d) _____

6. Who do you currently consider as part of your resource mobilization network? (People in your organization, on your board, or within the network of relationships who can introduce or link you to priority donors)

Name Role

1._____ 1._____

2._____ 2._____

3._____ 3._____

4._____ 4._____

5._____ 5._____

7. What are elements for measuring you organizational strength and weakness in resource mobilization?

_____

_____

_____

_____

_____

8. Please check the top 5 topics that will be of most value in helping you to achieve your resource mobilization goals.

Order from 1-5, with 1 as the top priority.

___Understanding the donor environment

___Donor assessment criteria

___Understanding donor characteristics and Internet research tools

___Donor expectations

___Strategic networking and marketing

___Elements of a resource mobilization plan

___Roles and responsibilities of prime, sub, and grantees for USG-funded projects

___Positioning your organization for a proposal (RFA)

___Negotiating as a prime or sub

___Proposal components

___Developing effective corporate capabilities statements

___Resource mobilization systems

___Proposal development

___Developing a resource mobilization action plan

9. Does your organization have staff in charge of resource mobilization? Can you list their positions?

a) _____

b) _____

c) _____

d) _____

e) _____

f) _____

Thank you for your time

Annex 2: List of Donors

Donor	Grant Focus/Types	Website
Global Affairs Canada (GAC)		https://www.international.gc.ca/world-monde/funding-financemer processus_financement.aspx?lang=eng
USAID and State Dept Grants		www.grants.gov
USAID and State Dept Contracts		www.fedbizopps.gov
AusAid/DFAT		https://www.tenders.gov.au/atm
Danida		https://dfcentre.com/research/calls/
DFID		https://www.gov.uk/government/organisations/department-for-int development/about/procurement
FORMIN		https://um.fi/guidelines-for-procurement-related-to-development-
Irish Aid		https://www.irishaid.ie/about-us/procurement-opportunities/
NORAD		https://www.norad.no/en/front/funding/
SIDA		https://www.sida.se/en/for-partners/calls-and-announcements
EC (External Cooperation Programs; ECHO)		https://webgate.ec.europa.eu/europeaid/online-services/index.cfm?ADSSChck=1634915532491&do=publi.welcome

Foundations	Grant Types/Focus	Websites
Foundation Center		www.foundation center.org
Various Multilaterals		www.devbusiness.com
Variety of Donors		www.devex.org
Variety of Donors		www.developmentaid.org
Variety of Donors		www2.fundsforngos.org/tag/ethiopia
ACT Foundation		https://actrustfoundation.org/grants.php
KAIPTC		https://www.kaiptc.org/
Together Women Rise	They fund projects that foster good health, education, and economic self-sufficiency in developing countries. They are devoted to educating and inspiring individuals to make a difference and fight	https://togetherwomenrise.org/learn/grants/

	global poverty through the power of collective giving.	
Open Society Initiative for Eastern Africa	Through a combination of grant making, advocacy and convening power, OSIEA can support and amplify the voices of pro-democracy organizations and individuals in the region and to strengthen their capacity to hold their governments accountable. This includes efforts to defend and support rights activists and pro-democracy advocates who come under attack for their work.	https://www.opensocietyfoundations.org/grants/open-society-initiative-for-eastern-africa
Fund for Innovation in Development (FID)	To support innovation that contributes to reducing global poverty and inequality. FID enables innovators and researchers to test new ideas, build rigorous evidence of what works, and scale the highest-impact and most cost-effective solutions.	
She Decides	small grants which aim to spark movement building, led by young feminist groups, collectives, movements and coalitions, for bodily autonomy. Applicants must be part of a feminist	https://www.shedecides.com/spark-grants/

	group, collective, movement or coalition. The Spark Grants range from USD 5,000 to USD 20,000 per project.	
Feed the Minds	Supports projects which empower people who have been marginalized in least developed, low income and lower to middle income countries through our Education for Change programme. Projects are implemented by local non-governmental organisations or community-based organisations working to support marginalised communities. Literacy is central to Feed the Minds' strategy; so, partners are asked to take literacy into consideration when designing their projects. Feed the Minds supports projects in three thematic areas:	https://www.feedtheminds.org/funding-round-2021/
Amplify Change Network	The purpose of a Network grant is to contribute to the development of stronger and more inclusive movements advocating for Sexual Reproductive Health and Rights (SRHR) in sub-Saharan Africa,	https://amplifychange.org/grant_type/network/

	South Asia and Middle East and North Africa (MENA) region.	

Annex 3: Suggested Reading

1. CIVICUS: World Alliance for Citizen Participation. Promoting Your Organisation. Available at http://www.civicus.org/documents/toolkits/Promoting%20your%20organisation.pdf, accessed on 30 October 2017.
2. CIVICUS: World Alliance for Citizen Participation. Writing a Funding Proposal: Toolkit. Available at http://www.civicus.org/documents/toolkits/Writing%20a%20funding%20proposal.pdf, accessed on 30 October 2017.
3. Crisis Action. Creative Coalitions: A Handbook for Change. Available at https://crisisaction.org/handbook/clever-coalitions, accessed 30 October 2017.
4. Network Learning. 2006. NGO Self-assessment through a SWOT exercise. Available at http://www.eldis.org/vfile/upload/1/document/0808/ID38066.pdf, accessed 15 October 2017.Women Thrive Worldwide.
5. Women Thrive Worldwide: Fundraising Guide for Women's Community-Based Organizations. Washington, DC:
6. Women Thrive Worldwide. Available at https://www.ndi.org/sites/default/files/Women%20Thrive%20Fundraising%20Guide.pdf,