# Resource Mobilization


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# ACKNOWLEDGEMENTS

Sandeep is a five-year project of Save the Children (US) on capacity building of the NGO sector, for which financial aid/grant has been received from the USAID. Sandeep has been running projects in partnership with around 40 NGOs of Nepal. In course of enhancing the capacity of the NGOs, Sandeep has been developing manuals and organizing series of trainings, of which Resource Mobilization is an important part.

This training module has come to you as a result of the untiring efforts and contribution of many individuals. On behalf of the Sandeep Program, we would like to express our hearty gratitude to all those individuals.

Foremost, to Ashish Shrestha, who wrote this module in English, we would like to thank him. Likewise, we also thank Prof. Subash KC for his precious time and suggestions given to the determining of the subjects and process of this module.

And, finally, we would also like to extend our many thanks to Sandhya Lama who transformed, typed and formatted this module into Nepali.

**Deepak Koirala**
**Organizational Development Expert**
***SANDEEP* Program**
**Save the Children**

## TRAINING TIME SCHEDULE

**DAY ONE**

| TIME | SESSION | FACILITATOR |
|---|---|---|
| 10:00 - 10:15 | Welcome/Inauguration | Organizational Capacity Building Officer/Assistant |
| 10:15 - 11:15 | Introduction of Participant | Organizational Capacity Building Officer/Assistant |
| 11:15 - 11:35 | Beginning Questionnaire | Organizational Capacity Building Officer/Assistant |
| 11:35 - 12:15 | Objective of training and background of module | Organizational Capacity Building Officer/Assistant |
| 12:15 - 2:15 | Definition of Resource, resource mobilization and Outline | Organizational Capacity Building Officer/Assistant |
| 2:15 - 2:45 | TIFFIN | Organizational Capacity Building Officer/Assistant |
| 2:45 - 3:45 | Definition of Resource and resource mobilization, and outline (Contd.) | Organizational Capacity Building Officer/Assistant |
| 3:45 - 4:45 | Types of resource and resource providers | Organizational Capacity Building Officer/Assistant |
| 4:45 - 5:00 | Group meeting | Organizational Capacity Building Officer/Assistant |

**DAY TWO**

| TIME | SESSION | FACILITATOR |
|---|---|---|
| 10:00 - 10:20 | Review | Organizational Capacity Building Officer/Assistant |
| 10:20 - 11:20 | Types of Resource and Resource Providers | Organizational Capacity Building Officer/Assistant |
| 11:20 - 1:20 | Mechanism of resource mobilization | Organizational Capacity Building Officer/Assistant |
| 1:20 - 2:20 | Analysis of factors that motivate resource providers | Organizational Capacity Building Officer/Assistant |
| 2:20 - 2:50 | Tiffin | Organizational Capacity Building Officer/Assistant |
| 2:50 - 4:40 | Analysis of factors that motivate resource providers (contd.) | Organizational Capacity Building Officer/Assistant |
| 4:40 – 5:00 | Group meeting | Organizational Capacity Building Officer/Assistant |

**DAY THREE**

| TIME | SESSION | FACILITATOR |
|---|---|---|
| 10:00 - 10:20 | Review | Organizational Capacity Building Officer/Assistant |
| 10:20 - 2:20 | Gap between resource mobilization and strategy planning | Organizational Capacity Building Officer/Assistant |
| 2:20 - 2:50 | TIFFIN | Organizational Capacity Building Officer/Assistant |

| | | |
|---|---|---|
| 2:50 - 4:40 | Mapping of resource providers and information collection | Organizational Capacity Building Officer/Assistant |
| 4:40 – 5:00 | Group meeting | Organizational Capacity Building Officer/Assistant |

**DAY FOUR**

| TIME | SESSION | FACILITATOR |
|---|---|---|
| 10:00 - 10:20 | Review | Organizational Capacity Building Officer/Assistant |
| 10:20 - 1:00 | Action Plan of resource mobilization | Organizational Capacity Building Officer/Assistant |
| 1:00 - 2:00 | Model of project proposal | Organizational Capacity Building Officer/Assistant |
| 2:00 - 2:30 | TIFFIN | Organizational Capacity Building Officer/Assistant |
| 2:30 - 2:50 | Concluding Questionnaire | Organizational Capacity Building Officer/Assistant |
| 2:50 – 3:15 | Evaluation | Organizational Capacity Building Officer/Assistant |
| 3: 15 – 4:00 | Conclusion | Organizational Capacity Building Officer/Assistant |

# INTRODUCTION OF PARTICIPANT

**TIME: 60 MINUTES**

**Rationale:**
A training/seminar becomes effective when participants receive an environment where she/he can share experiences with one another in an open manner. This session will provide the participants an opportunity to know one another, as a result of which they will exchange their experiences in an easy atmosphere.

**Objective of learning:** Giving/Receiving introduction of one another

**Trainer's preparation:** Write down points for introduction of participants on newsprint. (Name, Address, Post, One reason for working/being involved in the organization)

**Materials:** Newsprint paper**,** Board, Marker and tape

**Main medium:** Games, question-answer

**Phases:**

- Share the objective of the session to the participants (Now we will play a game for introducing one another) The Name of the Game is "Resource Collection".
- Divide the participants into 3 Groups (It would be appropriate to arrange the number of women/men while dividing the Groups)
- Ask participants to remain in their respective Group and share the rule and procedure of the Game.

**Procedure of the Game**: You will have to collect together the resources that are with you. The Group that collects the maximum number of resources or carries out resource mobilization in the Group will receive a prize.

- The time will be of 3 minutes and the Resource Collection game will begin only after 'START' has been said, and will have to stop as soon as 'TIME OFF' is said.
- The trainers will count the number of resources collected by the Groups.
- The trainer will announce the result and the Group with the highest collection of resources will receive a prize.
- After the announcement of the result, the points for introduction will be put up on the board and the participants will be asked to remain in their respective (Game) Groups and give/receive introduction of one another.
- After every Group completes the introduction, the Group coming out first will be asked to come in front and give their respective introduction. After introduction by all members of the Group, they will be asked to share the experience of how were they successful in collecting many resources.

- Similarly, the second and third Group will also be asked to give their introduction and also share the experience of why they were not able to collect many resources.
- Note down the responses from the Group on a newsprint paper and put them up on the wall. And this should be gone through repeatedly in course of the training.
- After introduction from the participants, the Trainer will also give his/her introduction.
- At the end, the Trainer will ask the participants the following questions:

    - How did you find the Game we played? Why?
    - What did you learn from the Game?
    - How and where can we use the learning?
    - What is the relation between this Game and the training?

**Note for the Trainer:**
This 4-day training is also about Resource Mobilization, which we have begun in an entertaining way in the first phase. The way a Group came out first by mobilizing many resources, we can repeat the good practices in course of the 4-day training, as a result of which our organization will always remain ahead in resource mobilization.

## BEGINNING QUESTIONNAIRE

**TIME: 20 MINUTE**

**Participant's Name and Post:** …… **Date:** ……..…

**Organization's Name:**……..

**Note:**

The Beginning Questionnaire has been developed with the objective of making the training effective by finding out the level of the participants on issues of Resource Mobilization. This is not any exam that would decide whether the participant is pass or fail. So, we request all participants to answer the questions that they can answer and if there are questions that they cannot, then that can be left.

1. What do you understand by resource? Tick below.
   (a) Human (b) Money (c) Information (d) Service

2. Among the 4 points given below, which one point is similar to the definition of Resource Mobilization? Tick below.
   (a) Right use of available resource.
   (b) To receive maximum resource from a single resource provider
   (c) Collect resource for the Program.
   (d) Expand the research and relation of the resource provider for achieving the mission of the Organization.

3. There are various mechanisms for Resource Mobilization. List any 3 mechanisms.
   (a)
   (b)
   (c)

4. Resource providers are of various types. List any 5 types of resource providers.
   (a)
   (b)
   (c)
   (d)
   (e)

5. In order to develop a Resource Mobilization Plan, what is it essential to know about the resource provider? Tick below.
   (a) Name and program of resource provider
   (b) Area of work
   (c) Type of resource
   (d) Aspiration or motivation of the resource provider

***For Trainer only***

***Answer***

# BEGINNING QUESTIONNAIRE

**TIME: 20 MINUTES**

**Participant's Name and Post:** ……..... **Date:** ……

**Organization's Name:**……..

## Note:

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   (c) Collect resource for the Program.
   (d) Expand the research and relation of the resource provider for achieving the mission of the Organization.

3. There are various mechanisms for Resource Mobilization. List any 3 mechanisms.
   (a) Proposal for aid/grant
   (b) Organizing of special events
   (c) Developing network

4. Resource providers are of various types. List any 5 types of resource providers.
   (a) INGO
   (b) Embassies
   (c) Private Company/factories
   (d) Government bodies
   (e) United Nations

5. In order to develop a Resource Mobilization Plan, what is it essential to know about the resource provider? Tick below.
   (a) Name and program of resource provider
   (b) Area of work
   (c) Type of resource
   (d) Aspiration or motivation of the resource provider

# OBJECTIVE OF TRAINING AND BACKGROUND OF THE MODULE

**TIME: 50 MINUTES**

## Rationale:

In order to motivate the adult participants to learn, the agenda and objectives of what they are learning in the training should be clarified. If the participants have information about the agenda and objectives, then they will concentrate their learning on the same agenda and objectives, as a result the learning will be effective. This session will apprise the participants of the goal, objectives and module series of the 4-day training.

## Objectives of Learning:

- Sharing the goal and objectives of the 4-day training
- Sharing the time-schedule of the 4-day training, and they will provide suggestions for improvement.
- Share the structure and process of the training module.
- Constitute monitoring Group to make the training effective.

## Trainer's Preparation:

- Writing down the objectives of the learning on a newsprint paper.
- Writing down the goals and objectives of the training on a newsprint paper.
- Write down the timetable of the Training on a newsprint paper.
- Write down the task, duties of the Monitoring Group on a newsprint paper.
- Write down the goals and objectives of the Module on a newsprint paper.
- Develop hands-out of all those prepared above.

**Materials:** Newsprint paper, market, board and masking tape.

**Main methods:** Question answer, discussion and explanation.

## Phases:

- Ask the participant, why we have gathered here.
- After hearing the participant's reply, the Trainer will present and explain the goals and objectives of the Training.
- The Trainer will present the timetable for the 4-day training and ask for suggestions from the participants.
- Adjust the timetable as per the suggestions received.
- Share about the structure and process of the Training Module.
- Make 3 Groups for monitoring the Training. Ensure proportionate representation of post and gender while making the groups.
- Describe the task and responsibilities of the Monitoring Group.

## Goal of the Training:

- To develop knowledge and skills for effective mobilization of human and other resources for enhancing the Organization's capacity (internal and external) and to implement the program.

## Objectives of the Training:

- Describe the definition, standards and outline of Resource and Resource Mobilization.
- Identify the types of resources and resource providers.
- Differentiate the mechanism of Resource Mobilization and their advantages and disadvantages. Also evaluate the effectiveness of the mechanisms used within one's Organization.
- Analyze the factors that motivate the resource providers.
- Find out the gap between Resource Mobilization and the Organization's strategy and evaluate the state of Resource Mobilization in one's Organization.
- Map the Resource Providers and collect information essential for Resource Mobilization.
- Develop Action Plan for Resource Mobilization.

## Background of the Module Series

'Save the Children' has been running development programs in partnership with various organizations since 1980. Save the Children is committed to enhancing the capacity of its local partners, because Save the Children is of the recognition that capacity building of the local organizations will realize the goal of sustainable development in the country.

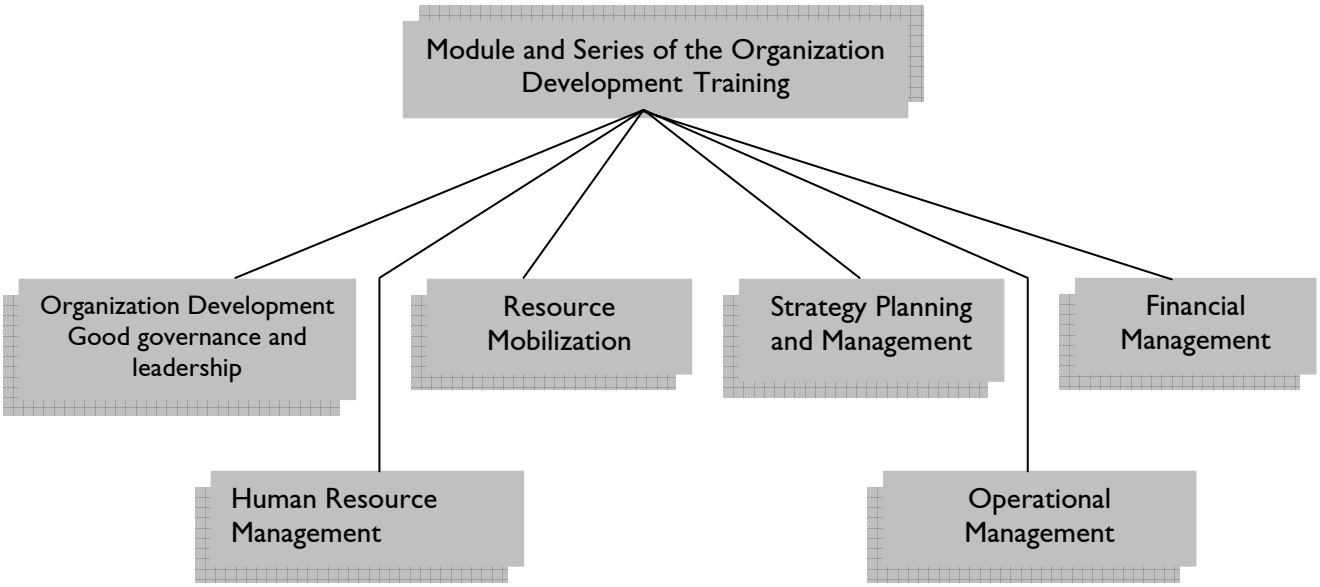
In this context, Save the Children does not only limit capacity building to the conservative training procedures but tries to incorporate greater areas like leadership development, good governance, expansion of relations, institutional development and exchange of experiences.

Since October, 2003, Save the Children has been running a five-year project (Sandeep) with the objective of enhancing the institutional capacity of the entire NGO sector. The Sandeep Project runs in partnership with around 40 NGOs in the Far-West, Mid-West and the East. This module has been prepared with the objective of enhancing the capacity of these partners NGOs.

Under the *SANDEEP* Program, Save the Children carried out last year an institutional capacity analysis of the partner organizations. These modules have been prepared on the basis of that analysis. This series comprises 5 modules and every module has been prepared for 4-6 day training. There will be different participants for every module. Following the training of the module, every partner organization will develop and implement an action plan by incorporating the areas to be reformed within the organization.

The Facilitator can use this module by adjusting the level and needs of the participants. Every module consists of 3 parts. In the first part, the participant is apprised of the knowledge and skills of the agenda, second part consists of necessary tools of analysis in order to carry out an analysis of one's organization and the third part comprises an action plan for exercising the knowledge and skills gained during the training.

This model has been prepared as a resource book for the training of local NGO leaders and managers. Every module has been divided into 3 parts. First, entrance system, which includes pre-test. Second, main agenda, which includes agenda of learning and facilitation method, and the final part comprises exercises for putting the learning into practice of the organization. For the benefit of the user, every module has guidelines.




## Goal of the Module:

- To enhance the capacity of the Organizations in order to make the process of reforms within the Organizations systematic and sustainable.

## Objectives of the Module:

- Develop knowledge and skills to initiate new steps to find out how is the composition of the main elements of the Organization, and assess the impact of the composition on the Organization's work to make the Organization's development process effective.
- Develop knowledge and skills to develop and implement a standard financial policy and system to achieve financial sustainability for the Organization.
- Develop knowledge and skills to effectively mobilize human and others resources to implement the program and to enhance the Organization's capacity (internal and external).
- Develop knowledge and skills on effective systems like Communications, Supervision, Authority Delegation and Project Planning and Monitoring in order to improve the performance of the Organization.
- Develop knowledge and skills on management of human resources in order to guarantee skilled and committed human resource and make the performance effective.

## Task of the Monitoring Group

a) At the end of the day, get-together at one's respective Group.
b) Discuss in the Groups how was the day's learning and what was not understood.
c) Try to help the friend who has not understood, if the entire Group has not understood then contact the Trainer.
d) Ensure that all members of the Group have received the reference materials.
e) Every day, begin the training on time and manage Tiffin, tea etc. at the right time.
f) Suggest the Trainer on the agenda/procedure of the Training.
g) Manage for cleaning of the Training Hall.
h) Display peace and goodwill in order to make the Training effective.

# DEFINITION AND OUTLINE OF RESOURCE MOBILIZATION

**TIME: 180 MINUTES**

## Rationale:

Receiving resource and identifying the resources received is a challenging task in itself. Most of the NGO leadership community is found to understand Resource Mobilization as Fund Raising. This session will help understand the definition of Resource Mobilization and its fixed outline.

## Objectives of Learning:

- Will define Resource and Resource Mobilization, and
- Describe the outline of Resource Mobilization.

## Trainer's Preparation:

- Writing down the objectives of the learning on a newsprint paper.
- Writing down the definition of Resource and of Resource Mobilization separately on a newsprint paper.
- Making an outline of Resource Mobilization on a newsprint paper.
- Make photocopies of all the hands-out.
- Write down the importance of Resource Mobilization on a newsprint paper.

**Materials:** Newsprint paper, marker, Tape, Board

**Main Methods:** Question-answer, Small Group Work, Explanation, and Plenary

## Phases:

- Read out and explain the objectives of the learning. Divide the participants into 3 Groups and ask them to analyze 1 incident each.
- After incident analysis by all the Groups, ask them to present it one-by-one and hold asking of questions and discussion by other Groups over the presentation by a Group.
- Ask the participants in the plenary, "What do you understand by Resource"?
- Note down the replies from the participants on a newsprint paper.
- Coordinate the main points from the participants and present and explain the definition that you have developed.
- Ask the participants in the plenary again, "What do your understand by Resource Mobilization"?
- Note down the participants' reply on a newsprint paper.
- Coordinate the main points from the participants and present and explain the definition that you have developed. (Trainer will present examples of Resource Mobilization from his/her Organization)
- Divide the participants into 3 Groups and give them an outline of Resource Mobilization. (30 Minutes)
- Ask every Group to discuss all the points (mechanism, resource provider and means, and make a list for every point.

- After every Group has completed its task, ask them to make a presentation one-by-one and hold asking of questions and discussion by other Groups over the presentation by a Group.
- After presentation by all the 3 Groups, the trainer should present the model outline of Resource Mobilization made on a newsprint paper, and complete it by adding the points received from the Groups.
- Ask in the plenary, "When we understand the 'outline of Resource Mobilization" what is the most challenging for us and why?
- Why is Resource Mobilization important for the NGOs? Ask the participants.
- Write down the replies from the participants on a newsprint paper and coordinate them to explain all types of points.
- Distribute the hands-out.
- Distribute the Resource Mobilization "questionnaire" and ask them to fill it up in the Institutional Groups.
- After every Group has completed filling up the questionnaire, ask to make an Action Plan.

**Note to the Trainer:** Hold discussions on the participants' reply and at the end all points of Resource Mobilization are equally important. But the mechanism is very challenging because for mechanism we require skills, which we will gain from this training.

## Definition of Resource

The human (skills, knowledge and concepts) and goods like money, materials, information, energy essential for attaining the objectives of an organization or individual is called Resource. As a result, the human (members, board and employees) that do not contribute to achieving our organization's mission cannot be regarded as 'Resource'. Resource is that which is used. Like: Money, Information, Materials, Energy or Skills. If any human cannot be used for achieving the mission (objectives) of the organization, then that will not be regarded as human resource. For example, if the country's population is utilized then it will be helpful in attaining the country's objective, but if not then it's only a crowd, which will give birth to more complex problems.
Another example, the rivers flowing in Nepal can give energy if used and so is Resource but if not then it is only a source. Karnali is only a source for Nepal but for India it is a resource.

## Definition of Resource Mobilization

Resource Mobilization is a process, which will identify the resources essential for the development, implementation and continuation of works for achieving the organization's mission. In real terms, Resource Mobilization means expansion of relations with the Resource Providers, the skills, knowledge and capacity for proper use of resources. Resource Mobilization does not only mean use of money but it extensiveness denotes the process that achieves the mission of the Organization through the mobilization of knowledge in human, use of skills, equipment, services etc. It also means seeking new sources of resource mobilization and right and maximum use of the available resources.

Studying the various structure and areas of Resource Mobilization, it is to seeking out resources that are essential and can be used to achieve one's mission and it maximum use. There are mechanisms that can be used to develop and expand relations with the resource providers (INGOs, Government, Private Sector, Community or any Organization) and receive resources. In Nepal, resource providers (donor agencies) are

providing resources very easily to majority of the NGOs. To be more precise, it seems as if donors have their own NGOs and NGOs have their own donors. In such a situation, the importance of Resource Mobilization becomes less and questions are raised on the proper use of available resources. But the definition of Resource Mobilization will become meaningful only when the leadership of any organization rises above the role of running only the donor's program under one's organization and envisages sustainability of the organization. Resource Mobilization will be meaningless for the NGO leadership that has not thought of making the organization sustainable. Because, resource mobilization does only mean to receive resources more running the donor's program, it a **self-respectful** step to develop the organization, to provide continuous service to the community and become self-reliant. Resource mobilization collects resources from the various resource providers by expanding the relation of the Organization, which in turn brings down the financial risk, gives diversity to the program and enhances the managerial capacity of the program.

## Moral aspect of Resource Mobilization:

Every organization can develop a code of conduct on Resource Mobilization, which should specify what are the resource providers that one would like to expand relations with, and what types of resources should be mobilized. Such a code of conduct looks essential in the context of Nepali NGOs because NGOs are rarely found carrying out analysis of the type of resource providers and their expectations. For example, a company developing arms can provide financial sources to a human rights organization. Such trends are found in plenty.

Furthermore, such a code of conduct should also include the Government's policy and regulations and the commitment to abide by them.

## Importance of Resource Mobilization

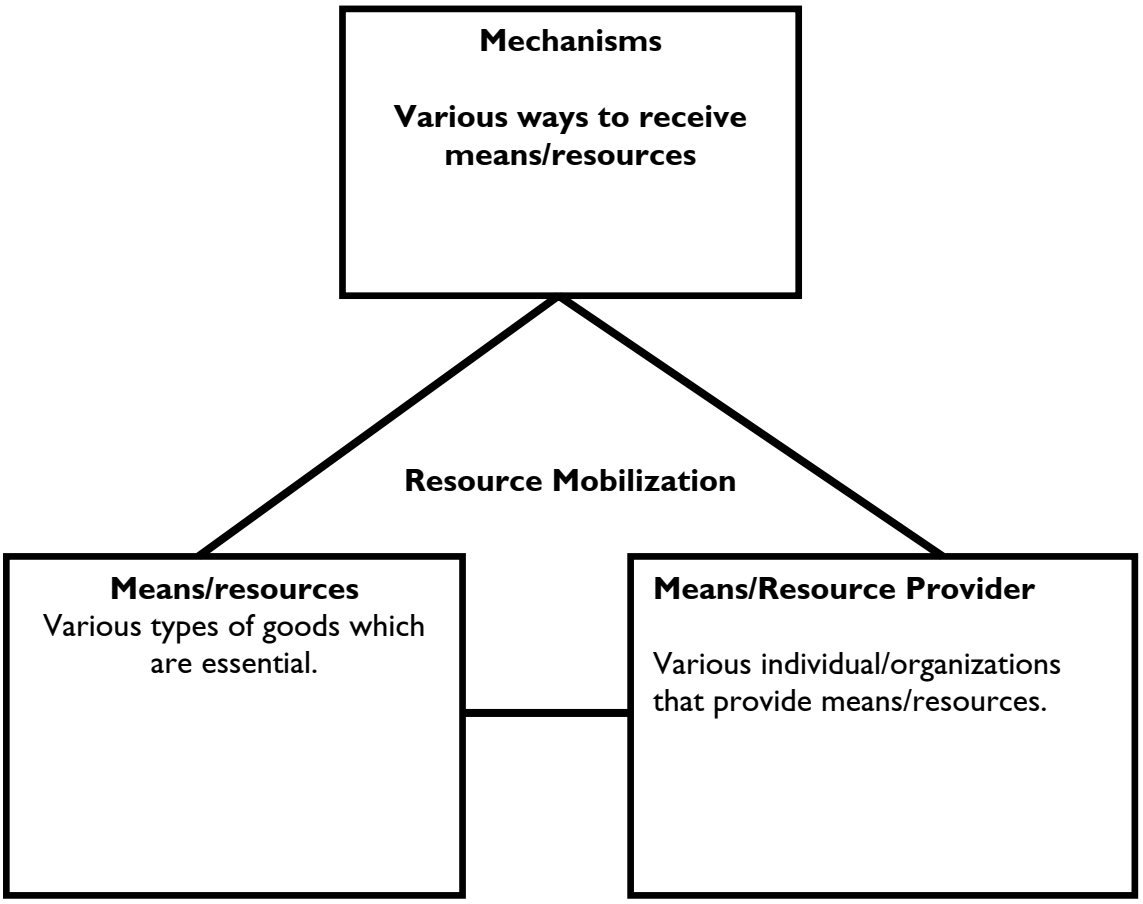
1. To diversify and expand resources.
2. Resource Mobilization helps to formulate an independent budget. To break the tradition of running the specific programs of any donor agencies only. To spend in the program of the Organization's liking.
3. To decrease dependency on others.
4. To save oneself/lessen the chance of becoming contractors of foreign donor agencies.
5. For sustainability of the Organization and program.
6. For maximum use of domestic capital and skills.
7. To expand deep relations with the stakeholder and community.
8. To clean the image of the Organization and expand relations.
9. To fulfill responsibilities towards the community.
10. To run programs based on the genuine needs of the community and to advocate for such programs.
11. To disseminate the good practices of the Organization.
12. To develop new thinking and challenge the old traditions.
13. To enhance the dignity of one's Organization.

## Features of Resource Mobilization

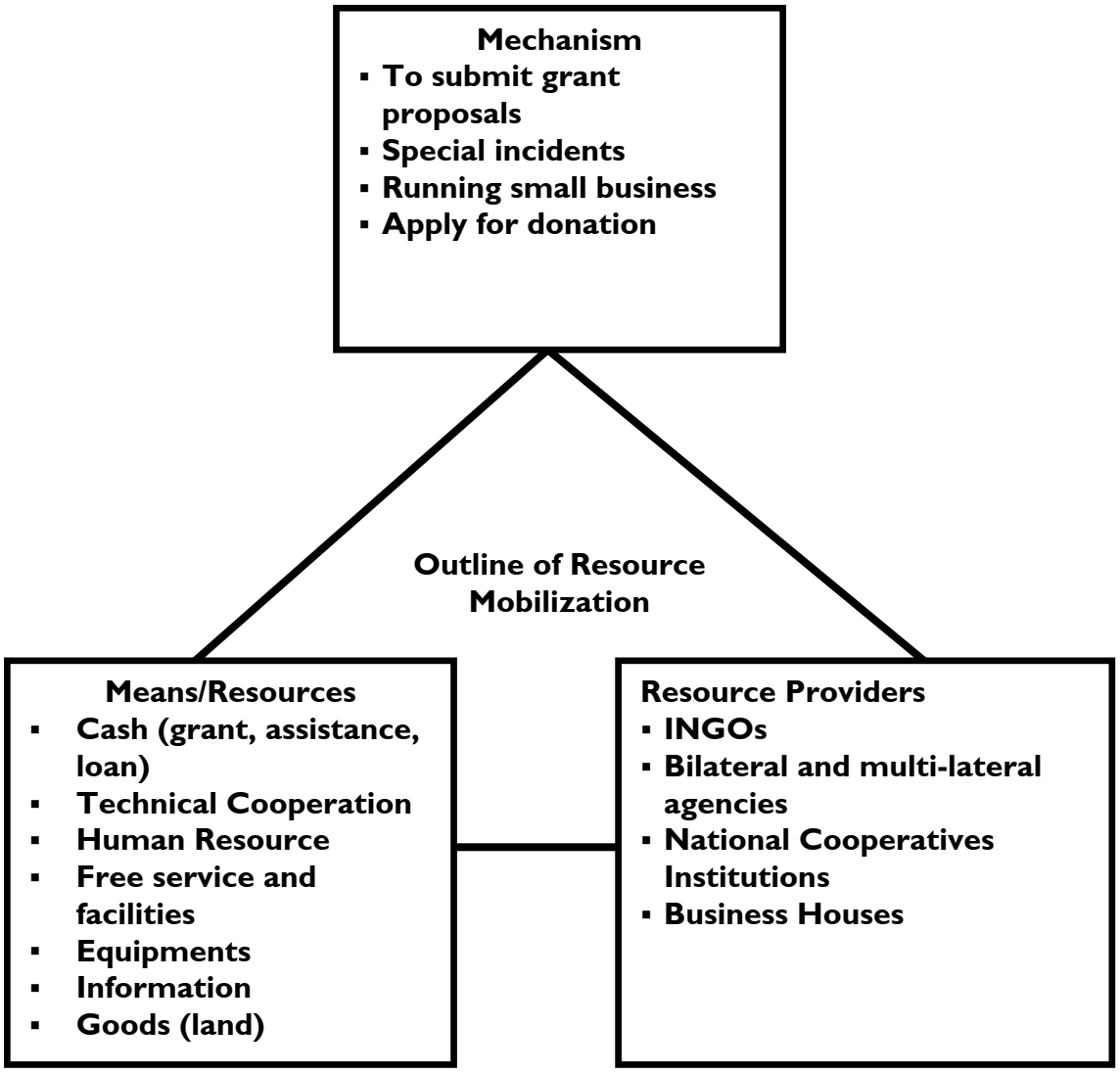
1. Resource identification
2. Identification of Resource Provider
3. Identification of mechanism to receive resource

4. Expansion of relations with the Resource Provider
5. Right use of resource
6. Knowledge and skills to Resource Mobilization
7. Human skills, service, information, equipment
8. Seeking out new resource
9. Thought of institutional sustainability
10. Lower financial risk

## OUTLINE OF RESOURCE MOBILIZATION



# OUTLINE OF RESOURCE MOBILIZATION



# RESOURCE MOBILIZATION, DEFINITION AND OUTLINE

## (CASE STUDY A)

### Chameli Community Development Center

Gauri Gurung is the Chairperson of Chameli Community Development Center, who, until few years back used to teach at a local Primary School. The Chameli Community Development Center was founded in 2054 B.S. with education and income-generation of women as its mission. Presently, Chameli has been running adult literacy classes for women with the support of a donor agency. Though monthly savings are being made after formation of Groups for income-generation of women, programs have not been carried out for the skill development of women due to lack of the required capital. The Working Committee of Chameli has 11 Women members but due to lack of skills and knowledge for Organization development and resource mobilization, despite its wish Chameli has not been able to gain any achievements for women's development other than the education program granted by the donor agency. Majority of the Women Groups are inactive while some have stopped making savings because they have not been able to use the savings made in the Groups for 8 to 9 years for trade and income-generation. Gauri always pressurizes the Program Coordinator to write a proposal and go to Kathmandu to meet a donor agency, but the Coordinator has been very busy with only the education-related programs.

Questions:

- What are the problems facing Chameli?
- What should have Chameli done to avoid such problems?
- What are the similarities between Chameli and your organization? Make a list.
- From the Resource Mobilization perspective, what should Gauri now do to improve her organization?

# RESOURCE MOBILIZATION, DEFINITION AND OUTLINE

# (CASE STUDY B)

## Sankalpa Samaj

Sankalpa Samaj is an NGO founded in 2057 B.S. (2001) by a group of unemployed youth with the objective of getting themselves a job and also serving the community. Since its inception, Sankalpa Samaj has been running health and education programs with the blessings of European donor agencies. As 98 % of the total budget of Sankalpa Samaj is being received from a single donor agency, the Executive Members and leadership, majority of whom are employees, are not very concerned about financial sources. But the decision of the donor agency to cut down the budget since last year, as the program could not run due to the conflict has created a big problem for Sankalpa Samaj. The leadership of Sankalpa Samaj lacks individuals with skills for Resource Mobilization. The leadership of Sankalpa Samaj had never though of the possibility of such a problem in the future and when someone asked about making the Organization sustainable, they would to give a very easy answer, "it will remain sustainable until the donor gives". As a result of the decision of the donor agency, a dispute has begun in the Working Committee over who should leave and who should continue, as all are employees.

Questions:

- What are the problems facing Sankalpa Samaj?
- Why have the problems arisen?
- From the Resource Mobilization point of view, what could have Sankalpa Samaj done to avoid such problems?
- What are the similarities between your Organization and Sankalpa Samaj? Make a list.

# RESOURCE MOBILIZATION, DEFINITION AND OUTLINE

# (CASE STUDY C)

## Samarthan Nepal

Samarthan Nepal is an NGO founded in 2055 B.S. (1998) with the objective to uplift the backward community. The Executive Committee of Samarthan Nepal is represented by individuals from various sections of the society and with skilled leadership qualities, as a result of which it has been receiving resources from various sectors. Samarthan Nepal runs programs in 2 districts. Local Government, Private Sector and International agencies have been providing financial, technical and other cooperation to Samarthan Nepal. Starting this year, Samarthan Nepal is running education and income-generating programs for the backward community in additional 4 district in partnership with two big NGOs. With the cooperation of local volunteers, it runs an awakening campaign against the existing ill traditions, child marriage, child labor, girl trafficking, gambling and domestic violence. It also runs programs like cleaning the school, road, irrigation canal and village with wide participation of local youth volunteers. Samarthan Nepal has its own structure, under which is a Sub-Committee for Resource Mobilization in the Working Committee. The Sub-Committee works at the local and national level to expand relations with various organizations and collect resources. There are policies and regulations and good governance is strong. It has been running programs as per its target. Samarthan Nepal's work has been respected at the national and international level. Other small organizations take Samarthan Nepal as their model. Through its private source, Samarthan has provided scholarship to 700 Dalit students.

Questions:

- What are the good practices of Samarthan Nepal?
- What are the types of resource providers that Samarthan Nepal collects sources from?
- What is the difference between your organization and Samarthan Nepal?
- What will you do to make your organization like Samarthan?
- On the basis of analysis of Samarthan Nepal, what does Resource and Resource Mobilization mean?

# Resource Mobilization

**Name of Organization:**

1. In your Organization, what is understood by Resource?

2. On the basis of definition of Resource, what are the Resources being used in your Organization?

3. On the basis of definition of Resource Mobilization, what has to be done to improve the existing process of Resource Mobilization in your Organization? How should it be done?

| What | How |
|---|---|
| | |
| | |
| | |

4. In your organization, what is the number of Working Committee members active in Resource Mobilization? Why cannot others mobilize resources?

| What | How |
|---|---|
| | |
| | |
| | |

# Type of Resource and Resource Providers

Time: 120 Minutes

**Rationale:**
Normally, resource is understood as financial resource while Resource Provider is addressed to as a NGO. This session will widen the mutual understanding of resource and resource provider and discuss the kinds of resource and resource providers.

**Objective of Learning:**
- Will identity the kinds of Resource and Resource Providers, and
- Evaluate the state of existing available resources in their organization.

**Trainers' preparation:**
- Writing down the objectives of learning on a newsprint paper.
- Making a list of the kinds of resources on a newsprint paper.
- Writing down the list of resource providers on a newsprint paper.
- Making photocopies of the "working paper" of the types of resources.
- Developing copies of the Evaluation question.
- Developing copies of the hands-out

**Materials:** Newsprint paper, marker, tape, board

**Main methods:** Question answer, explanation, discussion, group work.

**Phases:**
- Read and explain the objectives of learning.
- Ask the participants, "How many kinds of resource are there?"
- Note down the answers from the participants.
- Ask the participants again, "What are the resources being used in your Organization?"
- Note down the answers from the participants in an institutional manner.
- Present and explain the list prepared by yourself, after adjusting the major points from the participants.
- Divide the participants into three Groups.
- Ask every Group to write down the type (detail) of every resource. (20 Minutes)
- After every Group completes the task, ask them to make a presentation one-by-one. Hold questioning and discussion during the presentations.
- After presentation from all the Groups, the trainer will present and explain the list he/she has developed.
- Ask to the participant, "Who are the resource providers around your/our Organization"?
- Note down the answers from the participants on a newsprint paper. Classify and divide the answers. Like: NGO, Government, Individual, Business Institution, Industry, United Nations, etc.
- After the classification, divide the participants into 4 Groups and ask them to carry out an extensive analysis. Like: Government, Ministry, Departments, Government Bodies.

- After analysis by all the Groups, ask them to present it one-by-one. Ask other groups to raise question and discussion after presentation by a Group. If there any points mission in the presentation, then the trainer should add them.
- Distribute hands-out.
- Distribute the evaluation form, and ask the participants to fill it in the institutional groups.
- After every organization/institution fills up the form, develop an action plan.

## VARIOUS TYPES OF MEANS/RESOURCES

In general terms, Resource is understood as materials, goods or services that help fulfill the organization's needs. Materials, money, human (man and woman), means and time are Resources that are used by Group, organization and individuals to fulfill their objectives. Resource is required by every kind of organization to fulfill its objectives. It is essential to know the type of resource, its normal availability and the estimated cost to attain the require resources in order to carry our works as per the objectives of the Organization. On the basis of this information, the primary plans of resource mobilization should be established, checked and if needed repeated.

### Reasons for the requirement of resources for the Organization:

- In order to continue with its work and achieve the works and targets.
- In order to begin or plan for new work.
- In order to enhance or maintain relationship with the community, individuals, Government Organizations, Private organizations or donor agencies.
- For the development of the various conditions of the Organization.

**Normally, the various types of Resources have been classified as below:**

**Money/Cash:** Wealth/Cash is essential in order to run the existing programs, pay cost of goods and salary and to carry out new works. Wealth/Cash can be increased through various means like membership fees, grant received as per or without request, local fund, donations and various other sources such as NGO, INGO or external funding.

**Technical Assistance/Cooperation**: Every Organization will not have people essential for carrying out various types of activities, project and programs. Apart from that, every organization may not have the necessary fund to appoint essential efficient employees. Technical cooperation can be made by any Organization by providing the amount essential for appointing such efficient employees for a special project or the efficient employee helping for a fixed timeframe. Some organizations provide technical cooperation through trainings.

**Human Resources**: Every type of Organization will require people/personnel to ensure that the Organizational role and works are fulfilled. For essential human resources, the Organization will make different provisions. The Organization can appoint some permanent employees while the remaining appointments are made as per requirement. The permanent employees are taken as internal resources of the Organization while employees appointed for a specific time period are regarded as external resources. Many NGOs utilize dedicated and regular volunteer groups in order to fulfill the need of human resource.

**Physical Goods**: They are physical goods resources. For example, the Organization's activities or availability of the project are taken ahead together by the tools. It is essential for the Organization to spend on such goods in order to train on main activities of the project/organization. Examples of resources like office tools, furniture, training tools and **raw goods**, vehicles and other machines have been classified under the Physical Goods.

**Free Service and Facilities**: A non-profit-making Organization gives many physical goods, service and facilities only in minimum cost. As a result, provisions for free services in the Project/Organization should be made through community support. Apart from this, other Organizations provide the non-profit-making Organizations to use these facilities (Eg. Computer, Telephone, Photocopy Machine and Internet). Which is a form of free facility.
The kinds of resources could differ and change as per the various phases of the project. For example, in the preliminary phases, active participation from all the organizations is essential for leadership and management of the organization. Maintenance service and resources to make it sustainable is essential. This condition or need has a big impact on the kind of human resource and accordingly on assisting tools and equipments.

The NGOs should first develop a main strategy to decide on which level should resource mobilization focus on human resource or resource materials or financial resources. Because NGOs usually rely on external financial cooperation that controls the financial resource mobilization. But mobilizing volunteers and community resources is a strategy that will bring the NGO closer to the community-based families. During financial resource mobilization, the Organization will have to face two nearest/immediate decisions. One for the Organization to create its own financial sources. This will keep the Organization under control to a great extent and other will make it rely on external assistance.

# EXAMPLES OF LEVEL/CLASS OF RESOURCES

**Physical goods**
- Office equipments
- Training materials
- Vehicles
- Furniture
- Raw materials

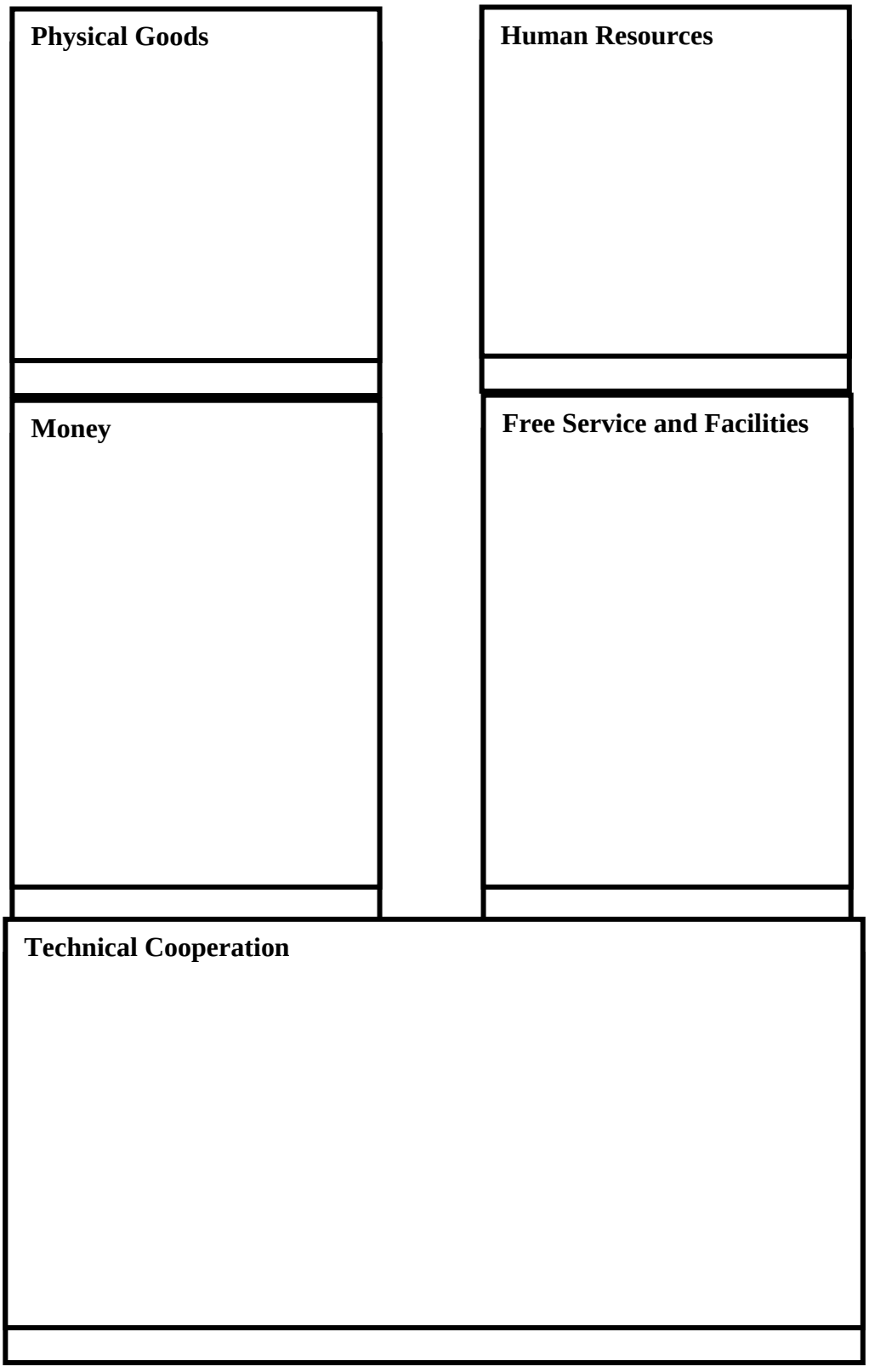
**Human Resources**
- Regular volunteers
- Free consultancy
- Consultants
- Advisors

**Money**
- Grant
- Money of the project
- Rupees/cash for the organization's support
- Membership

**Free Service and Facilities**
- Office space
- Tools
- Training facilities
- Transportation
- Publication and Printing

**Technical Cooperation**
- Trainings
- Contributions to the program
- Contributions to the development of the Organization
- Support from experts
- Scholarship

# KINDS OF RESOURCES



# TYPES OF RESOURCES

**Name of Organization:**

1. Which Resource Providers have your Organization received resources from? And what is the % of financial assistance received?
2. In your Organization, which Resources have been used to the maximum and which to the minimum? Why?
3. What strategies of Resource Mobilization have been adopted in order to keep the Organization less affected from the impact of the conflict?
4. Has your Organization received resource from the Chamber of Commerce and Industry or any private sector at the Local/National Level? Give example.
5. Has your Organization received resources from other organizations under the Sandeep Program? If Yes, give examples.
6. From which Resource Providers should you receive resources from in the coming days in order to achieve the mission of your Organization?

# Kinds of Resource Providers

- International Non-Governmental Organization (like: Save the Children, Care Nepal, Plan Nepal)
- Countries with bilateral agreements (USAID, DFID, GTZ)
- International Religious Institutions (Church, Temple, Mosque, Monastery etc.)
- International Institutions (University, Research Organizations)
- International Volunteer Agencies (VSO, Peace Corps, etc)
- Professional Group/Associations (Bar Association, Medical Association)
- Neighboring friendly countries (Embassy)
- Hospital and Social Welfare Institutions
- Private Company, Industry, Academy (Foreign/domestic) Bank, Hotel
- Partner Organizations of Sandeep (NGO, ISO, etc)
- National NGO, network, NGO Federation
- Government Bodies (Ministry, Department)
- United Nations (UNICEF, ILO, UNAIDS, UNDP)
- Individuals (Family)
- Local Bodies (DDC, Municipality, VDC)
- Community, Civil Society (Women Groups, CBOs)
- Local Organizations (School, Trust, *Dharmashala*)

# Mechanism of Resource Mobilization

**Time: 120 Minutes**

**Rationale**

Resource mobilization is essential for a healthy organization/institution. Resources provide continuity and stability to the organization and its work. Mechanism of resource mobilization are the medium through which the organizations receive resources. To identify various resource mobilization mechanisms is to broader the understanding of the NGOs on resource mobilization and to bring changes on its ***upagaman*** rather than on the proposal writing**.** This session will help the participants to study in detail about every mechanism and determine which one is genuine/real for their respective organization.

**Objectives of Learning:**

- Will describe the mechanisms of Resource Mobilization
- Identify the effective mechanism for their Organization, and
- Evaluate the effectiveness of the mechanism currently used in their Organization.

**Trainers' Preparation:**

- Writing down the objectives of learning on a newsprint paper.
- Write down the mechanisms of Resource Mobilization on a newsprint paper.
- Develop a model form on a newsprint paper.
- Develop copies of the hands-out
- Develop photocopies of the evaluation questionnaire.

**Materials:** Newsprint paper, marker, tape, board

**Main Methods:** Question answer, discussion, description

**Phases:**

- Read out and explain the objectives of learning.
- Ask the participants, "What are the mechanisms of Resource Mobilization and Which mechanism are you using in your Organization?"
- Note down the responses from the participants on a newsprint paper. Ask them to explain/describe the mechanisms that they have been using. If they have been using different mechanisms, then hold discussion on why was any mechanism appropriate for all and why not the others.
- If new mechanism comes from the participants, then add it the list you have made.
- Divide the participants into 3 Groups. Allocate equally the mechanisms from the list to 2 Groups and ask them to make a list of the advantages and disadvantages of every mechanism.
- Ask the Third Group to make a list in a form on which Organization and in what circumstances can all the mechanisms be used.
- Distribute the hand-out and divide the participants into Organizational Groups.
- Ask all the groups to read the hand-out and reach to a decision after discussing which mechanism is appropriate and why for their Organization. In the discussion, any Organization can decide to use more than one mechanism.
- Finally, ask them to complete the evaluation questionnaire and make an action plan.

| Type of Organization | |
|---|---|
| Small (small budget, few employees) | |
| Big (high budget, many program and employees) | |
| Experienced (Working since a long time (more than 5 years) | |
| New (Less than two years old) | |
| Remote (away from transportation and communications service) | |
| Developed (near to the Headquarters, transportation and communications) | |
| With only one Resource Provider | |
| With many Resource Providers (with more than 3 Donor Agencies) | |
| National (established in the Capital) | |
| Local (established in the program district) | |
| With women leadership | |
| That Advocates | |
| Working in the Human Rights sector | |
| Providing services to the community | |
| With *Dalit* leadership | |
| With *Janajati* (nationalities) leadership | |

# Mechanisms of Resource Mobilization

In order to mobilize resources, Organizations have to decide where and how should they invest their energy. Using or receiving all kinds of resources many not require the same type of conduct. The types and mechanisms of Resource Mobilization depend on the type and capacity of the Organization and nature of required resources.

**Some Mechanisms of Resource Mobilization are as follows:**

1. **Submitting grant proposals:** This mentions the response of the request of proposals made by various NGOs, Government, National and International Organizations.

2. **Organizing special events:** These events are ways of receiving money which will be carried out by NGOs relating to the field or community. These occasions will be held in order to celebrate any special festival. The occasions may or may not be related to the programs. For example of events related to the program, organize rallies related to the program and examples of events not related to the program would be cultural events, exhibition for assistance, exhibition.

3. **Applying for donations:** This type of mechanism of Resource Mobilization requests for donation, fund handover or any precious things from various organizations like cottage industry, Trade and Individuals (both national and international) and private institutions.

4. **Publishing the history of the Organization:** Publishing good practices and achievements which will have an impact on the Resource Provider. Resource Mobilization is a courageous work. Anyone will not provide resources easily. In this connection, it is said that instead of hoping for anyone giving you resources, you need to fully prepare yourself for receiving resources. Rather than thinking of getting resources by begging for it, resources can be received by selling your Organization's good practices, work, history etc.

5. **Expanding relations:** There are some sayings in the Resource Mobilization sector, "Resource Mobilization is not only to receive resources but also receive friends." "If you are buying a cow then buy the *Kamdhenu* Cow. Expanding of relations in an important mechanism of Resource Mobilization. The more an Organization expands its relations there will be more resource mobilization. So, it is said that the Organization with a successful resource mobilization receives resources from friends than oneself. In the context of Nepal, informal relation plays a big role. So, it is better to have more meetings and expanding of relations with the possible donor agency. For this, cooperation of others organizations should also be taken.

6. **Personal meetings:** Receiving resource is to receive a friend. So, personal meetings plays an important role in receiving resources. In Nepali culture that believes on relationship and contacts, personal meeting will be of a big help to receive resource. So, for Resource Mobilization, you have to hold personal meetings with friends and resource providers, invite them to social occasions and accept their invitation as well.

7. **Membership Campaign:** Membership campaign in one important mechanism of Resource Mobilization. By increasing its membership, the organization can expand its relations with membership from people with different capacities, and can mobilize every resource with them for the mission of the organization. For example, give membership to the businessmen of the district. Distribute members to representatives of the various sectors of the society.

8. **Partnership:** Partnership is another mechanism of Resource Mobilization. Partnership will help exchange the resources between two or more organizations. Specially, if new or small organizations join hands with similar organizations there will be possibility of extensive mobilization of the resources at the local level and international resources. Currently, NGOs in Nepal have been working together with INGOs for extensive mobilization of local and external resources. Many types of resources will be mobilized if such partnership is forged between the private sector and NGOs or among various sectors.

   Even after gaining expertise in all mechanism of Resource Mobilization, organizations many not be able to carry out Resource Mobilization, as a result its focus is the image built by the organization. The organizations which are committed to the community and which practices good governance, such organizations will gain quick success in Resource Mobilization. So, Resource Mobilization cannot be look at separately from other elements of the organization. Without resource, an organization cannot build its image and without a good image an organization cannot mobilize resources. As a result, skills and knowledge of resource mobilization alone is not enough, the main thing essential for it is the concept. The organization which is committed to its mission and towards the community, the organization that runs programs in a transparent manner by adopting participatory practices, resource providers will be encouraged to work with such organizations even if they are not able to use all mechanisms of resource mobilization. So it is said, "Skills are not enough, it is attitude that makes the difference."

9. **By raising fees:** An Organization can raise fees by selling its technical skill, expertise to other organization, like becoming resource person of a training, raising fees from visitors to your Organization for the time given, and raising fees from individuals or organizations coming to you Organization for research. The Organization can spend such resources as per its wish. This is specially a very effective mechanism to gather and mobilize resources but for this the Organization need to have with it experts and resource persons specializing in various issues. The Executive Committee of many NGOs in Nepal lack experts so these mechanisms of Resource Mobilization have not been used effectively. Another mechanism of raising fees could be to expand relations with local government or bodies and charge for the services provided by the NGO to the community on behalf of such bodies. For example, if the local body has been thinking of awarding scholarship to 500 *janajati* students then the local body will pay the amount to the NGO for doing the same work.

   Similarly, other way of raising fees is to increase partnership with local private organization or industry and influence them with your Organization's work to raise a certain percentage from every goods sold by them. For example, in order to help the people with HIV/AIDS, sell every noodles pack for Rs. 1 more than the earlier price, and deposit the Rs. 1 in the NGO's account.

Another opportunity to raise fees would be for the NGO to carry out social works like constructing canals, public resting place, roads, school, temple, monastery etc. and the local body pay back to the NGO.

10. **Internal Mobilization:** Those in possession of mediums like Hall, equipment (photocopy, telephone, fax ) etc. can give them on rent and make appropriate use of the available resources. Similarly, many NGO sell their training package while some sell software package in cheap price to other NGOs.

11. **Producing audio visual materials:** Many NGOs have been carrying out Resource Mobilization by developing information, education and communications materials as per the requirements of other NGOs. Such Organization publish the report, guidelines, posters, leaflets and visual materials for other organizations.

12. **NGO based in the city can give its building on rent** and gather resource. Similarly, many organization purchase the handicrafts prepared by their targeted groups and sell it in the market with some profit.

    Even with all these skills and opportunities, for Resource Mobilization, NGOs have to expanded relations and request for assistance from all. The leadership of NGO should free itself from the notion that Resource Mobilization is only a profession and should be able to think of every type of resources for attaining its mission. Likewise, in order to make Resource Mobilization effective, the target group and stakeholders have to be made effective at the program and organizational level, which will win their trust and thus lead to increase in local level resource (volunteer) mobilization. You need to work with the media in order publicize your work and provided your report to all the stakeholders. By sticking to one's mission, you should work within the parameter of good governance and collect resources from many donor agencies as possible.

    Resource Mobilization is strategic thinking and also a complex process. Resource Mobilization cannot be looked as separately from good governance, leadership, ability of the working committee, documentation, expansion of relations, policy and regulations, programs operated, mission and managerial skills. The existence of resource mobilization rests on the wholeness of the organization. It would be difficult for an organization without exercise of good governance to collect resources no matter how many mechanisms are adopted. But, in the context of Nepal, NGOs have received financial resources as a result of the blessings of the Resource Provider rather than because of the ability of the organization. Only few NGOs are seen able to mobilize resources on the basis of their ability.

13. **Self Contribution:** The most effective tool of resource mobilization is self-contribution. Before collecting resources from other organization, it would be good for every organization to start some work from self-contributions. An organization beginning with self-contribution can win the trust of the resource providers quickly. So, it would be appropriate to leave the tradition of starting any work after receiving resources from others and begin with self-contribution. Even if there is absence of big source or skills, organizations should begin programs to mobilize the community to run small programs (observing various occasions) and raising awareness/advocacy.

14. **Determination of Resource Provider**: There are many resource providers in Nepal who have their own target and objectives. Organizations providing resources don't provide resources of all kinds of NGOs. As a result, determination of resource provider is an important mechanism of resource mobilization. Organizations sharing similar Vision, Mission, Goals and Objectives (VMGO) and program structure should be determined. Many examples are found in NGO exercises where the same proposal is included for all the resource providers. The objective of this mechanism is for the NGO to under the interest and needs of the resource providers rather than the resource provider providing resources as per out needs. It is almost impossible to fulfill the desires of all the resource providers, so it is essential to determine the resource provider before using any mechanism of resource mobilization. The determination of resource provider will make resource mobilization easy and more feasible.
15. **Details of contribution:** Presentation of the detail report of existing contributions (source) and its achievement would be a very effective mechanism of resource mobilization for NGOs mobilizing internal and external resources. NGOs working in a transparent manner with resource providers, targeted group and stakeholders can quickly win the trust of resource providers. NGOs without a detail report of their existing resources and not presenting cannot achievement much comparative success in resource mobilization. So, it would be regarded as an effective mechanism to present to the specified resource provide the details of contribution coming to or made by the NGO.

16. **Mobilization of local resource:** In the Nepali NGO culture, the tradition of mobilizing resources at the local level is negligible. Looking from the comparative point of view, almost all NGOs depend on external resource. But mobilization of local resources is one effective mechanism of Resource Mobilization. An organization that can extensively use local resources, its relations at the local level would be profound and transparent, as every organization has to be community-based for external resource mobilization. In order to mobilize local resources, the organization has involve the community in every phase of the program, from writing proposals, holding three-months and biannual evaluation meetings, periodic review with the stakeholders, social auditing, distribution of progress reports and analysis of the views of the stakeholders while formulating the organization's strategic plan. But the existing state of NGOs in Nepal is opposite. They are more dependent and accountable to external source rather than the stakeholders and targeted community.

    If NGOs share their every program, policy and regulations and budget with the community and the stakeholders then they can win their trust and this will be of a big help in resource mobilization. In this context, for mobilizing local resources any organization will have to work as follows:
    (a) Develop a strategic plan to work in the community
    (b) Take the community as a friendly force.
    (c) Formulating programs based on the real needs of the community.
    (d) Seek out possible resource providers at the local level.
    (e) Organize meetings of different phases with the local resource providers (private, government, NGO) and individuals.
    (f) Submit the project prepared with the community and advocate for it.

(g) Appoint local skills persons to the Organization's working committee and as employees and make the appointment with proportionate representation of caste, gender etc.
(h) Empower the community and make it competent to advocate and collect resources for its issues.
(i) Discuss the progress of the project with the community and the stakeholders continuously and invite their feedback and implement it.
(j) Inform the community and stakeholders also about the budget, policy, regulations and programs.
(k) Mobilize community and stakeholders at the local level.

17. **Constitution of Resource Mobilization Committee**: It would be appropriate for the organization to constitute Resource Mobilization Committee for effective resource mobilization. Especially in the context of Nepali NGOs not having a systematic practice of resource mobilization, limited persons of the organization are found busy doing lot of work. In other words, many of the working committee office-bearers of the NGO are not experienced and skilled in resource mobilization, as a result of which some office-bearers are busy in all the work and there is no quality in their work. Considering this reality, if a resource mobilization committee is constituted in every NGO it could play an effective role for resource mobilization.
Office-bearers, stakeholders with experience and expertise in the field should be selected while constituting the resource mobilization committee. By not limiting the resource mobilization committee to the office-bearers and employees of the organization only, skilled people from among the well-wishers, stakeholders and target community of the organization can also be considered. Likewise, renowned personalities at the local level and internationally renowned persons should also be involved in the committee. In this way, constitution of a mixed committee would help the NGO increase its access to resources of all kinds including internal, local and external. It would also help the organization to use the resource in a transparent and sustainable way. Such a committee will prepare a list of the possible resource providers, expand relations and increase access to resources. It will also monitor the right use of the available resources.

18. **Program based on the genuine needs of the community:** Even if the organization uses all the mechanisms none of the mechanism would be effective if the organization does not formulate and implement programs based on the genuine needs of the community. Talking in context of NGOs in Nepal, majority of the NGOs run the readymade package programs of external donor agencies rather than addressing the genuine needs of the community (target group). As a result of this exercise, Nepali NGOs are almost nil in local level mobilization and the dependency is increasing. If the NGO formulates programs in order to fulfill the needs of its target community as a mechanism, then the community/stakeholders will themselves advocate for receiving resource. But there are very few such examples in Nepal. In this way, organizations making effective resource mobilization formulates programs that addresses the genuine needs of the community and the burden of resource mobilization for it will be taken up by the community.

    Likewise, an NGO skilled in resource mobilization is found collecting necessary resources as per the changing circumstances of the community and by advocating on their issues. In this manner, identification of the genuine needs of the community and

formulation and implementation of programs accordingly can be taken as a mechanism of resource mobilization, for which the community will become active for resource mobilization rather than the organization and the community will advocate for resource while the organization should also advocate for the real issues of the community.

19. **Advocacy**: Advocacy has been proved an important mechanism among the mechanisms of Resource Mobilization. A farsighted organization skilled in resource mobilization receives resources by advocating on the wish of the donor agencies and their issues of concern. For example, good governance of NGOs is the issue raised by the external donor agencies in Nepal. If any NGO or NGO Federation makes the issue of good governance its issue and program then the donor agencies would provide resources. Apart from this, advocacy on the government issues and the issues of the local community will help identify the various levels of resources. Indian NGOs have been mobilizing government resources by making the government's issues and priorities their program while they have also been mobilizing local resources by incorporating local issues as well.

20. **Meeting with those having access to resources**: Whether formal or informal, a meeting is an important mechanism in the field of resource mobilization but all meetings may not be effective from the resource mobilization point of view if policy makers or those with access to resources are not present. So, a meeting for resource mobilization should also be held with people having access to resources or in the decision making level like executive director, politician, corporation chief, district or department chief, heads of industry/factor and businesses. Many NGOs in Nepal organize such meetings but due to lack of necessary decision and representation of the right person they have not been effective from the resource mobilization point of view. No matter what the level of the meeting is, the presence of people with access to resources is essential.

21. **Formal tea party**: Personal contact and get-together is an effective mechanism of resource mobilization. The organization looking for resources can host special tea party (reception) for local and external resource providers on the occasion of a special event/festival of the place or country. Such occasions will be of a big help in expanding relations and contact. In such functions, the resource providers should be felicitated or provided small gifts from locally distinguished person. But if such functions are held frequently then their utility will gradually disappear.

22. **List of Resource Providers**: Institution/NGO requiring resource should prepare a list and address (directory) of the resource providers at the local, regional, national and international level and communicate accordingly. Directory is one proved mechanism of resource mobilization. After preparing the directory or finding an already-prepared directory, e-mail, internet, telephone, fax etc. should be used for formal or informal communication and information about them should be collected, time should be fixed for organizing meetings and exchange the publications of the organization.

23. **Case study and success stories:** Resource Mobilization is a skill to sell one's achievement and commitment towards the future. If the case study of the programs carried out by the organization is distributed to the possible resource provider,

stakeholder and community, then the trust towards the organization will increase and also help publicize the organization. The more publicity and expansion of relations, the possibility of resource mobilization will also increase. While carrying out a case study, if the organization does not have the capacity to do it then it should take the assistance of technical personals expert in the field so that the study is genuine and professional. This will help present the achievement and initiatives of the organization before the resource provider in a positive manner. Also, it would be effective for every organization to disseminate the case studies of the achievements of its programs through its reports. Resource providers will provide resources after being inspired by such case studies and success stories. Case study and success stories can be published and distributed on an yearly basis as a different document or can be published in the progress report, in the web page of the organizations or by organizing any special function. Along with the case studies and success stories, distributing the results and reports of the monitoring and evaluation carried out by the organization to the resource providers, stakeholders and to the community would also be helpful for resource mobilization.

24. **Use of Media**: The world today is a network of information and communications. Media persons and various media work to build this network. For resource mobilization every organization should take the support of the media for all its work including for its achievement, future plans and expansion of relations. In this connection, the NGO should work together with the media in reaching its issues, achievements and plans to the resource providers. There are many examples where the media has not only publicized but also advocated for various programs. Such advocacy from the media will increase the possibility of resource mobilization. So, every NGO should publicize their issues and achievements at the local, regional and national media and as far as possible use media as a friendly power to collect resources. Though the media may not provide cash resource, they can publish for free the case study, success stories, future plan, issues and reports. Apart from this, the media can help collected resources from the Government, stakeholders and donor agencies by repeatedly carrying the issues addressed by an NGO like "rehabilitation of freed kamaiyas".
25. **Enhancement of internal capacity:** Internal capacity building is one important mechanism of resource mobilization. As resource mobilization is a continuous process, it would not be appropriate for any organization to always depend on others for resource mobilization. For resource mobilization, the organization should enhance the capacity of its office-bearers. For appropriate use of available resources, it should also develop internal policy and regulations, committee, sub-committee and all equipments of management. In this context, essential capacity like skills of writing a proposal, expanding relations, auditing and formulating policy and regulations should also be developed internally. As Nepali NGOs are receiving resources from the resource providers easily, a lack of such thinking and exercise can be found. Instead of increasing internal capacity for resource mobilization they are received resources at the behest of the external donor agencies. The strategic plan and thought of outlining the amount of resources to be collected within a certain period of time, and running programs in a certain sector cannot been found be have been realized in the exercises by the Nepali NGOs and even though some NGOs have developed such strategy they are hardly implement.

26. **Provision of advisors and ambassadors:** For resource mobilization, people with access to resources or individuals with experience in the sector should be appointed as advisors or ambassadors. Such individuals will facilitate access to resources within and outside the country and help collect resources by advocating the organization. Such individuals may be individual with technical skills (like: proposal writing, expanding of relations) in resource mobilization and also may be people renowned in the national and international level. For example, Prince Charles worked as an ambassador for Maiti Nepal. Looking from this perspective, we need to make the parameter of resource mobilization very broad. The conservative thought of only involving the office-bearers of the NGOs should be wiped out and anyone of the well wishers of the organization should be requested to work as an advisor of ambassador. In order to use such individuals in collecting resources, the detailed report of the use of the resources should be provided regularly.

27. **Income Generation**: Among the various mechanisms of resource mobilization, income generation is also one important mechanism. Every organization should adopt every measures for income generation as per the its policy and regulations. Such schemes of local income generation would be sustainable and would to some extent help the organization to stop itself from becoming a parasite. For income generation, the NGO can carry out various activities. The list of some of the possible activities is given below:

    (a) Raising membership fees: With such fees, the NGO can run necessary programs for the development of the organization or formulate programs for the development of the targeted community.
    (b) Contribution of Employee: By abiding by the labour law of the country, the NGO can with the consensus of the employees allocate a certain amount from the remuneration as contribution (donation), but a separate account should be maintained of such contribution. This amount can also be spent on the development of the organization or of any target community. At the end of the year (at the annual general meeting) the income and expenditure of such account should be presented before all the employees, community and stakeholders.
    (c) Technical support fees: Some NGOs may send their office-bearers or employees as resource persons to other organization for technical support and may deposit some certain percentage of the remuneration they get to the organization development fund. Such technical support may include resource persons for training, facilitator during formulation of policy, providing special information and skills in other programs, OA on the organization development and plan formulation etc.
    (d) Equipment/machinery: The NGO can make some income by renting its photocopy machine, projector, phone, fax, internet, TV, camera, vehicle or other materials like chairs, table, utensils etc.
    (e) Training Hall (Space) : NGO can also make income by renting its training hall, hostel etc to any other NGO or organization. Some certain percentage of such income should be allocated as renovation and maintenance expenses while the remaining can be spent for development of the organization. Likewise, NGOs in the urban areas can rent some empty land or if it own some empty land then provide it for parking, marketplace or any other purpose and generate income from it. Similarly, some NGOs can provide its building on rent to other organizations as office building.

(f) Resource Centre: Some NGOs can develop themselves as source of training center and sell various trainings. Income can be generated from the participants of such training. For example, VDRC (Gaindakot).
(g) Tour Guide: NGOs based in centers of cultural importance can work as a guide for tourists visiting the country. They can generate income from it. But as financial resources are easily available from donor agencies in Nepal, NGOs based in cities like Kathmandu, Pokhara have not been found working in this direction.
(h) Study/research Fees: Some NGOs can charge fees to local and foreign students coming for a study in their respective area and also exchange information and expand relations for the study. Possible of such a study is more in indigenous, nationalities NGO and NGOs established in district where large national parks are located.
(i) Transportation fees: Some NGOs can purchase vehicles on the basis of geographical context and then rent it. Many NGOs rent such vehicles from big travel agencies while some work with vehicles agents in order to generate income.
(j) Portrait/Video film: Many NGOs purchase paintings from local artists and sell it with some profit. They can also develop video of their programs or development works carried out in the area and sell it within or outside the country.
(k) Sale of Handicraft: NGOs based in places where handicrafts are produced and sold can be found purchasing such items from the producers and selling it with some profit. In India many NGOs purchase the raw materials for handicraft and produce handicraft after providing training the target community. In this way they provide them employment, and run education, health and other services fro their children from the profit made by selling such goods. Such programs have been running regularly since the past 30/35 years.
(l) Sale of raw materials: Some NGOs coordinate with local government bodies and sell raw materials available in their sector and make income from it. For example: stones, sand, straw, wood/firewood . Likewise, there is a provision of allocating some certain percentage for the NGO in the contract awarded by the local bodies.
(m) Personal contribution: NGOs can collect contributions at the local level from businessmen, traders, employees and people with the capacity of making some donations. In Nepal the exercise of raising this type of contribution is minimal. Due to dependency and lack of transparency, Nepali NGOs are far behind in raising such contributions. If NGOs carry out good work for the target community then such contributions will come automatically.
(n) Other measures of income generation: Many NGOs organize various cultural programs at the local/regional/national and international level and organize exhibition/fair to sell their publications or sell them during other exhibitions. They organize different sports, raffles and generate income through various means.

28. **Constitution of Technical Committee**: Constitution of technical committee is also a strong mechanism of resource mobilization. Organizations can develop a committee of its technical employees based in the program, health, education, income generating, construction etc. and of other national and international technical staff and advocate and collect resource for such programs. Such grand common technical committee are found lacking in the NGO sector in Nepal. Such committee will raise issues of technical subjects at various level and effect the policy making while also

collect resources, formulate detailed working plan and distribute the success stories internally and externally.

29. **Expansion of donor agency**: Expansion of donor agencies is one of the mechanisms of resource mobilization. Resource Mobilization does not only mean to collect resource from any donor for a long time but also to get resources from as many and diverse donors as possible. Resource Mobilization from various kinds of donors will decrease the financial risk. In this context, specially the organizations of least developed countries, who depend on external donor agencies, should expand relations with maximum number of donor agencies and collected resources from various donors. If resources are received from a maximum number of donor agencies, then the program can continue even if support from any one or two donor agencies is discontinued. In course of expanding the donor agencies, relations should also be expanded with the local and national level donor agencies and private sector and other organizations. But while expanding the donor agencies, the organization should give equal priority to mobilizing its internal mechanism of resource mobilization.

30. **Network building/participation**: The world today relies on relations, contact and mutual support. Information and communications network has been established. In this context, organizations small or big established in any part of the work cannot isolate itself and if anyone tries to do so, it is almost impossible. Organizations and countries can help one another through such networks. So one of the most important mechanism of resource mobilization is to build network or participate in the already existing network and exchange information and resources.

    There are such networks in Nepal too but have not been found to work in an effective and regular manner. But if small organizations in the least developed countries become a part of such networks then it will help them to collect resources from big organizations. Networks are of different types, the networks formed for a specific issue and for a specific time period will become sustainable. Likewise, Nepali NGOs are exchanging resources by becoming a part of the local, district, regional, national and international networks. By building networks or becoming a part of existing network, organizations can make an impact on the policy making level and also run various types of resource mobilization. In this context, any Non-Government Organization should seek out the networks, build new network, activate the inactive networks and expand relations from the national to the international level.

    If this meaning of network is to be imbibed then it is not that such networks should comprise only non-government organizations or similar type of organizations. But organizations and individuals from different places, types and objectives should build a network, so that maximum information and resources is exchanged and it has an impact on the individual to the national and international forum.

31. **Addressing the issue of transparency**: Resource Mobilization is the strategic thinking of the organization which is carried out mostly at the executive level. As it is strategic thinking and plan of the organization it should not be looked at as a different or minor task. Resource mobilization is not only be limited to resource mobilization and use or management of received resources but is directly related to the organization's image and culture. The organization with a transparent, participatory and accountable style of working can expand its relations and contact

quickly and everybody would like the activities of the organization. So maintaining transparency in the issues related to the organization is another important mechanism of resource mobilization. For transparency, every organization should run social, economic activities by staying within the parameters of the policy, regulations fixed by the government and its own policy and regulations. Transparency does not denote financial transaction, it also symbolizes the organization's culture, program, policy and regulations, inclusiveness of relations, conduct towards equity and accountability towards the target groups etc. An organization wanting to mobilize resource extensively should keep every activity transparent. There are examples of only a transparent organization having good exchange of resources with other organizations.

**The Government of Nepal has outlined various points on transparency for Nepali NGOs:**

a) Carry out an audit at the end of every Fiscal Year and present its report to the stakeholders, donor community and the government body,
b) Present and approve the program and budget of every year at the general meeting of the district development,
c) Present and discuss the progress report of the program of every year with the stakeholders, donor community, government bodies and target group,
d) Renew the organization every year and inform about it to the bodies concerned,
e) Inform and take approval of the Social Welfare Council of the agreement reached with the donor agency and the aid received along with the agreement,
f) Present the annual progress report to the Social Welfare Council,

- Apart from this, while carrying out audit for transparency, the NGO should appoint a recognized and able firm, and inform about it to the donor community and to a maximum number of stakeholders,
- Approve the policy and regulations of the organization by the general meeting and provide it to the members and all the employees of the organization,
- Carry out an social audit annually and make its report public,
- Hold a press conference annually and inform about the past year activities and the future plans,
- Make timely amendments to its policies and regulations and inform about it to all the concerned sides.

# Mechanisms of Resource Mobilization

**Name of Organization:**

1. In the past 2 years, what kind of mechanisms of Resource Mobilization have your organization used? Make a list.

2. What are the mechanisms of resource mobilization that your organization has adopted with the regional NGO Federation? What are the types of resources mobilized? Give examples.

3. Does your organization hold meetings with district/regional chamber of commerce and industries?

4. Does your organization present proposals for resources at the chamber of commerce and industry?

5. Has your organization developed a network in the SANDEEP Program as a mechanism of Resource Mobilization?

6. What are the mechanisms that your organization have used for resource mobilization with partner organizations of SANDEEP?

7. Does your organization take part in the district/regional NGO Federation meeting? Give examples.

8. Does your organization take part in the seminar/workshop on education, health or income generating organized by the NGO Federation? Give examples.

# Analysis of the factors that motivate Resource Providers

**Time: 180 Minutes**

**Rationale**

If any organization cannot sell its objectives, then nobody will provide resources just for nothing. In this context, impact can be made on the process of receiving resources only if the one wishing to get resources understands the intention of the resource provider. Various resource providers will have different intentions for providing resources. Attention should be paid to the factors that motivate the resource providers to provide resources. This session will help the participants to identify and analyze the elements that motive the resource providers.

**Objectives of Learning**

- Will identify the elements that motivate the resource providers, and
- Will identify the elements used by their organization to motivate the resource provider and make necessary amendments.

**Trainers' preparation**

- Writing down the objectives of learning on a newsprint paper.
- Making a list of the resource providers on a newsprint paper.
- Writing down the list of factors/elements that motivate the resource provider on a newsprint paper.
- Making a model of the working paper on a newsprint paper.
- Developing photocopies of the working paper.
- Developing copies of the hand-out
- Making photocopies of the evaluation questionnaire.

**Materials:** Newsprint paper, marker, tape, board

**Main Methods:** Question answer, discussion, explanation, small Group work, Gallery walk.

**Phases:**

- Read out and explain the objective of learning.
- Ask the participants, "What have you, we provided to the organization?"
- Note down the answers of the participants on a newsprint paper.
- Read out the answers from the participants one-by-one, We all have given something or the other to the organization, so are we also a resource provider?
- Ask the participants again, "Why have you, we provided these things to the organization? What is the motivation behind providing this?"
- Note down the answers from the participants on a newsprint paper and emphasizing on their motivating factors, "We give some thing or the other to the organization by being inspired from various interest and aspirations. Therefore, there will be the motivation/aspiration of the organization/individuals too that provide resources to our organization.
- In your experience, what has been the factors that motivate the resource provider to provide resources to our organization?
- Note down the answers from the participants on a newsprint paper.

- Divide the participants into groups by organization and give them the working paper and ask them exercise it. (30 Minutes)
- After every group has completed the exercise, ask the participants to go through a gallery walk of the group-work and compare their presentations to be followed by discussion.
- Ask in the plenary, "What has been your organization influencing the resource provider on, how? Encourage the participant to share their respective experiences.
  Divide the participants into 3 Groups and ask the following questions:
  (a) What kind of conduct of the NGO has an adverse impact on the motivation of the Resource Provider?
  (b) In your experience, which are the NGOs successful in Resource Mobilization? What are they successful? Make a list.
  (c) For Resource Mobilization, what are the good practices done by your organization and with whom have the organization developed relations with?

- After completion of the Group work, ask them to present it and hold discussion.
- Distribute the hand-out.
- Distribute the evaluation questionnaire and ask the Groups by organization to fill it up.
- After every Group has finished the questionnaire, develop an Action Plan.

# Resource Providers

Resource Providers refers the different individuals/organizations that provide resources to any organization. There are many organizations, groups and individuals that provide resources to the NGOs. The groups have been classified as follows:

**Organizations/Institutions**
These resource providers assist the organization's programs and as a motivator to the organization provide resource for the local development and development of the community. Because, many of these organizations are motivated to assist community-based activities. Such organizations provide resources continuously for social development.

These organization are often affiliated to wider international networks. Nevertheless, these organization try to influence the program as per their own wishes. The contributions from such organizations will be in the form of project assistance and resources or various tools.

**International Non-Government Organizations/Institutions**
International NGOs provide assistance in the form of wealth. They provide assistance to the ongoing program or planning of other projects of the NGO through the bidding process or to the proposed project of the NGO individually or on a partnership basis.

International NGOs have very long and complex system of approval. Many INGOs are more specific on what and whom should funds be provided or not. INGOs have their own working schedule and complex reports have to be submitted. NGOs should be more dependent on the grant/assistance of the INGOs. INGOs provide resources to run programs proposed by the NGOs along with additional budget for mobilizing/running expenses.

On the other hand, International Institutions have many objectives, which will require to work with colleagues of other countries. Among many reasons, the important ones are as follows:

- Gain access to local knowledge and organizations.
- Exchange experiences on the similar type of norms by working with colleagues.
- To provide sustainability to the humanitarian assistance provided by expanding it to other countries as well.

International Institutions are found assisting the NGOs and peer institutions as follows:

- Providing financial assistance to the programs
- Helping them to mobilize additional financial resources
- Providing technical cooperation
- Assisting in administrative expenses.

**National Governments:**
National Governments are responsible for essential services like health, education, transportation etc. So, they provide salary, treatment service, transportation and education. They provide grants for special services and are responsible to take approval of the development and policy of the outline of the programs and the working policy.

**Businessmen/Organizations/Private sector:**

They provide assistance in the form of donations in the areas of their liking. It takes time to develop relations for this type of assistance and apart from this, the additional assistance is made from the business point of view. Like: What would they get in return of the assistance? Or how can they benefit from it?

**Individual:**
Individuals may be the possible group of resource partners. They can mobilize assistance by mobilizing the assistance of friends, relatives, colleagues, by taking activities together ahead and by increasing advocacy. They can provide cash, volunteers, goods or services in the form of resources. But even if someone does it for the organization, it is expensive to building personal assistance on a big scale.

**Other Groups:**
Many people are affiliated to specific groups interested in religious belief, education, employment, social work and games. They will have the capability of assisting in the form of volunteer service.

| Resource Providers / Motivating factors | INGOs | Two or multilateral agencies | Government bodies/Organization | Business organizations | Individuals | Community | Public Association/Organizations | Membership-based organizations |
|---|---|---|---|---|---|---|---|---|
| To Contribute | 3 | 2 | 3 | 2 | 4 | 5 | 2 | 5 |
| Affect on the market or target group | 1 | 3 | 1 | 5 | 1 | 1 | 0 | 0 |
| To get tax concession or privileges | 0 | 0 | 0 | 5 | 3 | 0 | 5 | 0 |
| Affect on political relations | 4 | 5 | 5 | 2 | 1 | 2 | 0 | 1 |
| Affect on the views of consumers | 1 | 1 | 1 | 3 | 1 | 0 | 0 | 0 |
| Affect on Policy/decisions | 3 | 5 | 5 | 2 | 1 | 0 | 0 | 1 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Religious reasons | 3 | 1 | 3 | 3 | 4 | 3 | 0 | 1 |
| To attain the objectives of the program | 5 | 4 | 5 | 0 | 1 | 3 | 2 | 2 |

**Factors that motivate resource providers in detail**

1. **Politics:** Receiving votes, spreading the ideology, making decisions for one's interest, asking to keep the name of the party, asking to construct statue of leaders, asking to appoint party cadres, enforce the party's program, publicizing the party, bringing divisions.

2. **Social:** To have one's name, protect image, for employment, for future of son/daughter, or family, to expand relations with various personalities, to wipe out social anomaly, enhance pride, for genuine development, to support, to affect on education, utilize the unused resources.

3. **Financial:** To earn money, make profit, for job, employment, use illegal property, to evade tax, to get tax concessions, to receive interest .

4. **Business:** To evade tax, to get concessions, to make profit, to sell one's products, to earn interest, as a good citizen of the country, realizing one's duty, because there is not many profit.

5. **Religious:** To publicize the religion, to increase followers, to built temples/monasteries etc.

6. **Development:** Because of common thought on development, pity, love, to share experiences, utilize free time, to gain knowledge skills, with pure heart/ spirit, to bring equality.

7. **Cultural:** To increase influence of one's culture, to influence on the food, style of working, to preserve good culture, to wipe out superstition etc.

## Analysis of the motivation of the Resource Providers

| Resource Providers / Motivating Factors | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
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Many NGOs are found presenting the same proposal to different kinds of resource providers, which does not fulfill their interest. So, for different donor agency, mechanism should be adopted as per their liking.

# ANALYSIS ON THE IMPACT OF MOTIVATION OF THE RESOURCE PROVIDERS ON RESOURCE MOBILIZATION OF NGOS

**Analysis of the impact of violence against women and children on the motivation of the Resource Provider:**

1. How are the various motivations of the Resource Providers willing to provide resources to Non-Government Organizations working on the issues of violence against women and children affecting?
   - Some think that when NGO begin to work directly with the community and the beneficiaries, then a good basis has been received to work on the issues of the target group.
   - Some think that the issues of violence against women and children are one of the various social issues, which has to be faced.
   - Some think that this is a critical issue of social development and human rights.

2. How does the various motivations of the Resource Providers affect on what are the results that the NGOs who have received the resources get?
   - Some Resource Providers (businessmen) what the NGOs to use/distribute their products to the affected children of the community. Like: food, medicine etc.
   - Some Resource Providers like to see how are the works being implemented and the interaction with the target groups.
   - Some Resource Providers are happy to take note of the extensive research methodology of the works implemented for the targeted beneficiaries.

3. Is it that the motivation of the Resource Provider affects the planning or what should the NGOs working on the issues of violence against women consider while deciding on the principles of the NGO?
   - Should the NGOs know that they are wishing to bring extensive changes to the plan suitable to the project and as per the need.
   - NGO should consider about the wish to suppress the tendency or reason or advocacy to hide the morality of taking cash from the providers.
   - Should the NGO consider about whether the abundant resources provided by the providers as per the return they get are equal/balanced.

4. How does the various types of resources given to the NGOs affect the various motivations of the Resource Provider?
   - Some providers want to give the NGOs only cash.
   - Some businessmen wish to advertise their goods/products, so they only give their products.
   - Some providers like to provide only technical assistance.
   - Some also propose for location with low cost or free for some serial resources like equipment, technical assistance and office/workshop seminar.

# Motivating Factors

**Name of Organization:**

1. What has your organization been motivating the resource providers with?

2. How effective are the resource mobilization mechanisms that your organization has used? Has attention been given to the factors that motivate the resource providers while using the mechanisms? Give examples.

3. Does your organization present different proposals to different resource providers or a similar to all?

4. What are the factors that motivate the private sector, has your organization identified such factors, if yes give examples.

5. What are the factors that motivate the local bodies to provide resources? Make a list.

6. On the basis of the factors that motivate the resource provider, what are the improvements that you feel should your organization make in its existing practices?

# DIFFERENCE BETWEEN RESOURCE MOBILIZATION AND STRATEGIC PLANNING

**Time: 180 Minutes**

**Rationale:**

An organization cannot survive without resource. Resource Mobilization plan is a strategic work of the organization, which is guided by the mission of the organization. This session will help the participants to find out the difference between strategic planning and the state of resources.

**Objectives of Learning:**

- Will analyze the state of existing resource in the organization, and
- Will find out the difference between strategic planning and resource.

**Trainer's Preparation:**

- Writing down the objectives of learning on a newsprint paper.
- Making a model of the working paper to analyze resource on a newsprint paper.
- Make a model of the working paper to find out the resource gap on a newsprint paper.
- Make the chart of the state of resource on a newsprint paper.
- Develop photocopies of handout.
- Develop handout of evaluation questionnaire.

**Materials:** Newsprint paper, tape, board

**Main Methods:**

- Explaining the objectives of learning.
- Divide participants into organizational groups and present the model of the working paper to analyze resource and explain it.
- Ask the participants to analyze the state of existing resource in their respective organization, as per the working paper. (Time 40 Minutes)

**Note to the Trainer:**
The organization with only one resource and resource provider may complete the analysis quickly whereas those with many resources would require the full time. After the resource analysis is completed (if the participant is willing), ask them to present in big group. (Some organization may find it difficult to share about their resource amount. It would not be good to force them to do so).

- Ask the groups to develop a chart of the state of resource and present it.
- After presentation by all organizational groups, ask the participant, "Does your organization have a strategic plan or not?" If yes, ask them to write on a newsprint paper what is written in the mission and target, and present it.

- After every organizational group present their respective organization's mission and target, the trainer should outline the difference between the state of existing resources and the mission.
- Give the organizational groups, the working paper to identify the resource gap and analyze it. (Time: 40 Minutes)
- After analysis by all the groups, ask them to present it and ask questions and hold discussion during the presentation.
- After all the presentations, the training should give the conclusion by emphasizing on the gaps identified.

Resource Mobilization plan is not a minor work of the organization. The Resource Mobilization plan should be as per the mission. Decision should be taken what kind and how much resource is essential in order to achieve the mission of the organization. Here, resource mobilization is a strategic work that provides sustainability to the organization and program. An organization that does not have a strategic plan, resource mobilization is just imaginary in such organization because resource mobilization plan does not only entail spending the grant assistance of the donor or use small resources through offer. It is guided by greater long-term thinking. Many NGOs is Nepal does not have resource mobilization plans because they depend on one or two donor agencies. They also don't have an organizational strategic thinking as a result of which they are known as a body working for the donor rather then an independent organization.

A resource mobilization plan becomes effective when the organization analyzes the existing resources at its disposal and run programs on the basis of a plan on the type and quantity of resources essential to achieve the strategic objectives (mission). In this manner, strategic plan, state of resources, analysis of mechanism/instruments to receive resources and skills etc. are essential for resource mobilization plan. So, the meaning of Resource Mobilization Plan is to collect resources from more and more resource providers, which will in turn brings down the financial risks and give sustainability to the organization.

- Distribute the handout
- Keep the participants in organizational groups, and ask them to complete the evaluation questionnaire.
- After all groups have completed the questionnaire, develop an action plan.

**Note to the Trainer:** The Trainer points out the difference between mission and existing resource mobilization—emphasis should be given to mission and mainly to goal. Whether the goal is as per the mission or not, how many objectives are to be fulfilled under the goal, whether the objectives are being implemented or not, all have to be pointed out. Likewise, if the organization has conceptualized financial status in the strategic planning then than conceptualization should also be pointed out.

# ANALYSIS OF THE STATE OF EXISTING ORGANIZATIONAL RESOURCE

It is an important work to identify the resources essential for an organization. Apart from this, analysis and identification should also be done on what kinds of resources are essential for the future. This can be done only by reviewing the existing state of organizational resource and identifying the difference between what the organization possesses and what additional does it require. As a result, the first phase of resource mobilization plan would be completed if the analysis of resources and the existing available resources are classified.

**Process of Resource Analysis:**

- Type of every resource provider (who are them?),
- Time period of availability of resource (Year, Month),
- The amount of resources received from every provider (Annual complete budget),
- Limited and Unlimited Fund (money),

**Note**: (Unlimited Fund (money), are such sources that the Organization can use for any objective. Limited Fund (money), are such sources that can be used as per the agreement reached in pursuance to the objective of the Resource Provider.

What does the type of Resource Provider indicate is that the Organization will not depend on only any special resource provider, so that the Organization can sustain even if that resource provider returns back. Involvement of the Resource Provider and Partner or stakeholders in the planning of the Resource Mobilization would make the project genuine and develop good relations with the partners.

**Process of analyzing resource**

| Resource Provider | Start to End Date | How much amount has been received | Type of Resource | | Matching Percentage |
|---|---|---|---|---|---|
| | | | Limited | Unlimited | |
| Government Body | 2 Years | 400,000 | ✓ | | 10 % |
| NGO | | | | | |
| Private Organizations | | | | | |
| Multilateral | | | | | |
| Volunteer Association | | | | | |
| Other institutions | | | | | |
| Internal | | | | | |

# ANALYSIS OF THE STATE OF EXISTING ORGANIZATIONAL RESOURCE

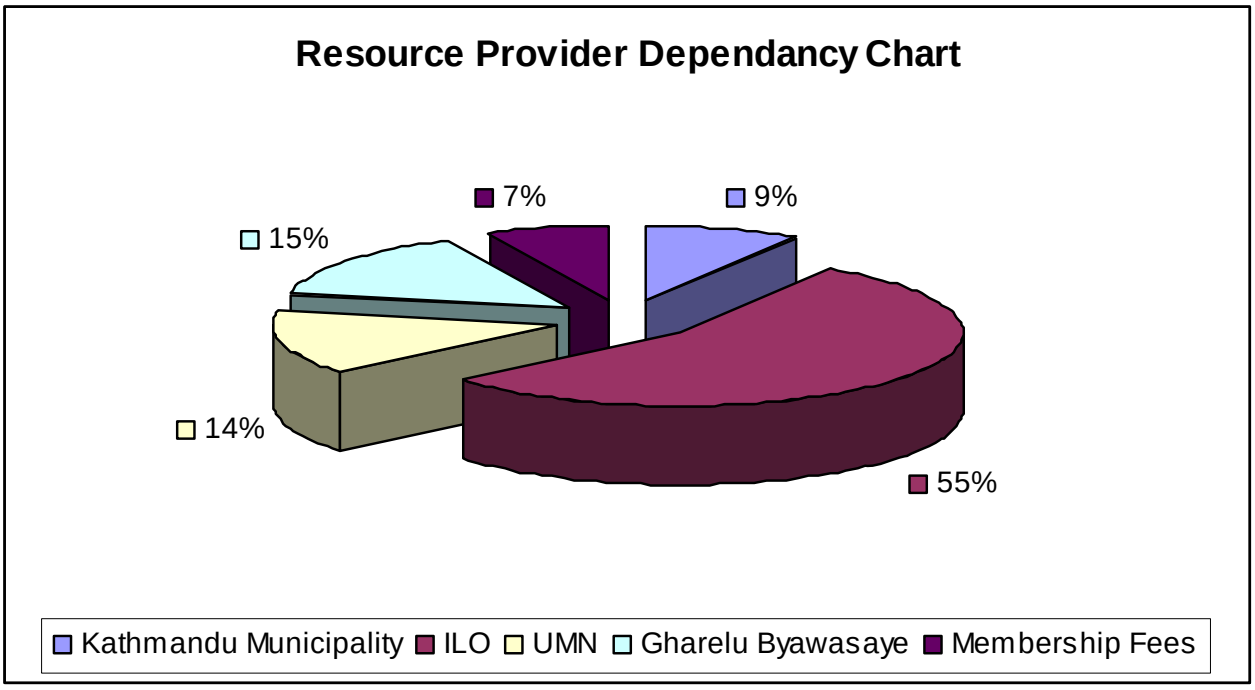
The Resource Provider Dependency Chart shows the total percentage of the resources provided by every Resource Provider. Cash or material assistance and technical assistance have been separated. This shows who are the main resource providers and in comparison to other, how much is the organization dependent on such providers.

The Resource section/part Chart shows how are resources received in limited or unlimited prices on the basis of distribution of money/resources. Apart from this, limited money/resources can be classified like this:

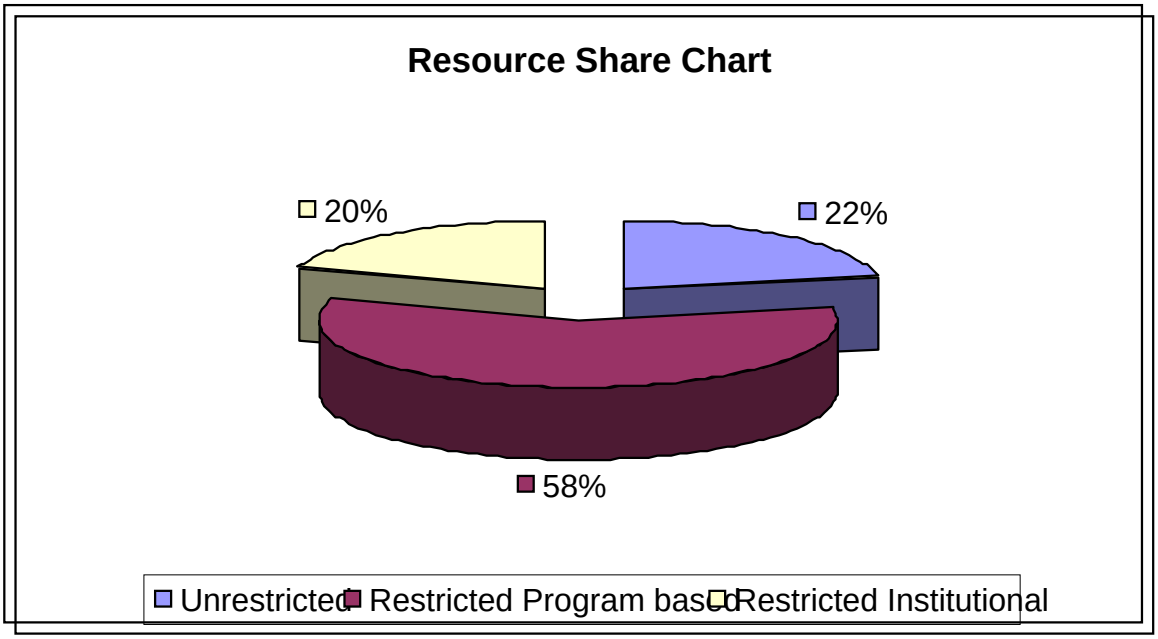
- Money based on limited program: Resources are distributed for expenses or price of specific activities.

- Money based on unlimited program: Resources distributed specially on main activities or the Organization's institutional activities (such as: Expenditure on Training, Overheads etc)

**Example: Analysis of resources based on providers, Women Child Center**



**Example: Resource section/part Chart, Women Child Center**



**Example: Women Child Center**

| Resource Providers | Time Period | | | | | Limited/Unlimited money | Matching % |
|---|---|---|---|---|---|---|---|
| | 2004 | 2005 | 2006 | 2007 | 2008 | | |
| Government<br>▪ Municipality | Rs. Five Lakh | | | | | Limited | |
| INGO<br>▪ UMN | Rs. Seven Lakh | | | | | Limited | |
| Multilateral or bilateral<br>▪ ILO | | Rs. 30 Lakh | | | | Limited | |
| Trade<br>▪ Nepal Food Industry<br>▪ Cottage Industry Co. Ltd. | | Food-Milk and Wheat<br>Rs. 10 Lakh | | | | Unlimited | |
| Women and Child Center<br>▪ Membership fees | Rs. 100 Annual Registrations | | | | | Unlimited | |

**Working Paper**

# ANALYSIS OF THE STATE OF EXISTING ORGANIZATIONAL RESOURCE

| Resource Providers | Program | Time period | | | | | Limited/Unlimited money | Matching % |
|---|---|---|---|---|---|---|---|---|
| | | 2004 | 2005 | 2006 | 2007 | 2008 | | |
| | | | | | | | | |
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## IDENTIFICATION of Resource Gaps

| Strategic Planning | Resource Providers/Resources | | Resource Gap | |
|---|---|---|---|---|
| | Money | Other Resources | Available | To be collected |
| Task: (Planned in the current Year) | | | | |
| Target 1 M | | | | |
| Objective 1 M | | | | |
| Objective 2 M | | | | |

*Note: One target may have 5 objectives*

# IDENTIFICATION OF RESOURCE GAPS

**Example: Identification of Resource Gaps, Women Child Center**

| Strategic Plan | Resource Provider/Resources | | Resource Gap |
|---|---|---|---|
| | Money | Other Resources | |
| Task: To empower women and children in order to make themselves active with their own partners and develop the family and community | ▪ ILO<br>▪ Cottage Industry<br>▪ Kathmandu Municipality<br>▪ UMN | ▪ ILO- Technical Cooperation<br>▪ Nepal Food Industry- material assistance<br>▪ UMN- Technical Cooperation | ▪ Money<br>▪ Employees (Salary) |
| Target 1: In order to protect the rights of vulnerable women and children. | | ▪ ILO- Technical Cooperation<br>▪ Nepal Food Industry- material assistance<br>▪ UMN- Technical Cooperation | ▪ Money<br>▪ Employees (Salary) |
| Objective 1: In order to generate public awareness to motivate and protect the rights of women and children at risk-Expand this program so as to reach it to One Million people in the urban centers of Nepal within the next 2 years. | ▪ ILO=<br>▪ Cottage Industry | ▪ ILO- Technical Cooperation | ▪ Salaries<br>▪ Training<br>▪ IEC Materials<br>▪ Fund for activities |
| Objective 2: Generate public awareness to motivate and protect the rights of women and children at risk-Move ahead health, education programs so as to reach it to 5,000 children within the next 3 years. | ▪ Cottage Industry<br>▪ UMN | ▪ UMN- Technical Cooperation<br>▪ Nepal Food Industry- material assistance | ▪ Salaries<br>▪ Training<br>▪ Equipments<br>▪ IEC Materials<br>▪ Fund for activities |

# ANALYSIS OF THE STATE OF EXISTING ORGANIZATIONAL RESOURCE

## Name of Organization:

1. Does your organization have a strategy plan? If yes, what is the mission and target?

2. Does the strategy plan have a Resource Mobilization plan ? Is it written clearly which resource is collected from where and how?

3. What is the basis for making a Resource Mobilization plan? And who are involved in developing the plan?

4. Which type of existing resources has your organization been mobilizing? (Limited/Unlimited)? Why?

5. Can the resources mobilized at present achieve the Organization's mission? How?

6. What measures that your organization should take to bridge the Resource Gap?

# MAPPING OF RESOURCE PROVIDER AND INFORMATION COLLECTION

**Time: 180 Minutes**

**Rationale:**

Mapping of the resource providers will inform the NGO about the number and types of resource providers in its neighborhood. With the help of this, the Organizations direct their thinking and programs towards the possible resource provider. After finding out the difference (gap) between the organization's strategic plan and existing resource mobilization, the organizations have to divert their time and activities towards the possible resource provider. This session will help to map the resource providers and develop skills to maintain information about them in a systematic manner.

**Objectives of Learning:**

- Will map the possible Resource Providers, and
- Gather information about the possible resource providers.

**Trainer's preparation:**

- Writing down the objectives of the learning on a newsprint paper.
- Develop an outline of the mapping of possible resource provider on a newsprint paper.
- Writing down the questionnaire to collect information about the possible resource provider on a newsprint paper.
- Make an outline of those collecting (research) information about the possible resource provider.
- Make copies of all the hand-out.

**Materials:** Newsprint paper, tape, board, marker and meta-card

**Main methods:** Group work, question answer, discussion, explanation, gallery walk

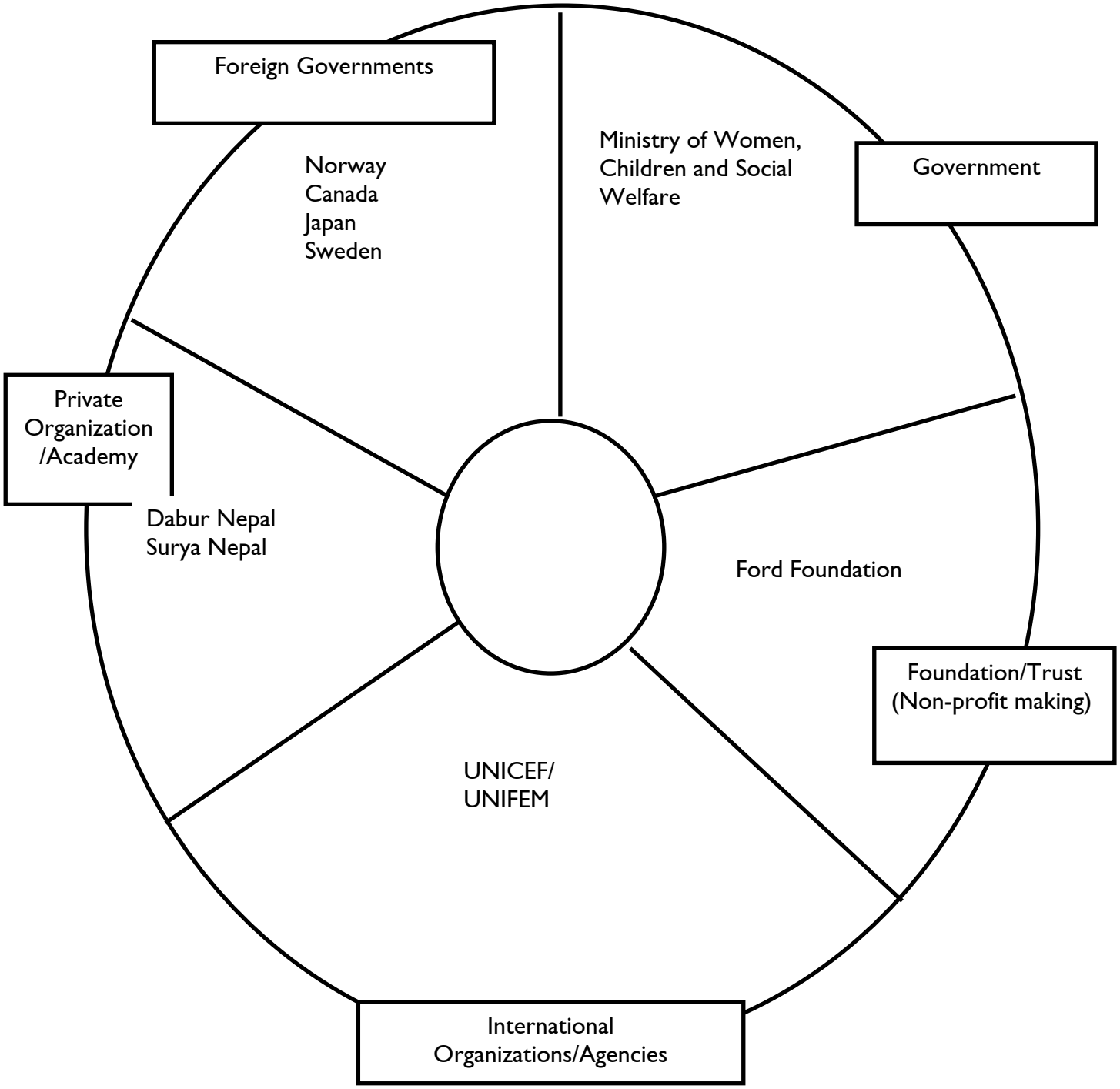
**Phases:**

- Read out and explain the objectives of learning.
- Ask the participants, "Who are the possible resource providers around you"?
- Write down the replies from the participants on a newsprint paper.
- Present and explain the outline of the mapping developed.
- Divide the participants into groups of organization, give them the outline of the mapping, and ask them to map the resource providers. (40 Minutes)
- After mapping has been completed by all the groups, ask them to put them on the wall for a gallery walk and ask the groups to ask question with a focus on those groups with different resource providers.
- After presentation by all the groups, divide the participants into 3 Groups and ask the following questions:

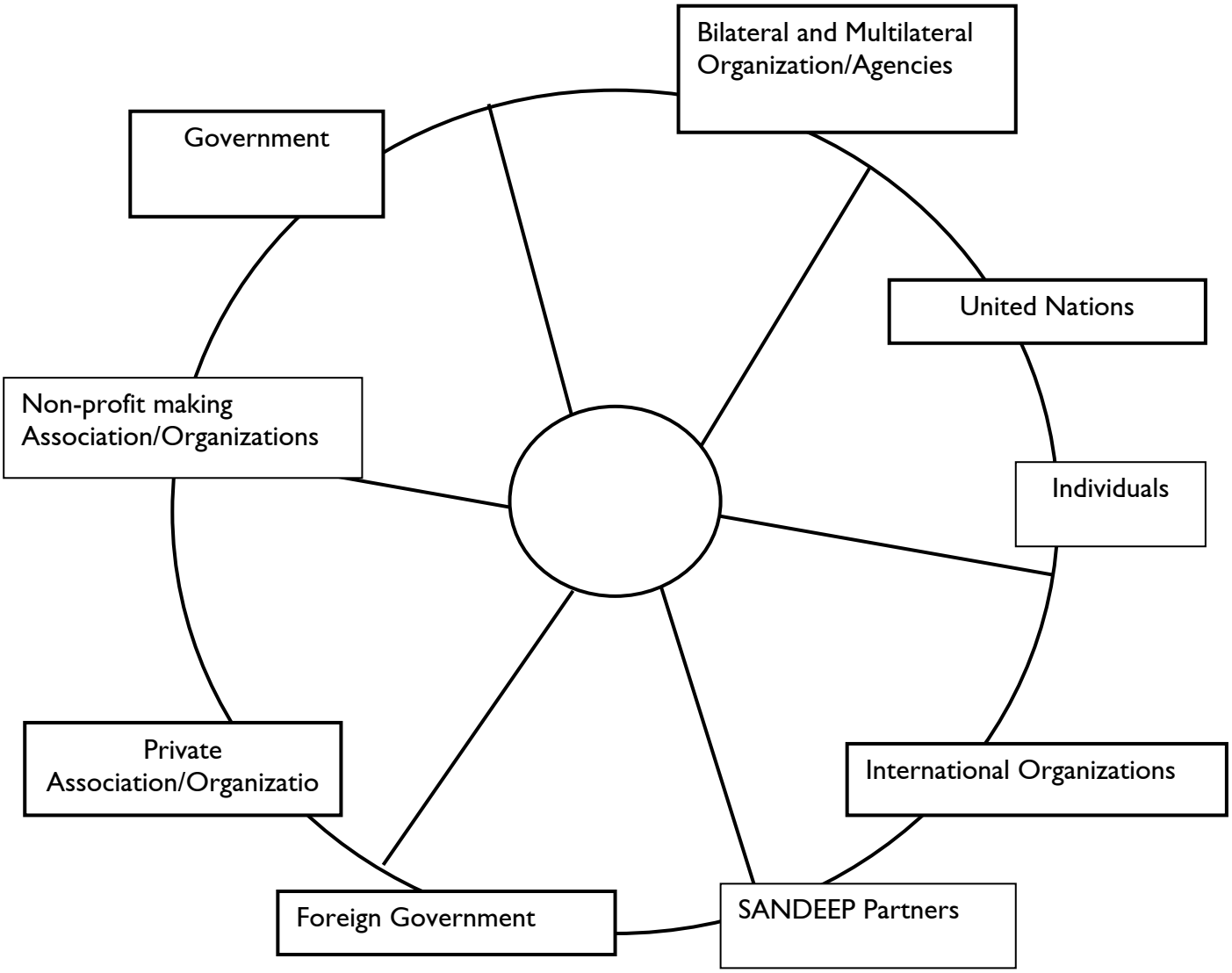
(a) What are the information we require about the Resource Provider?
(b) What are the measures that can be taken while carrying out a research on the resource provider? (Group Work 30 Minutes)
(c) What does the Resource Provider wish to know about us?

- After completion of the task by all the groups, ask them to present it one-by-one and hold question answer and discussion during the presentations. And if there are any additional points, then ask them to add them.
- After presentation by all the groups, the list of information and methods (measures) prepared by trainer should be present and explained.
- Divide the participants into organizational groups again.
- Present and explain the outline of the research prepared by the trainer.
- Ask the participants to fill up the outline of the research. (Time 45 Minutes)
- After completion of the research outline by all the groups, ask them to make a gallery presentation.
- Ask the groups to take note of any new topic or information from other groups, which will help them to contact the resource provider easily.
- Distribute handout after gallery presentation by all the groups.
- Develop an Action Plan.

## MAP OF RESOURCE PROVIDER



## MAP OF POSSIBLE RESOURCE PROVIDER



**Information we need about the Resource Providers:**

- Main areas (programs)of interest (objectives)
- Area of geographical interest (District, Municipality, VDC)
- Target Community (Women, Children, Dalit, Janjati, Conflict victims, poor and backward)
- Form of Grant (short-term, long-term)
- Areas prohibited to use the money (program, capacity building, loan, matching, cooperation)
- Types of available resources (equipment, technical cooperation, cash, time etc.)
- Method of providing resource (draft of proposal, proposal writing training)
- Main contact person in the organization and how to contact him/her (address, telephone, e-mail, website)
- History of the organization, foundations of economic resources, mission, goal of the organization.

**Ways of Researching/Studying the Resource Providers:**

- Searching for the websites of the Research Providers
- Organizing get-together and meeting with them.
- Ask/meet the socially respected businessmen
- Contact, e-mail, reading web page
- Contact Embassy Libraries, cultural corporations and international organizations
- Reading and learning about how other organizations are receiving financial support.
- Increasing contacts with their partner organizations and NGOs
- Identify opportunities to meet Resource Providers
- Attending various festivals and functions
- Reading the directory
- Going through advertisements in the newspaper
- Reading the report of the program and brochure of the Resource Provider
- Attending District and Regional Level meeting, seminar
- Exchange information after gaining membership of the NGO Federation

# RESEARCH TABLE USED TO COLLECT INFORMATION ABOUT THE RESOURCE PROVIDERS

**Full example: Women Child Center**

| Class/ level of Resource Provider | Geographical area as per the interest of the Resource Provider | Priority on programs as per the Resource Provider | Possible level for support | | Deadline for application | Contact Address of Resource Provider |
|---|---|---|---|---|---|---|
| | | | Resources | Limited/Unlimited Financial Support | | |
| Government | | | | | | |
| Ministry of Health | Nepal | Health Education | Computer | Unlimited, Rs. 1000,000 | October | |
| Kathmandu Municipality | Kathmandu | Street Children | | Limited, Rs. 500,000 | April | |
| Foreign Government | | | | | | |
| DFID | Mid-Western Nepal | Capacity Building of NGO | Training materials, consultant for 8 Months | Unlimited, Rs. 750,000 | October and May | |
| USAID | Nepal | Capacity Building of NGO, Conflict | Printing materials and Training manual/booklets | Unlimited, Rs. 500,000 | October | |
| Organizations | | | | | | |
| Nepal Food Industry | Nepal | Support for women and children | Materials | | Throughout the year | Mr Raju Nepali |
| International Agency | | | | | | |
| UNIFEM | Nepal | Capacity building of women and children | Materials, Training, Resources for training | Limited and Unlimited, Rs. 900,000 | Throughout the year | Sita Nepali |
| ILO | Nepal | Labour Rights, Human Rights | | Limited Rs. 500,000 | December | Kopila Thapa |

**Working paper**

**Research Table used for collection information about the Resource Provider**

| Type/kind of Resource Provider | Geographical Area (District, Municipality, VDC) | Program | Target Group | Form of Grant | Type of Resource | Limited/Unlimited | Deadline for application | Address (contact) of the Resource Provider |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | | |

# USE OF RESEARCH TABLE

| Class/Level of Resource Provider | Geographical area as per the interest of the Resource Provider | Priority on programs as per the Resource Provider | Possible level for support | | Deadline for application | Contact Address of Resource Provider |
|---|---|---|---|---|---|---|
| | | | Resources | Limited/Unlimited Economic Development | | |
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**Additional Guidelines**

- As per the interest of the Resource Provider, the column of geographical area could comprise cities, local areas, countries or zones, where the resource provider is interested and there may not be areas where the NGO wants support.

- Under the column of program priorities of the Resource Provider, there has to serial issues or empty one (like: capacity building and ARI control). This will determine what is the Resource Provider interested on and what is the NGO not interested on.

- Under the deadline for application/financial support column, any information about the decision on what resources will the Resource Provider give and when should be included.

- Target Groups are: Women, Children, Janajati, Dalit, Victims of Conflict, HIV +, Landless, Landless settlers, Foreign Employment workers, labourers, transport workers, Police, street children, refugees, drug abusers, elderly, disabled etc. should be explained.

- Type of resource: Financial (cash), physical goods, land, technologies, skills (individuals), information materials, services etc. should be explained.

- Form of Grant: long-term, short-term, work specific, to be matched, loan, support.

## MAPPING AND INFORMATION COLLECTION OF RESOURCE PROVIDER

**Questionnaire**

1. Does your organization do a mapping of the resource providers?
2. How does your organization collect information about the resource provider?

   What ?(information) How?
3. What did you learn new from this chapter?
4. Where and how would you practice the learnings from this chapter?
5. On the basis of this chapter, what are things you found that your organization should improve in the field of resource mobilization?

## DEVELOPMENT OF RESOURCE MOBILIZATION ACTION PLAN

**Time: 120 Minutes**

**Rationale:**
After finding out the gap between its mission and the resource provider, the Organization should develop an action plan to bridge that gap. While developing such an action plan, it is essential to be clear on what kind and how much resource is essential for the Organization, who is the feasible resource provider and what mechanism should be used. This session will help the participant develop an action plan for Resource Mobilization.

**Objective of learning:**
- Identify the feasible resource provider in order to bridge the gap of resource in the Organization.
- Develop a Resource Mobilization Action Plan in order to bridge the existing gap of resource.

**Trainer's Preparation:**
- Write down the objectives of the learning on a newsprint paper
- Develop an outline of the Resource Mobilization Action Plan on a newsprint paper
- Make a form to adjust the resource gap on a newsprint paper
- Develop copies of hands-out

**Materials:** Newsprint paper, marker, board, tape

**Main medium:** Group Work, question-answer, discussion

**Phases:**
- Read out and explain the objectives of the learning.
- Divide the participants into Groups by organization, and ask them to fill up the resource gap adjustment form after identifying the gap in resource mobilization in their organization and the feasible resource provider.
- After all Groups fill up the forms, ask them to make a presentation, and after presentation of the resource gap adjustment form from all the Groups, ask the participants the following questions.
- After presentation by all the Groups, the Trainer should present the outline of the Resource Mobilization Action Plan and explain it.
- Keep the participants into Groups by organization and ask them to prepare an Action Plan.

On the basis of the exercise you are doing now, which resource gap should your organization wipe out as soon as possible?

- Distribute the resource gap form to the participants and ask them to discuss on it in Groups by organization and ask them to make a priority list on newsprint of the resource gaps that have to been fulfilled immediately. (Time 20 Minutes).
- Ask every Group to make a presentation after all the Organizations have completed their list.
- Ask questions to the participants, "What can we do now to fulfill these gaps? What kind of Action Plan can we make to fulfill the gaps? Who could be the responsible person (body) to enforce this Action Plan?

**Note to the Trainer:** During the training, we can prepare a draft Action Plan. Resource Mobilization is a strategic work of the Organization which requires involvement of maximum number of office-bearers of the Organization. The draft you outline here have to be finalized and completed in your Organization and send it within 15 days to the ISO Office.

**Note to the Trainer:** While carrying out adjustment of resource mobilization gap and feasible resource provider, the participants should be provided with the evaluation questionnaire and working papers presented before this. All Action Plans developed before this have to be prepared by using the model form given for this module.

**Working Paper**

**Adjustment of Resource gaps and feasible resource providers**

**Name of Organization:**

| Resource gaps | Feasible Resource Providers | | |
|---|---|---|---|
| Resource gap Mission: | | | |
| Resource gap: Goal 1: | | | |
| Resource gap: Objective 1: | | | |
| Resource gap: Objective 1: | | | |

# BRINGING DOWN THE RESOURCE GAP WITH FEASIBLE RESOURCE PROVIDERS

Women Child Center, Non-Government Organization working for women and children

Task: To empower women and children for becoming active partners in the development of themselves, their families and the community.

## Complete Example: Women Child Development

| Resource Gaps | Feasible Resource Providers | | | Matching |
|---|---|---|---|---|
| Resource Gap (for the task)<br>➢ Money-Administrative expenses<br>➢ Employees' Salary<br>➢ Technical Cooperation | ILO-Proposal Writing | UMN-Technical Cooperation, Proposal Writing | | |
| Resource Gap: Goal 1: Motivating and Protecting the rights of Women and Children when they are vulnerable (at risk)<br>➢ Money<br>➢ Employees (Salary)<br>➢ Technical Cooperation | ILO-Proposal Writing in Administration and other expenses | Kathmandu Municipal Corporation | UNICEF-Technical Cooperation | |
| Resource Gap: Objective 1: Generating Public Awareness in order to motivate and protect the rights of Women and Children when they are vulnerable<br>-Expand this program so as to reach it to One Million people in the Urban Centers of Nepal within 2 Years<br>➢ Salary<br>➢ Trainings<br>➢ IEC Materials<br>➢ Financial Cooperation for activities | ILO-Proposal Writing in Administration and other expenses | Kathmandu Municipal Corporation-partnership for IEC Materials | Financial Cooperation for UNICEF Program | Salary |
| Resource Gap: Objective 2: Generating Public Awareness in order to motivate and protect the rights of Women and Children when they are vulnerable<br>-Forward Health, Education Programs so as to reach them to 5,000 children within the next 3 years | Ministry of Women, Children and Social Welfare-Writing Proposal for expenses of the activities | Cottage Business-Writing Proposal for assistance for materials | UNIFEM-technical cooperation through partnership | |

# Resource Gap Adjustment Form

| **NGO's Mission:** | | | | |
|---|---|---|---|---|
| **Goal** | **Resource Gaps** | **Feasible Resource Providers** | | **Matching (adjustment) of NGO** |
| **Goal (1)** | | | | |
| **Goal (2)** | | | | |
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**Working Paper**

## Resource Mobilization Action Plan

| **Priority Based Resource Mobilization Action Plan** | | | | | | |
|---|---|---|---|---|---|---|
| Strategy Plans Resource Gaps | Source willing to fill the gap | Resource Provider to be researched or contacted | What are the Resource Mobilization Mechanisms that will be used | Deadline to receive the resources | Essential Budget for Resource Mobilization | Responsible person for Resource Mobilization Work |
| Resource Gap1: | | | Mechanism 1- | | | |
| | | | Mechanism 2- | | | |
| Resource Gap 1: | | | Mechanism 1- | | | |
| | | | Mechanism-2 | | | |

# Resource Mobilization Action Plan (Model)

Example: Women Child Center, NGO working for women and children

| **Priority-based Resource Mobilization Action Plan** | | | | | | |
|---|---|---|---|---|---|---|
| **Strategy Plans Resource Gaps** | **Source willing to fill the gap** | **Resource Provider to be researched or contacted** | **What are the Resource Mobilization Mechanisms that will be used** | **Deadline to receive the resources** | **Essential Budget for Resource Mobilization** | **Responsible person for Resource Mobilization Work** |
| **Resource Gap 1**: Generating Public Awareness in order to motivate and protect the rights of Women and Children when they are vulnerable<br>-Expand this program so as to reach it to One Million people in the Urban Centers of Nepal within 2 Years. | Run Educational Campaigns in School and Colleges worth Rs. 1,500,000 | ➢ Education Ministry<br>➢ Ministry of Women, Children and Social Welfare<br>➢ Schools and Parents | **Mechanism 1-**Collecting money from Schools, employees and parents | December 2005 | Rs. 15,000 | Mr Shyam Shrestha |
| | | | **Mechanism 2-**Holding meetings at the Ministry of Education, and Ministry of Women, Children and Social Welfare | December 2005 | No | Kamala Gurung, Department of Planning |

| | | | | | | |
|---|---|---|---|---|---|---|
| | Free location for running training for school students and community mobilizers | ➢ Nepal Administrative Staff College (NASC) | **Mechanism 1-**Meeting NASC and formally requesting for the location | November 2005 | No | Mr Shyam Shrestha |

**CONTENTS OF PROPOSAL WRITING**

## PROPOSAL WRITING

Proposal writing is one but important mechanism among the various mechanisms of Resource Mobilization. Proposal writing is a different and distinguished kind of skill which cannot be easily imagined by every person. Proposal writing is the final weapon to materialize the concept of resource mobilization. Every Resource Provider would expect a detailed plan called proposal of the resource that one would be providing. A proposal would comprise the points mentioned below. Apart from this, proposals are of different types and subjects. To be more clear, every organization has its own outline and its own styles. So, it would not be right to say that any particular draft would be universal. In this context, this training module presents the essential components of a project proposal, which may not be sufficient in itself.

The overall organization has a big role in preparing a good proposal. And in order to develop such proposals, the Organizations need to have already-prepared projects. Writing of a proposal without a project may be imaginary. So, every NGO should first prepare the project before writing a proposal. The location, target community, problems and information and date of their real situation are essential for developing a project. As a result, before writing a proposal, every organization should have decided its objective and expected outcomes among others. Such decisions should be taken together with the target group and the contribution and role etc. of the target community should be clearly outlined in such projects.

1. Identification of the Organization (Address, Mission, Goal and Objectives, brief history (experiences), strengths and achievements) --1 page
2. Target community and their situation (Situational Analysis or basic survey)-2/3 page.
3. Proposed location for the program (District/Municipality/VDC/Ward) (in brief)
4. Rationale of the Project (Why is the project necessary?) -1 page.
5. Target, Objectives and Indicators (short-objectives should be measurable)

| Target | Objective | Indicator |
|---|---|---|

6. Proposed program/s (Education, Health, Income-generation, Advocacy )
7. Strategies (How will the programs run?) -1 page
8. Activity and Indicator

| Objective | Activity | Indicator |
|---|---|---|

9. Monitoring and Evaluation Plan (half page)
10. Action Plan (Format)
11. Budget (Format)
12. Structure (of the Project)

Index of the Project should include:

(a.) Map of proposed location
(b.) Structure of the Organization
(c.) Job description of main posts
(d.) Working human resource
(e.) Organization's resource and commitment to the project

## Workplan

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## Tips and guide on writing proposal

1. Prove that you have a significant need or problem in your proposal.
2. Deliver an answer to the need, or solution to the problem, based on experience, ability, logic, and imagination throughout your proposal. Make sure your proposal describes a program/project for change.
3. Reflect planning, research and vision throughout your proposal.
4. Research grants makers, including funding purposes and priorities, and applicant eligibility.
5. Determine whether the grant makers' goals and objectives match your grant seeking purposes.
6. Target your proposal to grant makers appropriate to your field and project, but do not limit your funding request to one source.
7. Contact the grant maker; before you write your proposal, to be sure you clearly understand the grant maker's guidelines.
8. Present your proposal in the appropriate and complete format, and include all required attachments.
9. State your organization's needs and objectives clearly and concisely. Write well. Do not waste words. Use active rather than passive verbs. Use proper grammar and correct spelling. Be clear, factual, supportable, and professional. A well-written proposal is a key factor in the grant maker's decision-making process.
10. Be clear about why you are seeking a grant, what you plan to do with the money, and why you are a good fit with the grant maker's priorities. Prepare an interesting, persuasive and unique proposal.
11. Always cover the following important criteria: project purpose, feasibility, community need, funds needed, applicant accountability and competence.
12. Answer these questions: Who are you? How do you qualify? What do you want? What problem will you address and how? Who will benefit and how? What specific objectives will you accomplish and how? How will you measure your results? How does your funding request comply with the grant maker's purpose, goals and objectives?
13. Demonstrate project logic and outcome, impact of funds, and community support. Be specific about broad goals, measurable objectives, and quantified outcomes.
14. Always follow the exact specifications of the grant makers in their applications, Requests for Proposals (RFPs) and guidelines.
15. Follow-up with the grant maker about the status, evaluation, and outcome of your proposal, after it is submitted. Request

# Guide on writing grant proposal

In general, the cover letter is followed by the cover sheet, the narrative, budget, qualifications of your organization, conclusion and appendices, as follows:

1. Cover Letter (Overview of funding request)
2. Cover Sheet (Executive summary)
3. Narrative:
   Needs Assessment
   Goals and Objectives
   Methodology
   Evaluation
4. Budget (Administrative & program costs)
5. Qualifications (Applicant credibility)
6. Conclusion (Summary)
7. Appendices (Support materials)

In addition, grantmakers sometimes require a narrative of budget items, long-term funding sources, and an empirical analysis..

## 1) Cover Letter (one page)

Provide a clear, concise overview of the organization, purpose and reason for and amount of the funding request. Be sure to show how your proposal furthers the grantmaker's mission, goals and matches the funder's grant application guidelines. Cover Letters should be typed on letterhead. (See sample Cover Letter

## Cover Sheet (1/2 page)

Also called an executive summary, this case statement and proposal summary is the most important component of your proposal. Summarize all of the key information and convince the grantmaker to consider your proposal for funding. Introduce your proposal, present a clear, concise summary of, and the visual framework for, the proposed project/program, and include: Applicant contact information, purpose of the funding request, need/problem, objectives, methods, total project cost, amount requested. (See sample Cover Sheet)

## Narrative (10-15 Pages)

## a) Needs Assessment (Problem Statement) (3-4 Pages)

Objectively address specific situation, opportunity, problem, issue, need, and the community your proposal addresses. Support your statement with qualified third-party research/evidence to justify the need or problem. Clearly, concisely demonstrate that a relevant, compelling problem or need exists, and include the following:

1. Description of target population.
2. Definition of community problem to be addressed and service area need.

**b) Program Goals and Objectives (1-2 pages)**

Describe the outcome of the grant in measurable terms, in a succinct description of the proposed project outcome and accomplishments, including your overall goal(s); specific objectives or ways in which you will meet the goal(s). Program Goals and Objectives should include:

1. Minimum of one goal for each problem or need in the problem or statement.
2. Description of the benefiting population.
3. Performance - the action which occurs within a specific time frame at an expected proficiency.
4. Process - the method by which the action will occur.
5. Product - the tangible results from the action's performance and process.

**c) Methodology (4$^{+}$ Pages)**

Describe the process to be used to achieve the outcome and accomplishments, in a rational, direct, chronological description of the proposed project; actions that will accomplish your objectives; impact of your proposed activities, how they will benefit the community and who will carry out the activities; time frame for your project/program; long-term strategies for maintaining the on-going project/program. Methodology should include:

1. Restatement of problems and objectives.
2. Clear description and explanation of program/project scope and activities.
3. Sequence of activities, staffing, clients and client selection.
4. Time line of activities.

**d) Evaluation (1 - 2 Pages)**

Determine the plan for meeting performance and producing the program/project and justify how you will measure the effectiveness

of your activities, who will be involved in evaluating and how they will be used; your measured criteria to produce a successful project/program; the expected outcome/achievement at the end of funding period. Evaluations should include:

1. Plan for evaluating accomplishment of objectives.
2. Plan for modifying process and methodology.

Provide methods - criteria, data, instruments, analysis.

## Budget

Clearly delineate costs to be met by the funder and all other funding sources; outline both administrative and program costs. For specific projects, include separate budgets for the general operating and the special project. Show income and expenses in columnar form (according to general accounting/bookkeeping principles). Delineate personnel costs for salary and fringe benefit information, and other-than-personal-services (OTPS) expenses for facility operating (rent/mortgage, utilities, maintenance, taxes), and travel, postage, equipment costs, supplies, and insurance, etc.

List actual committed and pending sources of income only. Include fees for service, government funds, corporate/private grants, individual donations, etc.

Prepare a detailed budget consistent with the proposal narrative (See sample Budget):

1. Include project costs to be incurred at the time of the program's implementation.
2. Include no miscellaneous or contingency categories, include all items requested for funding, and all items to be paid by other sources, consultants.
3. Detail fringe benefits separately from salaries, detail all OTPS costs.
4. List separately all donated services, including volunteers, indirect costs where appropriate.

Sufficiently justify performance of the tasks described in the narrative.

## Qualifications (1-2 pages)

Describe applicant, qualifications for funding and establish credibility. Demonstrate the means and methodology to solve the problem, or meet the need, within 12-15 months, and include the following:

1. Organization identity and purpose, constituents and service area. Brief summary of organization history, mission and goals.
2. Brief description of organization current programs, activities, service statistics, and strengths/accomplishments. Long-range goals and current programs/projects and activities.
3. Evidence and support (including qualified third-party statistics) of accomplishments.

Number of board members, full time paid staff, part-time paid staff, and volunteers. Evidence of Board involvement, activity and key staff members qualifications and administrative competence.

## Conclusion (1/2 page)

Present a brief, concise summary of your proposal that states your case, problem, solution and sources/uses of project/program funds

**Appendices**
Additional attachments are usually required at the funder's discretion. Typical appendices generally include:

1. Verification of tax-exempt status (IRS determination letter).
2. Certificate of Incorporation and By-Laws.
3. Listing of officers and Board of Directors.
4. Financial statements for last completed fiscal year (audited, preferred).
5. Current general operating budget and special project budget (if applicable).
6. List of clients served (if appropriate).
7. List of other current funding sources and uses.
8. Biographies of key personnel or resumes (only if requested).
9. Support letters or endorsements (limited number).
10. Commitment letters from project/program consultants or subcontractors (if applicable).

# PREPARATION OF ACTION PLAN

Develop an action plan as per the format given below by bringing together the questionnaire, form and others filled up during the four-day training. While preparing an action plan the date of conclusion and the date of submission of the report should be similar.

Date of Preparation:……..

Name of Organization:……

Name of Participants: ……

| Subject | Issues seen in the organization | What to do? (activity) | Time of initiation | Time to show achievement | Basis of (MOV) | Responsible person | Technical Support |
|---|---|---|---|---|---|---|---|
| Definition and outline of Resource Mobilization | | | | | | | |
| Kind of Resource Provider | | | | | | | |
| Mechanism | | | | | | | |
| Motivating factors | | | | | | | |
| Gap between Resource and strategy | | | | | | | |
| Mapping | | | | | | | |
| Action Plan | | | | | | | |

# Concluding Questionnaire

**Time: 20 Minutes**

**Participants Name and Post…….. Date:……..**

**Organization's Name……**

Note: The Beginning Questionnaire has been developed with the objective of making the training effective by finding out the level of the participants on issues of Resource Mobilization. This is not any exam that would decide whether the participant is pass or fail. So, we request all participants to answer the questions that they can answer and if there are questions that they cannot, then that can be left.

1. What do you understand by resource? Tick below.

(a.) Human (b.) Money (c.) Information (d.) Service

2. Among the 4 points given below, which one point is similar to the definition of Resource Mobilization? Tick below.
   (a) Right use of available resource.
   (b) To receive maximum resource from a single resource provider
   (c) Collect resource for the Program.
   (d) Expand the research and relation of the resource provider for achieving the mission of the Organization.

3. There are various mechanisms for Resource Mobilization. List any five mechanisms.
   (a)
   (b)
   (c)

4. Resource providers are of various types. List any 5 types of resource providers.
   (a)
   (b)
   (c)
   (d)
   (e)

5. In order to develop a Resource Mobilization Plan, what is it essential to know about the resource provider? Tick below.
   (a) Name and program of resource provider
   (b) Area of work
   (c) Type of resource
   (d) Aspiration or motivation of the resource provider