

SHAFOCS RESOURCE MOBILIZATION MANUAL

DECEMBER 2011

HAWASSA, ETHIOPIA

PRODUCED BY



SPONSORED BY



ACKNOWLEDGEMENTS

We would like start by extending our deep gratitude to our partner, CCRDA, for funding the manual development work. We also thank CCRDA staff W/o Abeba Amare and Ato Semu Tefera for their relentless technical and moral support provided throughout the process.

Next, we would like to express our deep appreciation and thanks for the consultancy firm, Cupernicus Development & Management Consultancy PLC and the lead consultant Ato Tewodros Ketsela, for their effective methodology and techniques in developing this manual, conducting orientation & validation for stakeholders, collecting and analyzing data, and compiling the manual with the required standard and agreed period of time.

We would also like to thank, SHAFocs staff, member and non-member organizations for the time they took to respond to the questionnaire, share with us a glimpse of their realities and for the support and valuable contributions in the validation workshop and compiling this manual; without them this manual would not have been possible.

SHAFocs

Table of Contents	
Acknowledgment	1
Acronyms	5
1. Introduction	6
2. Background/ Organization and Governance	6
3. Purpose of the Manual	8
4. Organizational Chart of SHAFOCs	9
5. SHAFOCs SWOC Analysis	10
<i>Strength</i>	10
<i>Weakness</i>	10
<i>Opportunities</i>	11
<i>Threats</i>	11
6. Past Efforts to Resource Mobilization	12
7. Organization of the Manual	13
8. Code of Conduct and Scope of Resource Mobilization in the Light of the New ECSO Proclamation	14
8.1. ECSO Proclamation	14
8.2. New ECSO Proclamation in Light of Administration Costs for Networks	14
9. Concepts and Definition	15
<i>Resources</i>	15
<i>Resource Mobilization</i>	16
<i>Restricted and Unrestricted Funds</i>	17
10. The Basic Principles of Resource Mobilization and Fund Raising	17
Guidelines for developing your fundraising skills	17
Making Your Organization Ready	18
<i>Organizational plans</i>	18
<i>Written statement of your case</i>	18
<i>Case includes needs and goals</i>	18
<i>Committed board of directors</i>	19
<i>Fund raising Leadership</i>	19
<i>Constituency</i>	19
<i>Prospect identification</i>	19
<i>Communications</i>	19
<i>Involvement</i>	19
<i>Resources available for major gift activity</i>	19
<i>Recognition</i>	19
Making Your People Ready	20
Stage one: Purpose	21
Stage two: Set Achievable Targets and Time Scales	21
Stage three: Identify Appropriate Individuals	22

Stage four: Recruit Appropriately	22
<i>Lobbying</i>	23
<i>Building a coalition of support</i>	23
<i>Think about tactics and methods.</i>	23
<i>Lobbying - in person</i>	24
<i>Talking to Decision Makers</i>	24
<i>Planning</i>	25
11. Why Resource Mobilization and Resource Management Manual	25
12. The Scenario of Resource Availability	28
13. Planning for Resource Mobilization	29
Resource Mobilization Action Plan: Five Steps	30
Step 1: Organizational Situational Analysis	31
<i>Organizational/Team Structure</i>	31
<i>Vision, Mission, Goals</i>	31
<i>Strengths, Weaknesses, Opportunities, Threats (SWOT)</i>	31
Step 2: Resource Mobilization Environment Research and Donor Mapping	33
Understanding Trends for Support	33
Donor Research and Mapping	33
<i>International Donors</i>	33
<i>National/Local Government</i>	34
<i>Private Foundations/Philanthropic Organizations</i>	34
<i>Business Community</i>	34
<i>Individuals</i>	35
<i>Others</i>	35
Step 3: constructing your statement of funding	36
Activity/Programme	37
Resources Required	37
Resources Available	37
Resource Gaps/Funding Needs	38
Resource Providers	38
Timeline	38
Notes/Remarks	38
Step 4: Prospecting and Communicating with Potential Donors/ Contributors	38
Step 5: Monitoring and Evaluating your Resource Mobilization Efforts	41
14. Communicating and Using the Mapping Results	42
15. Developing Your Monitoring and Evaluation Framework	44
16. Consideration in Resource Mobilization	45
Resource mobilization strategic options	45
<i>Vulnerability</i>	45

<i>Sensitivity</i>	45
<i>Criticality</i>	45
<i>Consistency</i>	46
<i>Autonomy</i>	46
<i>Compatibility</i>	46
17. Resource Mobilization through the Strategic Planning Process	47
Involving key Partners in the Planning Process	48
Ensuring Government Leadership	48
Community Participation	49
Involving Major International Development Agencies	49
Improve the Board Members' Role in Resource Mobilization	50
18. Resource Mobilization Mechanisms	51
Submitting Resource proposal	51
Income Generating Activities	51
Unsolicited contribution	52
Web Fundraising	52
E-Mail Solicitations	52
Social Networking	53
Writing Letter Appeals	53
Phone-a-Thons and Telethons	54
Special events	55
Foundation	55
19. Budget Required for Different Resource Mobilization Mechanisms	56
Recommendation	58
Annexes	
Resource partners' identification matrix	60
Guide to the strategic planning process for a national response to HIV/AIDS	61
Resource Mobilization strategy analysis	62
Donor Relations Audit matrix	62
Resource/Good received Note/Receipt	63
PROCUREMENT PLAN FOR GOODS (MATERIALS, EQUIPMENT, DRUGS AND SUPPLIES)	64
PROCUREMENT PLAN FOR SERVICES (INDIVIDUALS, NGOS, FIRMS)	64
INVENTORY LEDGER FOR NON-EXPENDABLE (PERMANENT) GOODS	64
Survey Results and Discussions	65-78

Acronyms

AIDS	Acquired Immune Deficiency Syndrome
CBO	Community Based Organization
CCRDA	Consortium of Civil Society's Relief and Development Associations
CDMC	Copernicus Development and Management Consultancy
CRM	Cause-Related Marketing
ECSOL	Ethiopia Civil Societies Organization Law
FBO	Faith Based Organization
FGD	Focus group discussion
HAPCO	HIV/AIDS Prevention and control office
HIV	Human Immunodeficiency Virus
HR	Human Resources
HRP	Human Resource Planning
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organisation
PLHIV	People Living with HIV
SHAFOCs	SNNPR HIV/AIDS Forum of Civil Societies Consortium
SMART	Specific, Measurable, Achievable, Realistic, Time-bound
STI	Sexually Transmitted Infection
SWOT	Strengths - Weaknesses - Opportunities - Threats
TNA	Training Needs Assessment
VCT	Voluntary Counselling and Testing

1.Introduction

Resource mobilization is often considered to be an alternative word for fundraising. In fact fundraising is only one part of resource mobilization; the later is the process of getting a broad range of resources for an organization. Money is one of the key resources that all NGOs need to be able to function and carry out their work. However, there are other resources that are also useful. It is important to try and access a range of resources as this will help organizations to save money and also enable them to access a broader range of resource providers and opportunities.

This manual is prepared with the intention that mobilizing resources primarily money is a vital need for any NGO including SHAFCOs. However, it can be a daunting task for many of the NGOs and can take an unnecessarily large amount of time if not planned well. This manual hence, introduces an approach to planning and carrying out resource mobilization strategically and systematically to ensure that maximum returns are gained for the least effort and that NGOs remain true to their missions.

The overall aim of the resource mobilization manual is to: build the confidence and skills required by SHAFCOs to strategically and systematically mobilize resources for HIV/AIDS prevention and response. The manual provides information and skills-building activities which can help SHAFCOs from multiple dimentions.

2. Background/Organization & Governance

SNNPR HIV&AIDS Forum of Civil societies Consortium (SHAFOCs) was established in May 2004 through a membership of 51 Non-governmental organizations (NGOs), Faith-based organizations (FBO), Community-based organizations (CBO) and PLWHA associations that operate in the region.

Currently SHAFOCs is an umbrella organization for 107 formal and non-formal organizations as aforementioned above.

SHAFOCs was mainly established to unite and empower its members to develop a sustained collective response to the HIV&AIDS epidemic and HIV impact in SNNPR through participation, information exchange, networking & partnership and providing factual data and information on HIV&AIDS particularly in the region and generally at National and International level. It also plan to enage itself in spearheading resource mobilization and Resource managment efforts of member organization for the sustained solution to end HIV/AIDS epedemic.

Networking is a means to an end. SHFCOS should not consider the establishment of network of organizations is an end in itself. What a network is able to do and how network members are able to work together depends directly on its mobilize resources resources, coordinate members' resources base and lead how resources are shared and flow among members. It is important to have an accurate assessment of the resources available to the network from various sources and seize all opportunities that might arise or the network may inadvertently sabotage your efforts, or at least diminish your impact. The wayout from such negative ending of network initiative is to have good governace, put in place clear system of transparency and accountability to the regional network.

The overall organization of SHAFCOs is organized into three management structure: A general assembly of Heads of 100 NGO Members, executive Board of seven members and Management committee composed of 5 members chaired by the head secrteriate. The general assembly is the highest governing body which made strategic and critical decsion and that meet annually. The executive board is accountable to the general assembly. It meets on quarterly basis and is responsible for executing and implementing the decisions, policy guidelines and other assignments entrusted by the

general assembly. The day to day activities of SHAFON lead by a Management Team members managed by the secretariat, and get implemented by program department, finance and administration and communication and documentation sections.

3. Purpose of the Manual

The purpose of this manual is to assist SAFCOs and its member organizations to be able to mobilize resources at various levels. The Manual clarifies:

- What is meant by Resource mobilization;
- What are the key requirements;
- What are the key challenges; and
- How to implement Resource mobilization in the context of SAFCOs

Accordingly it is believed that this manual helps to address the following benefits:

- To mobilize adequate resources and support for the achievement of SAFCOs Organizational mission and goals at the regional and members organizations level
- Enabling SAFCOs and member organizations to identify and analyze the resources available to their programs and key intervention areas;
- Enable SAFCOs and member organizations to position their resources mobilization strategies within existing relevant, regional, national and international plans and strategies;
- Help SAFCOs and member organizations to understand the current donor funding landscape, resource availability and support commitment by so doing to help them seize the existing opportunities.

4. Organizational Chart of SHAFOCs

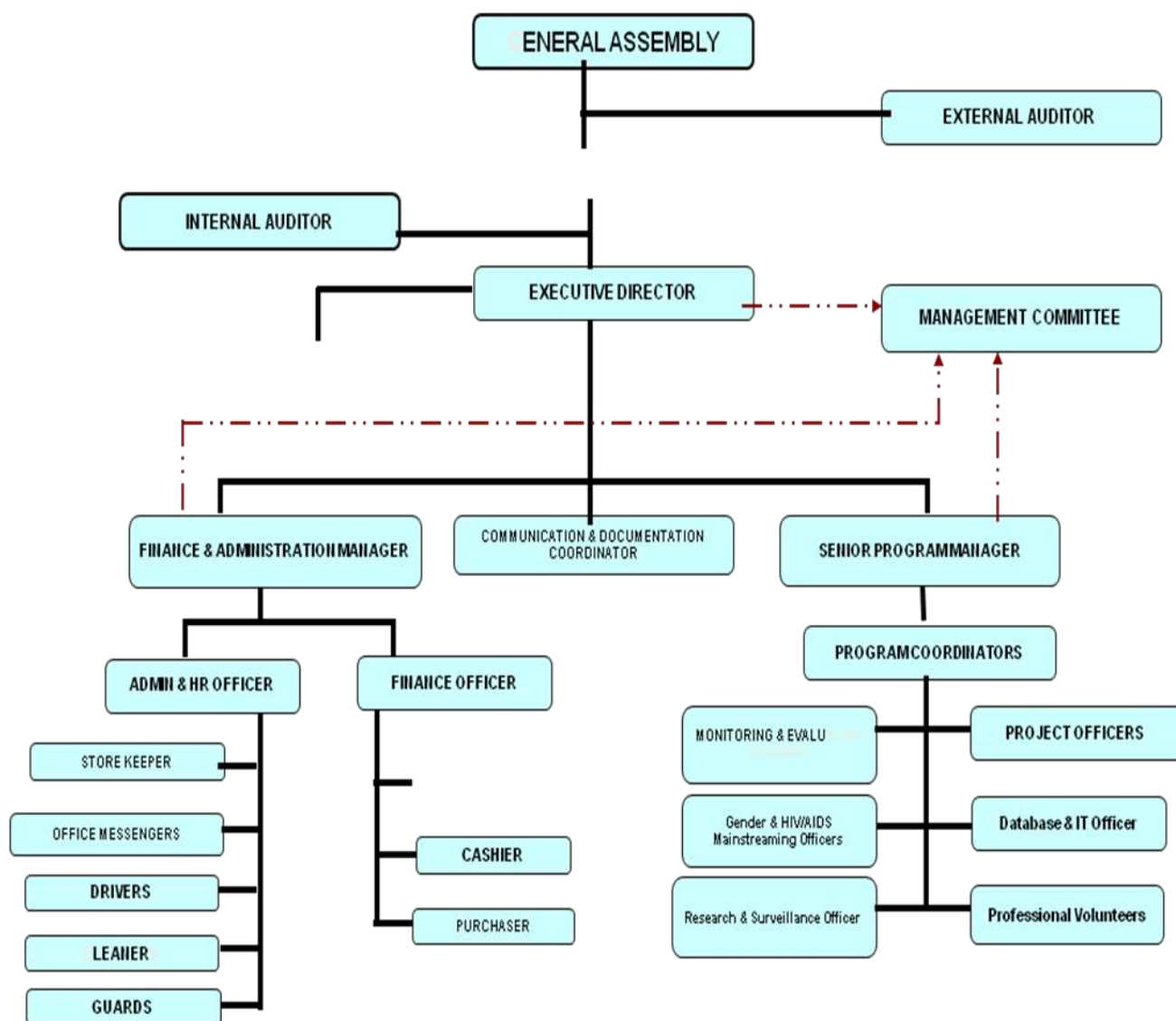


Figure 1: organizational chart of SHAFOCs

5.SHAFOCs SWOC Analysis

A SWOC analysis is a framework for analyzing the internal and external factors that influence the functioning of an organization. Strengths and weaknesses are internal to SHAFOCs and hence they are under the control of an organization, which means organizations can increase their strengths and eliminate their weaknesses during the course of mobilization of resources. Opportunities and constraints, however, are external and are beyond the control of an organization. Organizations should draw on their strengths for resource mobilization and should overcome their weaknesses so that opportunities for resources mobilization are maximized and constraints are minimized.

Strength

SHAFOCs strength emanates from various dimensions. The fore most strength of SHAFOCs come about from its prudent financial controlling system. It uses computerized and double accounting system and conduct audit annually through independent external body. The staff is another source of the SHAFOCs strength. It is endowed with committed and multidisciplinary team. Yet another SHAFOCs strength is its experience to lead a network of likeminded organizations and the exposure it gained over the course of time. The geographical distribution of member organizations also provides SHAFOCs first hand knowledge about the state of HIV/AIDS in different corner of the region. All these strengths will put SHAFOCs in the forefront in terms of mobilization of resources to meet its objectives.

Weakness

SHAFOCs suffers from lack of clear strategy and policy for resource mobilization. It is recommended that SHAFOCs strategic plan document and resource mobilization manual should clearly indicate the short, medium and long term goals to be met and the mechanism how the resources are

mobilized to achieve this end. More over, the organization little or no experince in resource mobilization coupled with weak linkage with stakeholders agrvate the problem of sustainable and adequate resource mobilization. Inspite of these, there is ample room for SHAFCOs to overcome its weakness and capitalize on its strenght to achieve a greater flow resources.

Opportunities

SHAFCOs passed the test of time to gain the present level of reputation and crediability. It is the most importnat source of opportunity to be tapped for mobilizationn of resources. The existance of regional forum, the attention given to prevent HIV/AIDS epidemic by the regional, national and international community and the existance of conducive government policy are among the major opportunities to be exploited by SHAFCOs.

Threat

The current financial crises will pose temporary difficulty to mobilize resources from western countries. SHAFCOs also need to design sustainable strategies to ease the level of dependency from the external sources. The present stiff and tough competition for resources mobilization should be counter balanced partly through doemstic resource mobilization mechanisms. SHAFCOs also need to scale down its member oragnization expectation to the matual benefit rather than giver and receiver type of relation.

Box 1: SWOT analysis of SHAFCOs

I n t e r n a l	Strength	Opportunity	E x t e r n a l
	<ul style="list-style-type: none"> ✓ Computerized and duple accounting system ✓ Mutltidisciplinary staff ✓ Committed and motivated staff ✓ Leading the network of cilvil society forums ✓ Membership from wider geographical coverage 	<ul style="list-style-type: none"> ✓ The presence of regional civil society forum ✓ International, national and regional commitment to fight the problem of HIV/AIDS epidemic ✓ Good immmage of the organization ✓ Reputation and crediablity of SHAFCOs ✓ Conducive government policy 	
	Weakness	Threat	
	<ul style="list-style-type: none"> ✓ Lack of clear strategy and policy for resource mobilization ✓ Little or No experience in resource mobilization ✓ Lack clear and comprehnsive strategic plan document ✓ Weak relationship with key stakeholders ✓ Weak resource position 	<ul style="list-style-type: none"> ✓ International financial crise and its effect on aid industry ✓ Strong competition for resources ✓ Donors influence against the core organizational mission ✓ High expectation of members organization from SHAFCOs 	

6.Past Efforts of Resource Mobilization

Focus group discussion (FGD) with the management committee of SHAFCOs reveals that, the resource mobilization efforst of the organization is erratic, done when resource stress is felt, most often divate from organization's core strategies and driven by resource providers interest. The lack of clear and systematic resource mobilization guideline disorinted the organization strategic focus and create dependency on few sources of resource. The role of the executive borad role in resource

mobilization is insignificant if not absent. The current board composition in terms of qualification, background and experience also daunted the management committee in terms of resource generation. This fear also further compounded with lack of responsible unit and staff for resource mobilization and Resource management.

7. Organization of the Manual

This resource mobilization is organized to introduce the basics of resource mobilization. It outlines and discuss objectives of resource mobilization; organization and governance of SHAFCOs for resource mobilization and Resource management; concept and definition of terms used in the manual; why resource mobilization; the emerging scenario of resource availability; planning resource mobilization; monitoring and evaluation of resource mobilization; resource mobilization mechanisms; and budget required for resource mobilization mechanisms.

The usage of this manual is highly linked with Grant management manual for two reasons:

- Both manuals are highly inter related by very nature,
- The data collection and compilation process has been undertaken together.

Thus the manual provide four recommendation as pre-requisite for successful implementation of this resource mobilization and Resource management. The appendices at the back of the Manual provide you with a guideline in implementing resource mobilization, a listing of resource- Resource related documents.

8. Code of Conduct and Scope of Resource Mobilization in the Light of the New ECSO Proclamation and 30:70

8.1. ECSO Proclamation

The new Civil Societies Organization law which is issued 13th February, 2009 provides the following provision for resource mobilization and income generating activities of Charity or Civil Societies.

- Charities and Societies may, upon a written approval of the agency, engage in income generating activities that are incidental to the achievements of their purposes and the proceeds of which shall not be distributed among the members or beneficiaries of the Charity or Societies and are used to further the purposes for which the Charity or Society was established.
- A Charity or Society that undertakes income generating activities shall keep separate books of account with respect to such activities.
- Where a charity or Society is found to have distributed its profit or should it fail to keep separate books of account, the agency shall take appropriate measures in accordance with this proclamation
- Nothing in this proclamation shall affect the requirements and procedures laid down in any other laws concerning the registration and licensing requirements for activities related to trade, investment or any profit making activities.

-

8.2. New ECSO Proclamation in Light of Administration costs for Networks

As extension of the new Civil Societies Organization law; a new guide line crafted and induced to guide and control the budget allocation for program and administrative costs.

ECSO implementation guide line Chapter 10 indicates

- As indicated in the proclamation chapter 15:3 and chapter 55:4 Networks of CSOs are organized by members to coordinate and support capacity building activities and their income source will be mainly from member ship fee, and from the contribution of members administration(30%) which shall be allocated for the Network by the consent of each members general Assembly.
- On top of that Networks of CSOs cannot have program implementation expense provided they are not implementers.

As indicated in the above paragraphs, the provision of this guide line may hinder the resource mobilization activities of SHAFOCs. Henceforth, lobbying for the improvement of the guide line to give room for direct program implementation and/or for acknowledgement of Networks capacity building activities as direct program implementation is commendable.

9. Concepts and Definition

Key Concepts

Resources:

Resources are the financial and non-financial supplies that help to fulfill organizational needs. They include money, technical assistance, human resources, material goods and free service and facilities.

Resources are materials, finance, men and women, means, and time that are used and mobilized to meet the objectives of groups, organizations, and individuals.

Resource Mobilization:

Resource mobilization is the process of identifying and obtaining resources for the organization. NGOs need both financial and non-financial resources

This term is used to be more comprehensive than the usual “fundraising”. Fundraising suggests that someone else has funds – and approaches need to be devised to access their funds. Resource mobilization includes two other concepts; first, that non-financial resources are also important; and second, that certain resources can be generated by the organization rather than accessed from other sources.

Resource mobilization is giving people the opportunity to give. It is not an end in itself but rather the process whereby resources are transferred from those who are able to give to those who have the need to receive. Resource mobilization facilitates this process. It is the enabler of an activity that not only satisfies the need, but also satisfies the giver that the resources have been wisely and effectively used.

This activity

- is NOT begging.
- is people helping people.
- is giving people the opportunity to give (whatever they can).
- is ASKING.

Resource Mobilization is a relatively new undertaking for SHAFOCs and its members. Consequently, this Manual should not be seen as a cookbook or a prescription but as a guide to a learning process in the challenging but promising endeavour to Resource Mobilization.

Restricted and Unrestricted Funds:

Every nonprofit organization categorizes its Resources/mobilized funds in terms of restricted and unrestricted funds. Restricted funds can only be used for a specific purpose. When you look for a likely foundation prospect, you may find a match by narrowing down your organization's needs to a specific restricted purpose. Unrestricted support can be used to further the general objectives of your organization. Unrestricted support may be the most desirable type of support from the point of view of your board and executives, but it is not easily obtained. The majority of foundation Resource dollars given out each year are dispensed as restricted gifts.

10. The Basic Principles of Resource Mobilization and Fundraising

1. If you want money, you have to ask for it.
2. If you ask enough people, you will get it.
3. The word you will hear most often is "no," so your success depends on the number of people you ask. If not one has turned you down recently, it is because you have not been asking enough.
4. If you are afraid or uncomfortable asking for money, do it anyway. What you believe in has to be bigger than what you are afraid of.

Guidelines for developing your fundraising skills

1. Dress well with costly clothes and clean hands
2. Go in pairs
3. Present an elegant personal card
4. Ask for only a few minutes and immediately address the subject at hand

5. Enter the room in radiant good nature and keep your host in the same good humour
6. If the person is ready to give, don't rush too quickly to accept the gift
7. Make your donor feel as though he is giving, not that you are taking
8. Appeal to the donor's high instincts and feelings
9. Let your host talk freely while you study his peculiar personality
10. Never argue or contradict; let your host talk at great length and listen with great interest.

Making Your Organization Ready

Eleven essential building blocks to make your organization ready for fundraising

1. **Organizational plans:** Does your organization have a long-range plan that states your mission, goals and objectives? Has the board approved it and committed themselves for meeting the financial needs of the organization?
2. **Written statement of your case:** Are there written materials developed from your plans that express your cause and all the reasons why anyone should support it? Is there urgency, relevance and importance to your cause? Is your basic case well understood and easily articulated by your board?
3. **Case includes needs and goals:** Have you developed specific opportunities for gifts? Have you attached clear money goals to your needs? Do you have budgets and project plans that support these needs? Do you have a sense of priority of needs? Have you identified "fluid" needs that could be met in a number of ways to maximize your potential to realize gifts?

4. **Committed board of directors:** Are your directors fulfilling all their roles as stewards of the organization? Do they understand and support the need for a major gifts program? Are they willing to give to their capacity ask others to give?
5. **Fund raising leadership:** Have you recruited leaders in your 'inner family' who have the ability to help you carry out your major gift work? Do you have an on-going process to recruit, nurture, train and recognize volunteer leadership?
6. **Constituency:** Does your organization have a developed constituency with a history of making gifts? Can you identify different segments of donors that can be evaluated for major gift potential?
7. **Prospect identification:** Do you know who your major gift prospects are? Do you have a body of research and information on these individuals and families that enables you to assess their ties to your organization, their interests, and their financial capacity to give?
8. **Communications:** Is your organization prompt with acknowledgements of gifts? Do you tailor thank yours according to gift size, regularity and status of donor in your organization's family? Does your organization have a communications program to keep donors interested and aware of your work? Is it as personal and tailored as your resources permit?
9. **Involvement:** Does your organization have a history of direct contact with your donors? Have you found ways to put your organization before them and to involve them in your work?
10. **Resources available for major gift activity:** Have staff and other resources been allocated to major gift work? Is there a record-keeping system established to keep track of sensitive fundraising information.
11. **Recognition:** Does your organization say thank you promptly and meaningfully? Do development staff, executive director and board

leadership look for ways to say thank you again (and again!)? Do you have other ways in which you recognize your donors, gifts, awards?

Making Your People Ready

Making your people ready, among others, includes the formation of a development board. The sole purpose of a development board is to raise money for the organization. You need to distinguish between such a board and other schemes like Friends or a Fundraising Sub Committee – these structure, while effective, can create problems. Most commonly:

- ✚ they require a lot of your time to services
- ✚ they become very internally focused
- ✚ they can become involved in non-fundraising issues.

To make you people ready you must do the following exercise.

1. Analyse your current set up – reflect on your current board in terms of its strengths and weaknesses. Capture below what you think these are.
2. Before you decide to change, you may, on balance, decide that you should change the current board or set up a development board. Before you do so, you should think through four stages.
 - a. be absolutely clear about the purpose of the board
 - b. set achievable targets and time scales
 - c. identify appropriate individuals to be on it
 - d. recruit them in an appropriate way

Stage one: Purpose

A development board is specifically set up to fundraise and should have no operational responsibilities for the running of the organization. This separation of powers is important for a number of reasons.

- ✚ it ensures that the board's energies are not diverted into directing or affecting policy;
- ✚ it means you can create, if appropriate, constitutional or legal barriers between cash from penalizing you for successfully raising cash)
- ✚ it also means you can create a separate 'brand' for the fundraising

Other questions you need to ask yourself are:

- ✚ Do you want the board to raise money for a specific one-off?
- ✚ do you want them to carry on fundraising on a continuing basis?
- ✚ any risk or legal liability associated with the fundraising?
- ✚ what's an appropriate constitutional/legal vehicle?
- ✚ What mechanism is there for resolving disputes if any arise between the development and main boards?

Stage two: Set Achievable Targets and Time Scales

Targets and time scales are perhaps the most difficult topics to manage. How much is a reasonable amount of money to raise compared to what you need? And when do you need it?

When setting targets consider:

- ✚ What is my ideal amount?
- ✚ What is the minimum we can manage on?

- ✚ What success have other local organizations had?
- ✚ Who are my current competitors? (This might include are organizations, hospital trusts, schools, universities, etc.)
- ✚ Do we need the money all at once or in chunks?

Stage three: Identify Appropriate Individuals

Having set your targets, you need to identify the people most helpful to be on the development board. A common feature of such boards is that the individuals on them have to actually contribute themselves to set a leadership standard.

When choosing your individuals, consider:

- ✚ do they have money of their own or can they get it – for example, through their company or organization?
- ✚ do you need a balance of skills from marketing, finance etc?
- ✚ are they part of a network of other people that can give you access to money – for example, social, religious or business associations?
- ✚ will they be prepared both to contribute and to act as a champion for you.

Stage four: Recruit Appropriately

You must also use an appropriate technique to recruit the members. Think what other methods could you use for recruiting a development board?

To recruit them effectively you can use the following aspects of a potential board member – time, talent, treasure, and trust.

Lobbying

A lobby is a waiting room – a place where people wait to meet others. When you lobby you try to influence a decision maker. We all have a right to lobby to get important fund raising issues raised or to find acceptance and support for our candidates.

Building a coalition of support

You will not get very far unless you can exert some pressure or show that you have support for your ideas or issues. Make a list of all those who could be affected by your issue. Don't limit yourselves to the obvious people. Use your network in the community to show that you have support.

Organize a meeting of those who will support your views, to see if you can form a coalition of support. You don't have to agree on everything. Agree on basic two or three main points, to be acted on if appropriate. Look for influential people in the community, prominent citizens whom others respect, who would agree to represent you. Brief them well.

Think about tactics and methods.

Tactics

Identify the people that you must lobby to gain support. Identify the decision makers – those people who can affect your situation, other politicians or those who have contact with politicians, people within your party who have influence, local community leaders, even people who know these local leaders or national politicians. These are the people you will lobby.

Lobbying - in person

Use your network, contacts and friends of friends to get an appointment with the key decision maker. You may otherwise only see their aide or someone who can speak to their aide.

Informal or formal? You must decide on the best tactics - is a quite word most appropriate at this point or do you want to make a formal delegation? Prepare background material, about your supporters, the statistics. Plan for a short meeting, you don't want the meeting cut short before you get to your main point. Go in a small group. It will be easier to talk, Make the group representatives of your supporters.

Talking to Decision Makers

It is worth remembering that there are only a limited number of ways for decision maker to undermine your case and win a debate. They can:

- ✚ Make the problem you raise seem invisible - you must represent the evidence, facts, figures and examples will help your case.
- ✚ Make the problem you raise seem ridiculous - show that serious authorities agree with you, lawyers, international conventions and reports will help your case.
- ✚ Withhold information about the available evidence, the decision makers intentions, the powers they have, the funds available - check the facts if you can
- ✚ Agree there is a problem but deny their responsibility or the availability of resources and encourage you to solve it yourself - resist the temptation.
- ✚ Agree there is a problem but make you feel it is your responsibility or fault - remind the decision maker politely who controls the power and resources.

Planning – before you go to a meeting plan carefully.

- ✚ The first step is to establish your case. Make notes of any details to help you present the facts clearly.
- ✚ The second step is to establish that your selected decision maker has a responsibility to act
- ✚ The final step is to propose something specific.

11. Why Resource Mobilization and Resource Management Manual ?

Every organization needs enough resources to survive. It has to meet its project costs and develop its programmes for the future, pay the wages and salaries of its staff plus all its administrative overheads, keep its buildings and vehicles in a good state of repair, and pay for any new equipment that it needs. The list is endless. And the stark truth is that if the resources are not raised, the organization will not be able to carry out its work. And if the work is not done, all those pressing needs will remain unmet.

Why resource mobilization?

- Survival
- Expansion and development
- Reducing dependency
- Building a constituency
- Creating a viable and sustainable organization

The tool you will use to manage your fundraising is your resources mobilization and Resource Mobilization manual. This will show the amount of resources that you plan to mobilize and how you utilize these resources. It will also show the amount of resources that has already been raised or which has been promised, and what extra support needs to be raised during the year so that you can meet all your planned outgoings.

The word 'resource mobilization' means 'raising/mobilizing the necessary resources to fund your work'. Very often this means money in terms of a Resource or a donation but it could also mean services, time of specialized people as volunteers, or the donating of goods. It's the fuel of your organization! Without it you might have a plan, a network and the right people but it all needs funding to start and keep going. In other context people might call Resource Mobilization- 'Fundraising' or 'Development' but effectively the definition is the same.

Fundraising from the private sector in Ethiopia is still at infancy. But the growth of the nonprofit sector and the continued treat of cuts in government funding from the source countries-western countries (=public funding) have combined a fertile soil in which other forms of fundraising can grow. In many countries in Western Europe fundraising from the private sector has cultivated a society where donating to a 'third sector' became part of caring for less fortunate individuals and causes. In countries in Africa the state was looked upon as the sole provider of those services through resource mobilization or foriegn loan. Donating to a non-profit organization is not obvious part of the culture of this region. And fundraising or resource mobilization is much more than gathering funds. It is an (financial) expression of solidarity with the less fortunate. In a section that follows we discussed how Resource Mobilization can be a very difficult job especially for HIV because it is so heavily stigmatized and surrounded by myths and preconceptions. We concluded that to successfully raise funds for HIV projects and -organizations you need more that 'just' fundraising skills. You also need a real passion to break through those barriers and empower and engage with the people behind the funding. But most of us came to this work because we had a dream, an idea, and a real passion for change. And it was those strong emotions that kept us going in fundraising. The money that we raised made it possible to fulfill the dreams and aspirations of our organizations. So really, fund-raising can be fun-raising. It makes it possible to be an activist and make changes in the world.

The formal and informal networks that inherently will grow during the gathering, give fundraisers a chance to share and ask for support long after the event has ended. The sharing and encouragement has a large-scale effect on the people and organizations. And this will empower the sector as a whole. There are a few fundraising conferences and resource mobilization trainings in Europe so that is a good place to start building such a network.

The preparation of this resource and Resource Mobilization manual mark a new chapter in SHAFOCs history and serve as a showcase to reaffirm its commitment to take a leading role in mobilizing resources and introduce efficient resource management system in the organization and to popularise the same among its members. SHAFOCs can serve as a springboard for its partner organizations resource mobilization goals. The problem SHAFOCs and its members trying to tackle is by far complicated and challenging for individual organization. Partnership is a vital and core strategy to defeat the common problems these organizations are facing with. The partnership forum under SHAFOCs umbrella would contribute to achieve a concerted and united effort to fight HIV/AIDS in Southern Nation, Nationalities and Peoples Region (SNNPR). It also help towards reduction of resource dissipation, dilution of efforts (duplication of programs), to avert the illusion of isolated and inadequate success and inward looking syndrome.

Hence, implementation and ultimate success of the region's response to the HIV/AIDS epidemic depends on concerted and collaborative efforts by public, private and nongovernmental sectors to support the implementation of HIV/AIDS prevention and mitigation programmes.

Challenges of resource mobilization

- Growing need
- Competition
- Difficulty of making money
- Numerous criteria to be met for receiving resources

In the eye's of SHAFOCs and Its partner organizations this manual is a living document, to be reviewed regularly and revised as and when needed, based on changing needs and priorities.

Response to HIV/AIDS requires well organized planning and mobilizing resources head of time. Despite a great success achieved in organizing responses in addressing the problem of HIV/AIDS, the ability of those organization involved to mobilize adequate resources is by far behind the expected. The existing comeptition to the already available meager resources is so high. This call for organization to demonistrate efficiency and proper resource managemnt capacity. To this effect developing resource mobilization and Resource Mobilization manual is critical.

12. The Scenario of Resource Availability

The overall context for resource mobilization is increasingly difficult. The global environment is such that donor attention is pulled from one crisis to another; an apparent competition for a dwindling pot of aid resources played out in the news headlines (fighting terrism, rehabilitation victims of war and other calamites). New strategies and ways of working are needed to respond to these emerging realities.

The impetus for a resource mobilization strategy originated with the SHAFOCs within their overall efforts to build internal capacity -- it is a donor driven initiative and immanate neither from strategic partnership and common vision neither with donors nor from strategic plan of the organization. Currently, resource mobilization is largely focused on producing project proposal and in trying to keep up with the litany of individual donor demands or waiting for donors to come up with funds with prescribed activities. One of the central SHAFOCs concerns in this type of

resource mobilization strategy is that the the resource mobilization process is chracterized by windfall approach. The organization also accept whatever funding coming towards it despite the repurcursion of such funds and thier apparent clash with its core mission and value. This call for a more systematic and clear blueprint on how to approach resource providers in a more proactive manner, who to approach, how to engage them in the best manner, and what tools to use.

Traditional resource mobilization and fundraising elicits sympathy which reinforces the differences between the giver and receiver, rich and poor, the more and less powerful. "The more you think of yourself as a philanthropist, resource provider, donnor the more someone else feels compelled to be a suppliant". It is easier to remain distant in the face of distress when beneficiaries are viewed as objects of pity, rather than as people in a struggle in full dignity and self-respect. In the contemporary thing, this traditional view is replaced with a more resposnible partnership approach where both the giver and reciver equally committed to make a diffrence around the common problem they stand to fight. Resource provides enage themselves through out the process from identification their common interest upto the monitoring and evluation of the progress and impact of intervention.

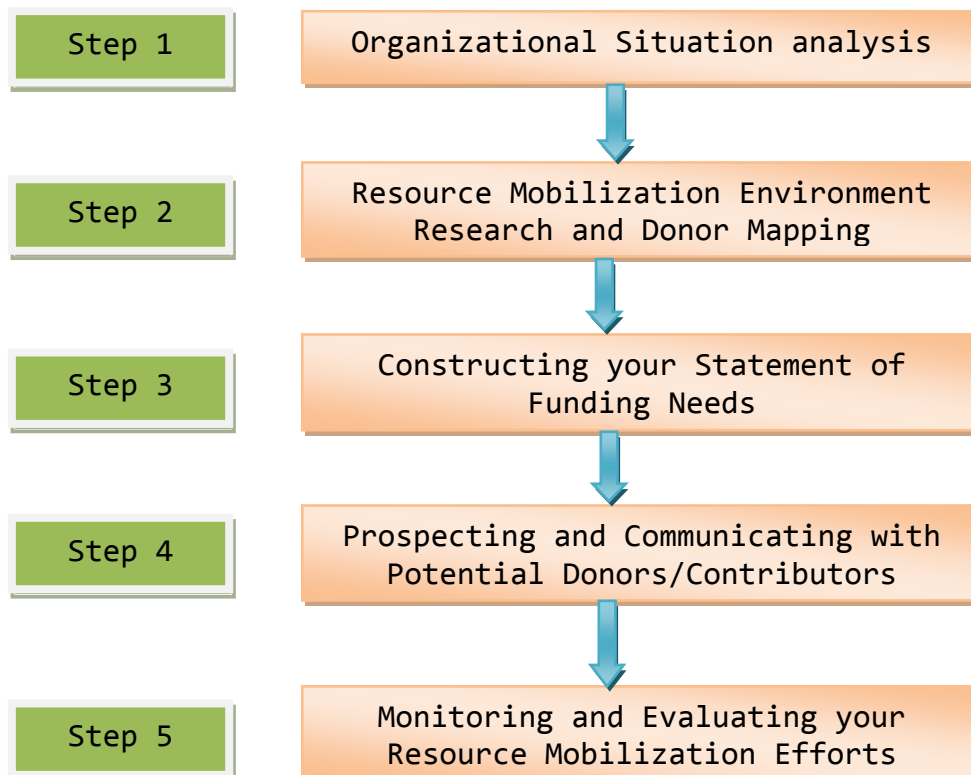
13. Planning for Resource Mobilization

Organizations should make adequate preparations for resource mobilization to be effective and to ensure they are maximizing all opportunities. An organization's resource mobilization plan should be tightly integrated with their organizational strategic and communication plan. If an organization is well-managed and conveys its key messages effectively to its target audiences, it will be more successful in raising resources, and this, in turn, will contribute to the organization's continued growth. Hence the two strategic plans must go hand in hand. A resource

mobilization plan must follow closely the vision, mission and goals of the organization or be aligned with specific objectives for raising those resources.

Another reason why the resource mobilization plan must be closely linked to the strategic plan of an organization is that the management team must be fully involved in the resource mobilization planning. Like marketing, it is a function that is not just left to the resource mobilization team. All the different parts of the organization must be aware of the objectives of the resource mobilization plan and the role they plan in its execution. For example, the finance or accounting section of the organization should and could participate in the resource mobilization process by helping to construct the fund raising needs statement, which assesses the target resources to be raised, the organization's current financial situation and, based on that, the resource gap to be filled.

Resource Mobilization Action Plan: Five steps



Step 1: Organizational Situational Analysis

Brainstorm these questions within your organization/team and summarise your answers according to this framework.

1. Organizational/Team Structure

- a. Do you have a team in place to carry out the work of the Campaign?
- b. Are the team-members clear about their individual roles in the Campaign?
- c. Is there someone appointed as the lead or focal point for the Campaign?

2. Vision, Mission, Goals

- a. Are you and your team clear about the vision, mission, and goals of the campaign?
- b. Are you and your team able to communicate these vision, mission, and goals briefly and quickly?
- c. Are you able to prepare a 1-2 page summary to be handed out should you meet with a potential contributor/donor to the Campaign?

3. Strengths, Weaknesses, Opportunities, Threats (SWOT)

- a) What are your strengths to help you mobilize resources for the Campaign?
 - Examples could be: experienced and enthusiastic team members; good governance; good reputation; wide network contacts; good existing relationships with stakeholders and donors, etc.
- b) What are your weaknesses that may be need strengthening in order for you to carry out resource mobilization for the Campaign?

- Examples are unclear roles of team members; lack of skills, experience, and/or training; lack of will or proper scheduling of time or resources to carry out these activities.

c) What are the opportunities for you to carry out resource mobilization activities?

- Is there a general awareness and support for NGOs in your country from government?
- Is this support coming from government or private sector or both?
- Are there HIV/AIDS prevention movements or networks in your country that you could link up with to synergies your efforts?
- Are there private sector groups that would support the Campaign?
- Are there potential stakeholder groups that you have not explored in the past?
- Is there a growing demand for the services you are offering?

d) What are the threats which you may face in carrying out resource mobilization activities?

- Are the economic, political, and social environments conducive for your activities?
- Are donors still enthusiastic in supporting your area of work or are the trends towards funding gender and women's issues decreasing?
- Is there intense competition for donor or private sector funding in your environment?

Step 2: Resource Mobilization Environment Research and Donor Mapping

Understanding Trends for Support

Understanding which specific areas policymakers or donors is concerned with, and why, will help you prepare your approach better. In some countries, issues such as HIV/AIDS may no longer be high on the donors' agenda. Instead, there may be a push for supporting entrepreneurship. Thus, in relation to the responses to HIV/AIDS Campaign, you'll need to understand what is the current trend for supporting the range of activities and products which the Campaign aims to deliver - such as Member Capacity Building, Networking and Partnership, Gender & HIV/AIDS Mainstreaming, Research & Surveillance and Generating and Disseminating Information on HIV/AIDS? Is there increasing support or is there a decline? Which specific areas seem to be of concern to policymakers and donors and why?

Donor Research and Mapping

International Donors

- Doing a Web search for each of the donors in your country or region is easy these days, but the list takes time to compile. Moreover, changes in funding priorities are not always reflected on the donor's website in a timely manner. Donors may also have their own specific funding policies which do not quite fit with your needs.
- One effective way of tapping international donors might be to participate in donor roundtables for NGOs in your country where you will be able to hear donors speak about their own current funding interests and be able to interact with them personally. (Of course, going there means you need to be prepare to present your own cause clearly - refer to your organization strategic plan document).
- You may also like to explore the relatively smaller funding available out of the development counsellor's budgets in the respective Embassies. These are usually easier to tap for

straightforward funding such as training courses, conferences, or seminars.

National/Local Government

- Special government offices such as HIV/AIDS secretariates may have national or local plans for supporting networks or may target certain groups.
- Other parts of government, for example, the Ministry of Health may also have programmes that could be potentially tapped by your organization
- The Ministry of Education would be interested in the area of adult education and new ways of delivering education on HIV/AIDS.

Private Foundations/Philanthropic Organizations

- Identify the key private foundations and philanthropic organizations in your own country and local community but there are bound to be many smaller ones that are not very high profile and deserve to be explored.
- As local businesses thrive, their owners are giving more back to society. You need to research who they are and match their goals with yours.
- HIV/AIDS issue tends to draw philanthropists as they consider themselves as investing in the future by saving generation from the epidemic.

Business Community

- The business community may be closely linked with the private foundations and philanthropic organizations as they may be the ones to set up those private foundations (Microsoft, Gates, Hewlett Foundation, etc).

- Apart from their philanthropic arms, corporations, especially those with global outreach, very often have projects which may pose as good potential for their Campaign.
- Companies that are actively engaged in corporate social responsibility may also be good potential partners or contributors.

Individuals

- Individuals with the capacity as well as care and concern for your cause would be great allies. Try and identify community or business leaders who could be your spokespersons or champions.
- Other individuals from the community may also work for your Campaign as long as they understand and share your vision and mission.

Others

- Civic organizations or associations that promote HIV/AIDS prevention as well as those concerned with promoting PLHIV share the same goals and could be potential partners for joint programmes.

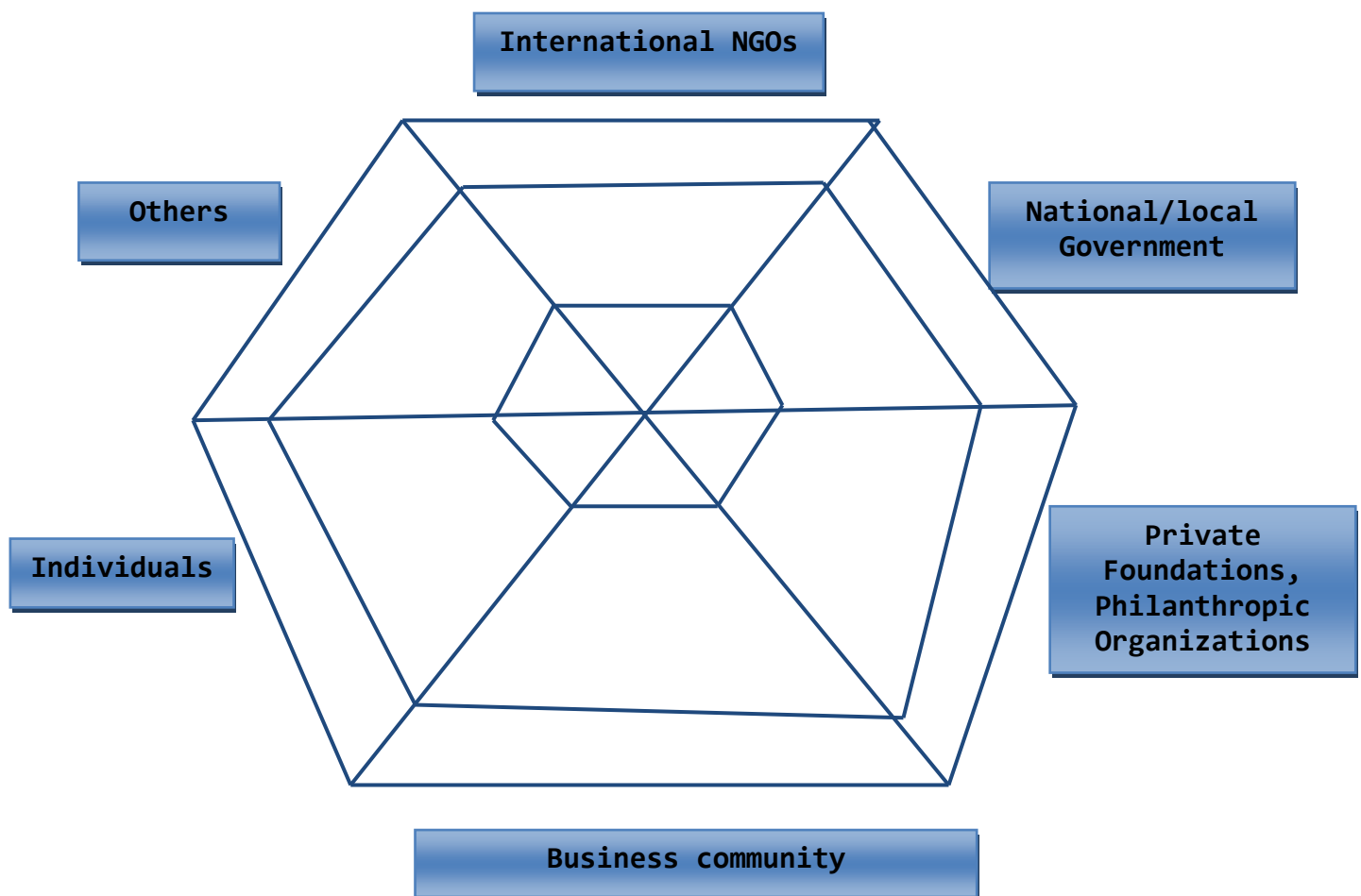


Figure 2: donor mapping

Step 3: constructing your statement of funding

As you have completed your internal and external analysis for resource mobilization, you are now ready to approach donors or contributors. But before you do so, it is desirable that you have some clear targets in mind of how much you would need to raise, when, and from which types of sources. If you do not do this, you will be approaching donors in an unprepared manner and may not reach your optimum goals. Or, worse still, you may be

seeking resources only when you discover you are running out of funds, which may be too late.

Statement of Funding Needs and Resource Timeline

Program/ Activties	Resources		Resources gaps- funding needs	Resource providers	Time Line			Notes/ Remarks
	Required	Available			Y1	Y2	Y3	

1. Activity/Programme:

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

2. Resources Required:

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

3. Resources Available:

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

4.Resource Gaps/Funding Needs:

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

5.Resource Providers:

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

6.Timeline:

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

7.Notes/Remarks:

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

Step 4: Prospecting and Communicating with Potential Donors/Contributors

Resource Mobilization Pyramid of Donors shown in the diagram below, the base of the pyramid (first level) is made up of first time donors/contributors, followed by the next level, which are repeat or renewed donors/contributors, and then the top level, consisting of your core funders.

Venture for Fund Raising, in their publication, advocates that there are two major resource strategies needed to be applied to the Donors Pyramid:

1. Acquisition strategies - to bring in first-time donors/contributors by raising awareness about your organization and cause;
2. Nurturing or cultivating strategies - to maintain “upgrade” existing donors/contributors to the next level in the Donors’ Pyramid or to contribute more.

Acquisition strategies may include direct mailing of your brochures or materials to those in the outer rings of your Donors’ Map, inviting them to attend your events, or simply going to see them. These are generally people with whom you have had little or no contact but whom you have identified in your Donors’ Map as potentially interested parties. Also in this category are your clients who come to avail of your services and contribute to your earned income. At the same, they may also include first time volunteers or supporters - remember, resource mobilization is not only fund-raising but friend-raising as well.

In order to upgrade your existing donors to the next level of the Pyramid, or to increase their level of contribution, you need to have nurturing or cultivating strategies. The objective is to keep engaging them by developing partnerships with them, or exploring new ways to secure their long-term interest in contributing to your cause. Examples of those in this category include international Resource funding agencies, government agencies, private foundations, or individual philanthropists. The key to this is to find out what they are looking for in the relationship and what you can offer them to satisfy their needs. Fund-raising and friend-raising is a two-way process. You are merely working out a common ground in which both parties can achieve their own goals. Some of the key activities for this strategy include participation in resources competitions, visiting donors or inviting them to your organization or events and keeping them informed of your progress through online and print media. Being able to

select the right mix of strategies and relevant activities to engage with your new and existing donors/ contributors comes with from your resource mobilization planning process.

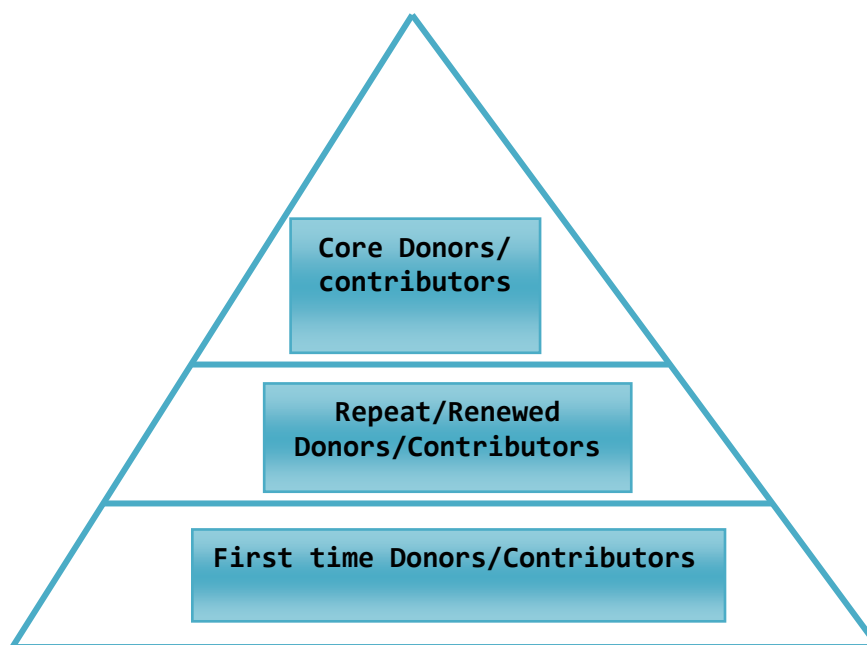


Figure 3: Resource Mobilization Pyramid of Donors

Developing your Case Statement

After you have determined your target audiences to approach, you need to have a simple and effective way of communicating your cause to them – in the form of a case statement. The case statement should be simply worded, devoid of jargon, and appeal to a wide range of your stakeholders. It should be understood and used by all levels of staff in your organization and in all your communications with your donors/contributors. It should tell them these five key elements

- 1. What is the need?** Try to make this need manageable and quantifiable so that potential donors feel they can make a difference. For example, one of the needs of your Campaign might be to train 2000 women in a year in your community to achieve basic computing literacy. This seems manageable.

2. **Where is the evidence that this is a pressing need?** Include results of surveys or statements of people in authority to emphasize why it is important to address this need.
3. **Why and how your organization is uniquely qualified to address this need?** You need to show the potential donor/contributor what is special about your organization or approach. In other words, why should they fund you and not others.
4. **What are the benefits of your action?** What can you quantify as tangible results of your cause, and what are the possible other benefits? For example, 2,000 women who have gained computer literacy would be able to find employment more easily. In turn, their employment would bring about increased household income and improved livelihoods. Children would also benefit from mothers who have computer literacy.
5. **What are the negative impacts if you fail to address the need?** Sometimes this may be the strongest motivation for the potential donor/contributor, to see the negative impacts if you don't take action.

Step 5: Monitoring and Evaluating your Resource Mobilization Efforts

At some point in your resource mobilization efforts, you will want to ask yourself these questions: How are we doing? Have we reached our targets? What can we do better to reach our targets? Although this topic of monitoring and evaluation is discussed here as Step 5, you should be keeping this in view very early on in your resource mobilization planning. But one must also bear in mind that you will need to have gained some experience in implementing your resource mobilization plan before you have a better feel of what needs to be monitored and evaluated and when.

It is important to note that you are not only evaluating the monetary results of your efforts. There are other aspects to consider – such as your efficiency (return on investment) and also effectiveness in raising

awareness and building and maintaining relationships. The latter is less tangible and harder to measure in the short-term. Having a monitoring and evaluation framework within your Resource Mobilization Plan will alert you to early signs of any problems such as overspending or under-budgeting for resource mobilization efforts, or pursuing an activity that is not giving you any returns.

14. Communicating and Using the Mapping Results

You may choose to prepare detailed reports for partners and stakeholders, as well as summary sheets that highlight key findings. In addition, the task force could develop reports, press releases, and fact sheets for the media and other community organizations that might reinforce the mission of the resource mapping exercise, effectively communicate findings, and bring new partners to the effort. Regardless of the communication method, it is imperative that products contain any content necessary for audiences to place the findings in a proper context and perspective. Simple, user-friendly reports briefly review and highlight the major aspects of the study, its conclusions, and its significance to the audience.

Reflection Questions

- Have you identified the goals to be mapped?
- Have you set priorities in mapping your goals?
- Have you determined how to collect the information?
- What collection process will be used?
- How do the resources collected relate to your goals/outcomes?
- Are existing resources effectively targeted and used to meet the goals of the community?
- Are your findings reliable and credible?
- Are the products developed responsive to the needs of the critical stakeholders in the community?

Those people who are at the innermost level of your map, through brain storming

1. List down five names of potential donors,
2. Identify individuals in innermost level, with whom they have personal relationships with the donors.
3. Orient and prepare your staff or selected Board members on the assignment they are selected for.
4. Make appointments with personal endorsements in hand.

At this level, at the very least they should provide incremental opportunities to generate succeeding waves of referred prospects.

It would be good to ask:

1. Not at a stressful time.
2. When the business in good condition at the moment.
3. Donors Interest matches with your causes.

While research doesn't come with a warranty for a successful ask, it may, at the very least, earn you a place in donor's file as an organization for future consideration.

15. Developing your Monitoring and Evaluation Framework – 4 Key Elements

Venture for Fund Raising suggests that there are 4 key elements to be addressed in developing your monitoring and evaluation:

Determine what you wish to monitor: Link performance indicators to your goals, so that you will see clearly if you are reaching your goals. For example, if your goal is to raise X dollars for a specific programme or activity in the Campaign, your performance indicator would simply be an assessment of whether you achieved the financial target you set.

Determine when you will monitor: This will depend on the timing set for the indicator and the duration you set to achieve the goal or complete the process.

Determine how you will monitor and who will do it: Make sure there are people allocated early in the process to do the monitoring and evaluation reporting so that they can start their observation and monitoring from the beginning of the process, not at the end of it. Also consider what your sources of information will be and how to get them (for example through surveys, interviews, financial reports).

Make sure monitoring is carried out and the results communicated: Although you may find it a challenge to do both implementation and monitoring at the same time, being able to use the results of the monitoring to improve your future operations will make it worthwhile. It is also important to share the monitoring results with your staff and stakeholders so they will understand and participate in the process.

16.Consideration in Resource Mobilization

Resource mobilization strategic options:

Organizations have to make decisions about where to invest their energies to mobilize resources. They must decide when to focus on non-financial resources and when to seek financial resources. When seeking financial resources, they must consider whether to generate funds themselves, or whether to seek funds from other organizations. There are six questions that an NGO should take into account when deciding how to mobilize resources. These are:

Vulnerability:

Does this strategy make us dependent on others, thus increasing our vulnerability to external events and outside organizations. For example, NGO that gets all its financing from a particular donor is dependent on that donor, or vulnerable to external decisions and pressures. The less vulnerable NGO is, the more likely it will sustain. Highly vulnerable NGOs are unable to cope.

Sensitivity:

How sensitive is the organization to potential changes in the resource? For example, an increase in the price of materials, or changes in personnel might affect the ability of an organization to complete a project. Low sensitivity means that external changes do not cause immediate severe disruption; high sensitivity means that they do.

Criticality:

How critical is the resource to the operation of the NGO or the specific activity? Can the resource be easily replaced by another resource? For example, it might be difficult for an organization to replace a core

technical person. Resources that cannot be easily replaced are “highly critical.”

Consistency:

Can the mix of resources be adapted or changed without jeopardizing the organization or the specific activity? For example an organization might or might not be able to change the composition of human resources on a project implementation team. High consistency resources mean that an NGO can alter the resource profile without compromising itself.

Autonomy:

Will the use of this resource affect the organization’s ability to make independent decisions, to negotiate terms and to say no when necessary? For example, a donor might provide funding but might specify the funds can only be used to purchase equipment that is manufactured in the donor country.

Compatibility:

Is the new resource compatible with old resources? If the new resource is not compatible with the old, it might mean replacing the old resource, or modifying the organization in some way. For example, a new piece of computer software might not be compatible with an old computer operating system.

Generally, resources that reflect low vulnerability, low sensitivity, low criticality, high consistency, substantial autonomy, and high compatibility are more desirable as they enable the NGO to be more agile and adaptive. The first major strategic decision that NGOs must make in resource mobilization is whether, and to what degree, to focus on human resources, material resources or financial resources. Because NGOs are

usually dependent on external funding, the mobilization of financial resources tends to dominate. But mobilizing volunteer and community resources is also a strategy that keeps an NGO close to its community-based roots.

In mobilizing financial resources, an organization faces two immediate decisions. One is for the organization to generate its own financial resources. This leaves the organization in greater control and the threat to autonomy is reduced. Having autonomy also means less vulnerability to outsiders, less sensitivity, and the ability to replace critical resources because the organization can decide where to put the surplus it produces.

Non-monetary contributions such as volunteer work from community-based organizations and linkages with other organizations should be explored and fully utilized. Often these options receive little attention in resource mobilization because they do not increase the organization's income. However, they are important options that have many advantages and provide other positive benefits. In addition to reducing costs, nonfinancial resources can build networks, enhance information, create links to power holders, and enhance public awareness and organizational credibility.

17. Resource mobilization through the Strategic Planning Process

The following section analyses further some of the ways in which mobilization of resources de facto takes place through the strategic planning process. The key characteristics and strengths of strategic approaches to HIV/AIDS planning are undoubtedly important for effective resources mobilization. The whole of the strategic planning process, directly or indirectly, have resource-related aspects and dimensions.

Together, they highlight the fact that resource mobilization is an integral part of strategic planning processes.

1. Involving key Partners in the Planning Process

It is critical to ensure the participation of key stakeholders and resource partners at all stages of the SPP. It is imperative that a diversity of skills and expertise be brought together for a thorough situation and response analysis while, for the strategic plan formulation, it is important that as many of the actual and potential partners in the response be involved. These include different Government sectors, community organizations and NGOs, including associations of PWHA, academia and research institutions, the private sector, and international donors.

Such breadth of participation in the situation and response analysis enriches the reflection. Importantly, it also ensures 'ownership' of the process and of the output. By the same token, involvement of the key stakeholders in the strategic plan formulation is a major first step towards mobilizing the financial and human resources of the different partners towards implementation.

2. Ensuring Government Leadership

It is increasingly evident that HIV/AIDS will impact on many countries' long-term plans and on their agenda for social and economic development in particular. It is therefore all the more critical that Government, which is responsible for establishing such agendas, assume the leadership of the entire planning process. And it is not just about technical leadership. High-level political leadership is crucial. The viability and sustainability of programmes will depend on the extent to which the response to HIV is built into the regional and national development framework – something which only governments can effect.

3. Community Participation

While materials and funds are undoubtedly required to implement activities, it is even more critical to have motivated and skilled human resources. The participation of the concerned communities at relevant stages of the planning process is as important as government leadership in the planning process. They represent the single most important resource for a country's response. Individually and collectively – be they members of affected populations, associations of PLWA, HIV/AIDS service providers, national or international NGOs, small local organizations, research institutions, epidemiologists or behavioral scientists – they make valuable contributions to the national response, the more so when they are involved in the planning process. Community participation – challenging though it may be – is the one way to ensure the relevance and realism of strategies and to mobilize the inherent resources of communities.

4. Involving Major International Development Agencies

Most national programmes to some extent rely upon external support. It is therefore desirable to encourage major donors to participate in a national strategic planning process, especially at the stage of formulation of a strategic plan. As stated in module 3, 'involving all key stakeholders is an early but essential step towards mobilizing resources, human as well as financial' (see p. 8). Such involvement is also to be encouraged since many donors may have specific concerns or priorities that do not always match national priorities. Their active participation in the national strategic planning process will ensure coherence and maximize the benefits to the country of resource allocation to priority areas. Besides the various 'communities' mentioned above, the 'key stakeholders' at this stage will include not only international donors but also, hopefully, some new or potential resource partners as identified through the situation and response analysis.

5. Improve the Board Members' Role in Resource Mobilization

Behind most successful organization mostoften than not there is strong and committed executive board. SHFCOs should use its board for successful resource mobilization and management goal. However, the way the board composition in terms of profession, experince and rupitation stands now fail far behind the expected for the management committee. It maight be necessary to revisit the idea of reoragnizing this structure for the benefit of the organization.

Generally strategic plan document is a starting point for resource mobilization. The link between resource mobilization and strategic planning is shown in the following diagram.

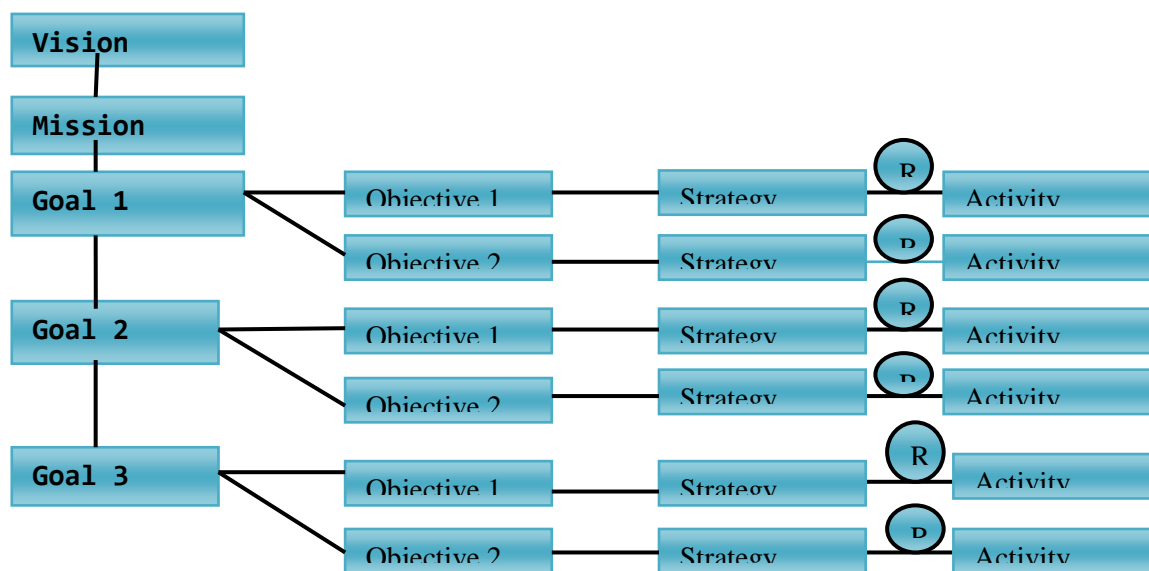



Figure 4. The link between strategic plan and resource mobilization

 stands for resources require to transalte higher level objectves (goals) in to project deliverables.

18.Resource Mobilization Mechanisms

Resource mobilization mechanisms are the ways that resources can be mobilized from resource providers. Mechanisms are the actual processes of requesting or getting resources – for example, writing proposals, holding a fundraising event, selling services, face-to-face meetings. Identifying different resource mobilization mechanisms is one way for NGOs to broaden their understanding of resource mobilization and diversify their approaches beyond writing proposals. Determining which resource mobilization mechanisms are realistic is highly context specific.

1. Submitting Resource proposal:

Proposal preparation for securing Resource is not a one time job that we did it when our resource base is depleted. Instead we have to prepare shelf projects based on the strategic plan document direction and focus areas. The resource and mobilization section should work a promotion work to secure Resource to these shelf projects. The Resource proposal can be prepared as:

- ✓ Full proposal or
- ✓ Concept note

2. Income Generating Activities:

The single most important strategy to financial sustainability is to develop a variety of sources of income to ensure that a program is less dependent on a limited number of sources. These days it is not uncommon to find out most non-profit organizations have asset based income. Construction of multipurpose buildings for rent is one possible income generation strategies. To this effect securing land is a challenging

task. The organization should come up with convincing proposal to persuade the town administration for securing land for construction. Share holding is also another lucrative investment if it is made with adequate study. Selling products and services to which the organization have centre of excellence can generate a considerable income.

3. Unsolicited contribution:

very rarely people who know the organization or visit for some purpose may be interested to donate resources. The organization should encourage resource providers to contribute unsolicited contribution.

4. Web Fundraising:

Web fundraising is in its early stages in comparison to other methodologies, such as mail appeals and phone-a-thon solicitations. You probably will want to begin your resource mobilization efforts with these tried-and-true methodologies before branching out into the web. However, every day various new services, networking sites, and technological improvements make it clear that the web will eventually be just as important in resource mobilization work as conventional communication.

5. E-Mail Solicitations:

E-mail is a good way to interact with prospective donors, but it should not be your primary method of communication. The reason for this is simple: Most e-mail sent in bulk will never be read. On average, a mass e-mail sent to your donor base will have around a 20- to 30-percent read rate.

Mass e-mails should always be sent with a service that tracks read rates. This way, you'll know who read the e-mail, how many times they read it, whether they forwarded it to someone, and so on. If someone opens your e-mail 20 times, then maybe you should give that prospective donor a personal call. E-mail services generally embed a one-pixel graphic file that, when downloaded from the service's website, tracks the fact that the e-mail has been read. Swift page (www.swiftpage.com), Exact Target (www.exacttarget.com), and Constant Contact (www.constantcontact.com) all offer statistical information about mass e-mail campaigns. Many nonprofit fundraising software applications, such as Convio, also include mass e-mail services.

6. Social Networking:

The resource mobilization through social networking is primarily focused on sending correspondence to prospective donors in a consistent campaign over the course of a year, and social networking can be a great tool to easily (and inexpensively) send out resource mobilization/fundraising solicitations. If you have a group of 5,000 friends on MySpace or Face-book, these social networking sites will let you send mass messages with just a few clicks. If you use social networking for sending annual fund solicitations, it's imperative that you have a credit card merchant account with the ability to take donations online by credit card.

7. Writing Letter Appeals:

Drafting letter appeals is probably the most important writing task you will have as resource mobilization professional. Study a variety of models to get the hang of how it's done, but always create your own letters from scratch. Never, ever copy anything verbatim. It won't work.

Your organization needs to be unique in a donor's mind in order for your communication to prompt a gift.

As you begin your work as an annual fund professional, you should develop your own personal reference library of fundraising appeals. Save every fundraising appeal you receive in the mail, regardless of the cause or type of institution. Ask your family and friends to save theirs for you as well. This will be helpful in understanding how mailing lists are segmented because it's likely that your family members and friends are receiving different and possibly more appeals than you.

Collecting letter appeal samples will give you many ideas that can help you as you draft your own appeals. It will also show you what your competition is doing.

8. Phone-a-Thons and Telethons:

Another important way to solicit resources and gifts is via telephone. You will want volunteers to make these calls, not only to increase the labor force but primarily because volunteers over time have proven to be the most effective gift solicitors. Telephone solicitations are done with events called *phone-a-thons* or *telethons*. If you listen to public radio, you are certain to have heard phone-a-thon progress reports. If you are a viewer of public television, you have probably seen a telethon in progress—a host soliciting viewer contributions as rows of volunteers take calls in the background. If you have attended a college or university, you are almost certain to have been on the other end of a phone-a-thon solicitation call from a volunteer. Many nonprofits outside higher education now use phone-a-thons effectively to reach people who will welcome a friendly phone call from a volunteer but might shred your letter without reading it.

9. Special events:

Special events are fundraising activities that bring prospective donors into your organization's environment. Gala events, parties, open houses, art exhibits, grand openings, and celebrity events all fall under the header of special events. In general, special events serve two main purposes:

1. Publicity. Special events are a great way to energize your base of supporters. They can inspire major gifts, and if properly executed, they can leave attendees with a favorable attitude toward your organization.

2. Fundraising. Special events can make money for your organization. Unless your special events inspire major donors to make large contributions, your special events probably won't serve as a major source of fundraising.

Holding a special event is one of the most time consuming types of fundraising. There are countless details that need to be addressed, most of which you haven't even thought of. For example, let's say you are hosting a dinner. What is your plan for guests who have a meat allergy? You may need to have one.

10. Foundation:

Philanthropic foundations are the backbone of the not-for-profit sector. For more than a century, private charitable foundations have had a leadership role in shaping American society as we know it. They have not only supported existing social and educational needs but have also helped to define problems and their solutions.

In the early 20th century, great American family fortunes gave rise to philanthropic giants such as the Ford Foundation, the Rockefeller

foundations, and the various Carnegie foundations. The financial power of these foundations enabled them at times to be a force equal to the public sector. The tradition of such organized philanthropy continues today as successful entrepreneurs, such as Bill Gates and Warren Buffett, turn their attention to serving the public good.

As a fundraiser focused on foundation relations, you will be dedicating your efforts to matching the specific financial needs of your not-for-profit organization with foundations that are likely to be interested in funding those needs. You will be the point person in your organization charged with managing the relationships with foundations considered to be prospective sources of support.

Universities and large nonprofits often have one or more development officers dedicated to foundation relations. Sometimes foundation relations will be combined with corporate relations in one position. In smaller organizations, a director of development may be charged with foundation relations as one of several areas of responsibility. Regardless of how your organization assigns foundation relations, the elements of the role will be similar.

19. Budget Required for Different Resource Mobilization Mechanisms

Different resource mobilization mechanisms require different skills. As all organizations have different skills, it is important to identify which skills each mechanism requires so that an NGO can choose appropriate mechanisms. It is also important to consider the time and budget required for each resource mobilization mechanism to ensure that the human resources and finances are available to carry out the activity.

Each mechanism has its pros and cons (strengths and weaknesses) which should be considered before an NGO attempts to use a mechanism. Pros and cons often centre not only around the time, budget and skills required but also how risky the approach is. Once the pros and cons have been identified for each mechanism, it is important that NGOs take the time to consider the pros and cons before investing time, money and energy on trying to implement any one of the mechanisms.

<i>Mechanism</i>	<i>Required specific skills</i>	<i>Pros of this mechanism</i>	<i>Cons of this mechanism</i>
<i>Selling services</i>	The skills that are being sold as a service, i.e., language skills	Generates flexible income; promotes the organization	Increased workload; key staff skills being used for non-work related purposes
<i>One-off resource mobilization events</i>	Organizational skills; initiative; communication skills	Can raise a lot of resources with little on-going commitment; flexible resources	Requires capital; risky
<i>Long-term resource mobilization campaigns</i>	Marketing and promotion skills	Potentially large amount of money with some on-going effort after the initial promotion	Risky initial promotion; income dependent on public profile and perception
<i>Running a small Business</i>	General business management skills; skills relating to the business produce (cooking, farming, Carpentry, etc.)	Constant income; produce can be given to the staff for support	Not related to programmatic work; requires human resources and capital; returns depend on market, competition, weather and other liabilities
<i>Selling products bought at wholesale price</i>	Purchase negotiations skills; social marketing; market research	Increases the availability of needed products; promote organisations; programmatic-related resource mobilisation work	Although linked to work, still distract human resources from work; limited resources for effort; inconsistent income
<i>Rent out equipment and other assets (Computers, office space, vehicles...)</i>	Writing legally binding contracts; reviewing insurance policies; marketing	Requires limited human resources; generates flexible income	Equipment may get damaged; security risks; administration needs
<i>Writing proposals for resources (proactively, or in response to requests for proposals...)</i>	Ability to articulate a project design; 'pitching' skills; writing skills	Initial effort followed by ability to focus on work; reporting requirements ensure documentation of work	Distracting reporting requirements and external interference in work planning and design
<i>Unsolicited contributions (gifts...)</i>	Demonstrate transparency, and good external relations	No effort in itself; flexible money; no reporting requirements	Very infrequent and unreliable sources of resources

Recommendation

1. The focus group discussion held with relevant staff members of SHAFCOs indicates that the executive board did not play a key role in resource mobilization. As the second apex of governance it has a great responsibility to share the good practices and image of the SHAFCOs to mobilize resources from regional, national, donor communities and international bodies. Hence, it is recommended that to materialize its resource mobilization goal SHAFCOs is expected to revisit the role of the executive board role, composition and reputation of individual members.
2. The organization structure and the division of labour demonstrate that SHAFCOs critically lack responsible staff for resource mobilization. Resource mobilization is not a one time job when the organization faces resource base depletion, rather it is a continuous effort and prudent work that can convince resource providers. Hence, organizational sustainability requires a balanced approach between program implementation and resource mobilization. To this effect committed and experienced staff who are capable of identifying and mapping resource providers and mobilize at the right time and spot is needed.
3. Networks and Civil societies such as SHAFCOs should come into existence among other things due to shared vision and strong commitment to tackle common problems. Our FGD didn't support this assumption. Most members join the forum with a calculated short-term gain. This requires revisiting the main objective of the network and tap the benefit of networking.
4. This resource mobilization and Resource Mobilization manual is a reference material to plan resource mobilization and to comply with the Resource or terms and conditions in Resource management. It is not a magic bullet to flood SHAFCOs with resources. It is neither a substitute to the Resource and Resource Mobilization unit nor an end to resource mobilization and Resource Mobilization motives of the organization. SHAFCOs should design a mix of resource mobilization strategies from

the suggested lists and use them depending on the prevailing context. It is highly recommended that SHAFCOs should establish unit for resource mobilization and Resource management.

5. SHAFCOs should develop a complete data base of its member organizations. Information such as area of operation, beneficiaries, capacity of member organization in terms of human capital, financial capacity, asset holding and resource gaps should be collected and periodically updated. A formal communication such as exchange of reports, periodic meeting and review forum should be initiated. SHAFCOs should win the confidence of its member regarding the benefits of networking and it has to show a tangible evidence and longterm benefit.

Annex's: Resource Mobilization manual

1. Resource partners' identification matrix

One can broadly categorize all current and potential “resource partners” at different levels using the following matrix:

	Local/ district	Province/ Zone	Region	National	International
Government 1. 2. 3. 4. 5. 6.					
NGO 1. 2. 3. 4. 5. 6.					
Donors/International agencies 1. 2. 3. 4. 5. 6.					
Private sectors 1. 2. 3. 4. 5. 6.					
Communities/CBOs 1. 2. 3. 4. 5. 6.					
UN system 1. 2. 3. 4. 5. 6.					

2. Guide to the strategic planning process for a national response to HIV/AIDS

Introduction

Strategic planning, as to be developed in the SHAFCOs perspective, defines not only the strategic framework of the regional response, i.e. its fundamental principles, broad strategies, and institutional framework, but also the intermediate steps that need to be taken in order to change the current situation into one that represents the objectives to be reached.

1. Situation analysis

A situation analysis looks specifically at situations that may be relevant to HIV, the factors that favor or impede its spread, and the factors that favor or impede achieving the best possible quality of life for those living with HIV and for their families.

2. Response analysis

In analyzing the response, SHAFCOs look at all the relevant initiatives in a priority area, not just those that are part of the official regional/national programme. Community-organized activities and those organized by private companies, academic organizations, and non-governmental organizations all contribute to the regional/national response.

3. Strategic plan formulation

The formulation of a strategic planning process deals with the question of what should be done about the HIV situation in the region in the future. The plan includes not only a strategic framework but the more detailed strategies necessary to change the current situation and the successive intermediate steps needed to reach the stated objectives.

4. Resource mobilization

The resource mobilization strategy is a useful guide to find out how to acquire the resources needed to carry out work on HIV/AIDS. It focuses on the steps necessary to assess what resources are currently available (and how those resources are being used) and how additional resources (and resource partners) can be identified and accessed.

3. Resource Mobilization strategy analysis

RM Strategy	Criteria						Rank
	Vulnerability	Sensitivity	Criticality	Consistency	Autonomy	Compatibility	
S1							
S2							
S3							
S4							
S5							
S6							
1=Not at all 2= Some what 2=Significantly 3=Highly Significantly							

4. Donor Relations Audit matrix

Evaluation methods	Actions
Document Review	Gather information from pre-existing materials
Observation	Gather information on how the donor management framework operates and document visual changes that have resulted
Survey	Get information from individual donors about their knowledge, attitude, and behavior towards the organization and its cause.
Interview	Obtain information from individual donors and supporters about their experience or to learn more about their answers to surveys
Focus group discussion	Hold discussions with groups of people to understand in depth what they believe is their relationship with the organization and how they see the relationship going

5. Resource/Good received Note/Receipt

Name and Address of Implementing Agency: _____

Receiving officials of Implementing Agency: _____

Date: _____

Name of resource Providers: _____

Date Supply	of	Discription	Quantity	Unit Price	Value
TOTAL					

GOOD/RESOURCES HAVE BEEN CERTIFIED AS CORRECT RECIPITS.

Name of receiving officer Signiture Date

Certified by Signature Date

6. PROCUREMENT PLAN FOR GOODS (MATERIALS, EQUIPMENT, DRUGS AND SUPPLIES)

Ref. no.	Goods description	Date when needed	Quantity Required	Estimated cost	Procurement method

7. PROCUREMENT PLAN FOR SERVICES (INDIVIDUALS, NGOS, FIRMS)

Ref. no.	Description of services	Date when needed	Duration of service	Service Provider (Individual, NGO, Firm)	Estimated cost	Procurement/ selection method

8. INVENTORY LEDGER FOR NON-EXPENDABLE (PERMANENT) GOODS

No.	Aquisition date	Discription of the items	qty	Unit aquisition cost	Code No.	Received report No.	Location	Remark

Survey Results and Discussions

Out of the total 60 questionnaires dispatched to SHAFCOs member organization only 32 were properly responded to be used for this analysis. Following, the response of 32 Member organizations were summerised.

Beneficieries

According to the questionnaire survey result SHAFCOs member organizations were serving on average 13, 433 youth, 5451 women and 1413 Orphaned and vulnerable children (OVC). About 15,125 other beneficeries were also served by SHAFCOs members. It is suggested that SHAFCOs should clearly cluster its member organizations according to the beneficeries they reach. This would help SHFCOs to provide various services to its memembr in order to support them attain objectives.

Table 1: Total number of OVC, Women, Youth and Other beneficiaries

Beneficieries	N	Minimum	Maximum	Mean	Std. Deviation
OVC	17	25	19000	1413.65	4542.12
WOMEN	14	3	75000	5451.43	20017.78
Youth	11	12	142000	13432.91	42658.96
Others	5	40	75000	15125.00	33471.66

Human resource

Human resource is the backbone of any sucessful organization. The ability of an organization to retain qulaified and competent staff is critical for its institutional sustainablity. In addition, organization should mobilize vulntress to reach its clients. The surveyed SHAFCOs organizations on average employed 27 permant staff. The average nummber of women employed in these oragnization were 14 as compared with 10 men. This is in line with the country's gender empowerment and mainstreaming bojectives. The average volunteers women and men constited 34 and 31 respectively.

Table 2: Human resources of SHAFCOs memebr oragnization

	N	Minimum	Maximum	Mean	Std Deviation
No. of permanent Staff	25	1	215	26.68	49.792
• Men	24	1	41	9.58	10.134
• women	20	1	201	14.35	44.159
• Volunteers men	16	1	250	30.69	65.144
• Volunteers women	16	1	201	33.88	68.284

Resource mobilization and Resource Mobilization manual

The majority (62.5%) of SHAFCOs member organizations reports that they did not have resource mobilization and Resource Mobilization manual. Only 28.1 per cent of the surveyed organizations own resource mobilization and Resource manual management manual. Institutional sustainability mainly depends on resource flow. Continouse resource flow is directly depend on palnned and systematic resource mobilization and effective control system. From this perspective only few member organization have palnned resource mobilization and Resource Mobilization system. This call for immediate intervention and capcity buidling support so that memebr organization can effectively mobilize resources.

Table 3: Does your organization have resource mobilization and Resource Mobilization manual?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	9	28.1	31.0	31.0
	No	20	62.5	69.0	100.0
	Total	29	90.6	100.0	
Missing System		3	9.4		
Total		32	100.0		

How functional is the RM & GM manual functional?

Out of the nine organizations reported to have resource mobilization and Resource Mobilization manual, only three reveals the functionality of the manual. This implies that resource mobilization is unplanned activities in most SHAFCOs member organizations. Lack of resource mobilization and Resource Mobilization manual has double hazard effect. First, organization may not mobilize adequate and timely resources for their activities. Secondly, they are not effectively manage their resources as they lack Resource and resource management manual.

Table 4: If yes does the resource mobilization and Resource Mobilization manual is it functional/applicable?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	6	18.8	66.7	66.7
	No	3	9.4	33.3	100.0
	Total	9	28.1	100.0	
Missing System		23	71.9		
Total		32	100.0		

RM&GM manual contribution to Financial Sustainability

Among those organizations who have resource mobilization and Resource management manual, the majority (close to 56%) indicated that the presence of resource mobilization and Resource Mobilization manual considerably contribute towards financial sustainability. This implies that resource and Resource mobilization is not done from short term perspective or to persuade donors that the organization has the manual, instead it is done to ensure long term financial sustainability and flow resources.

Table 5: Does the RM and Resource management manual help the organization to attain financial sustainability?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	5	15.6	55.6	55.6
	No	4	12.5	44.4	100.0
	Total	9	28.1	100.0	
Missing System		23	71.9		
Total		32	100.0		

Compatability of RM&GM manual

Close to 67 per cent of organizations owned resource mobilization and Resource Mobilization manual believes that their manual is compatable to the prevailing external and internal environment. The rest 33 per cent perceive that their resource mobilization and Resource mangement may not be compatable to the current internal circumstances of their respective organization and outside environment.

Table 5: Is the Guideline compatible with the prevailing environment in and outside the organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	6	18.8	66.7	66.7
	No	3	9.4	33.3	100.0
	Total	9	28.1	100.0	
Missing System		23	71.9		
Total		32	100.0		

Revision of RM&GM manual

Revision of resource mobilization and Resource Mobilization manual was not as such common. Only 33 per cent of the respondent organizations carried

out revision in thier resource mobilization and Resource Mobilization manual.

Table 6: Does your organization ever revise the Manual according to the expansion of recourses?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	3	9.4	33.3	33.3
	No	6	18.8	66.7	100.0
	Total	9	28.1	100.0	
Missing System		23	71.9		
Total		32	100.0		

Plan to have RM&GM manual

It has been already known that about 23 organizations did not have resource mobilization and Resource Mobilization manual. When they were asked if they had planed to have one in the future, about 76.2 per cent were reported to have one while 23 per cent were not interested at the moment. This interest of the surveyed organizations has left a room for SHAFCOs to plan a capcity building in the area of resource mobilization and Resource management.

Table 7: If you do not have resource mobilization and Resource Mobilization manual, does your organization have planned to have one in the future?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	16	50.0	76.2	76.2
	No	5	15.6	23.8	100.0
	Total	21	65.6	100.0	
Missing System		11	34.4		
Total		32	100.0		

Diversity of finance sources

According to the survey results about 47 per cent of SHAFCOs member organizations were mobilizing financial resources from sources other than donor. This experience can be replicated among other member organization as it is one of the mechanism to reduce dependency on donors and to ensure financial sustainability and self-sufficiency in the long term.

Table 7: Are there any financial sources other than donors that your organization is receiving?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	14	43.8	46.7	46.7
	No	16	50.0	53.3	100.0
	Total	30	93.8	100.0	
Missing System		2	6.2		
Total		32	100.0		

Methods of fund raising

Fund raising mechanism was put in place in 53 per cent of SHAFCOs member organizations. Contrary to this, those organizations lacking specific fund raising mechanisms are found to be numerous (47%). This indicates that the flow of resources to these organizations is random and unplanned.

Table 8: Does your organization have specific methods of raising funds?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	16	50.0	53.3	53.3
	No	14	43.8	46.7	100.0
	Total	30	93.8	100.0	
Missing System		2	6.2		
Total		32	100.0		

Philanthropic funding

Most SHAFCOs member organizations were not depend on philanthropic funding. This findings is not deviate from our prior expectation. As the

philanthropic funds are erratic and unexpected, most organizations lose interest on such funding sources. The future funding strategies of SHAFCOs and member organization should base on less risky and predictable funding sources. However, philanthropic funding may complement other sources instead of standing as a sole source of fund raising mechanisms.

Table 9: Does your organization fully depend on philanthropic funding?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	6	18.8	25.0	25.0
	No	18	56.2	75.0	100.0
	Total	24	75.0	100.0	
Missing System		8	25.0		
Total		32	100.0		

Strategic plan and Resource mobilization

The need for resources of an organization is emanated from its strategic plan. It is a blue print to be followed and a compass which shows the direction of resource mobilization for the realization of the organization goals. In confirmation to this hypothesis, the majority of the surveyed organization link their strategic plan with their resource mobilization efforts. Some 16 organization either failed to link their strategic plan with their resource mobilization (9 organization) or not responded (may be indifferent) to see the logic link between strategic plan and resource mobilization.

Table 10: Does the strategic plan of your organization gives the RM manual a direction how much the organization plans to spend and earn?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	16	50.0	64.0	64.0
	No	9	28.1	36.0	100.0
	Total	25	78.1	100.0	
Missing System		7	21.9		
Total		32	100.0		

Income Generating Activities (IGA)

Despit the lack of details in the type of income generating activties SHAFCOs member organizations are engaged in, close 69 per cent reported they have some sort of IGA. The sustainablity of the IGA should be further studied and experience sharing among member organization should be facilitated.

Table 11: Is there an IGA in your organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	22	68.8	75.9	75.9
	No	7	21.9	24.1	100.0
	Total	29	90.6	100.0	
Missing System		3	9.4		
Total		32	100.0		

Resource mobilization

The majority (79.3%) of SHAFCOs organizations adopted some sort of resource mobilization methods. Only few orgnizations (6) lack specific methos of resource moblization methods. This call for further studies to pinpoint which of the methods are effective in resource moblization and to further scale up among the networks.

Table 12: Does your organization have a resource mobilization method?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	23	71.9	79.3	79.3
	No	6	18.8	20.7	100.0
	Total	29	90.6	100.0	
Missing System		3	9.4		
Total		32	100.0		

Handling the misuse of resources

The finding on the ability to the resource mobilization and Resource management manual to curb misuse of resources is not as such promising. The majority of the surveyed organizations didn't confirm a clear link between the guideline and prudent resource utilization. Why clear link is not established is an issue for further investigation. From donor point of view it is not a good sign and SHAFCOs should take a leading role to fill the gap.

Table 13: Does the guide line clearly put how to handle misuse of resources?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	12	37.5	44.4	44.4
	No	15	46.9	55.6	100.0
	Total	27	84.4	100.0	
Missing System		5	15.6		
Total		32	100.0		

Human resource mobilization

The definition of resource from the point of organization should be broader and it may refer to financial, material, technical and human. Despite this broad understanding of resources, most of the surveyed organizations resource mobilization guideline did say little or nothing regarding human resource. The narrow focus on mobilizing financial resources is pervasive in the member organization conception of resources. Hence, corrective measure should be made the soonest possible.

Table 14: Does the guideline say how to mobilize human resource?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	13	40.6	54.2	54.2
	No	11	34.4	45.8	100.0
	Total	24	75.0	100.0	
Missing System		8	25.0		
Total		32	100.0		

Human resource management manual

The survey result show that most of organizations had a human resource management manual. The implication of this finding is that establishing clear link between the human resource management manual and resource mobilization manual seeks urgent attention.

Table 15: Does your organization have a Human Resource Management Manual?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	22	68.8	78.6	78.6
	No	6	18.8	21.4	100.0
	Total	28	87.5	100.0	
Missing System		4	12.5		
Total		32	100.0		

Volunteerism

Mobilization of volunteers is widely practiced among the surveyed SHAFCOs member organizations. Volunteerism has many advantages. It is a cost effective mechanism to mobilise expertise input, creating awareness about the organization operation, beneficiaries and facilitating transfer of technology and knowledge to the organization.

Table 16: Do you have Volunteers in your organization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	21	65.6	72.4	72.4
	No	8	25.0	27.6	100.0
	Total	29	90.6	100.0	
Missing System		3	9.4		
Total		32	100.0		

Additional Human resources

Close to 84 per cent of the surveyed organizations plans to recruit additional human resources. This plan should be implemented keeping into account the government rule of 30-70. This rule state that administrative cost including personsel cost should not be over 30% while the direct programe cost should be set a minimum of 70%. The other possibility to adide with this rule is to increase the scle of operation in line with human resource plan.

Table 16: Does your organization have the need to additional Human Resource?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	27	84.4	90.0	90.0
	No	3	9.4	10.0	100.0
	Total	30	93.8	100.0	
Missing System		2	6.2		
Total		32	100.0		

Resource Mobilization - how it is done in an organization

The existing resource mobilization manual is not appreciated by the majority of the organizations (52%) in terms of allocating roles and responsibilities with the organization various organ. It has to be known that resource mobilization is not the responsibility of a sigle organ or the task of few staff. Effective resource mobilization requires co-ordination among the various organ of the organization and well planed and deliberate effeort.

Table 17: Does the RM guideline clearly put the roles and responsibilities of each organ in relation to Resource Mobilization?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	12	37.5	48.0	48.0
	No	13	40.6	52.0	100.0
	Total	25	78.1	100.0	
Missing System		7	21.9		
Total		32	100.0		

Monitoring and Evaluation of the RM manual

Only 31 per cent of the surveyed organizations were engaged in the monitoring and evaluation of the resource mobilization and Resource Mobilization manual. This finding is not a good sign as the effectiveness of any guideline or manual should be examined and enrich with continuous inputs.

Table 18: Does the guide line monitored and evaluated?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	10	31.2	41.7	41.7
	No	14	43.8	58.3	100.0
	Total	24	75.0	100.0	
Missing System		8	25.0		
Total		32	100.0		

Fund management

Among 24 organizations responding about 63 per cent of them confirmed that the existing resource mobilization manual in their respective organization give clear direction for fund management. This encouraging result and should be further scale up among SHAFCOs member organizations.

Table 19: Does the manual include how to manage funds?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	15	46.9	62.5	62.5
	No	9	28.1	37.5	100.0
	Total	24	75.0	100.0	
Missing System		8	25.0		
Total		32	100.0		

Review of award documents, special Resource terms, conditions and funding amount

The provision in Resource ward, terms, conditions and the funding amount need to be scrutinized by the competnet and appropriate body. In this respect close to 58 per cent of the respondent organization carry out the task by the appropriate Resource Mobilization body.

Table 20: Does the responsible body of the Resource Mobilization Review the award document for special Resource terms, conditions, and funding amounts?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	14	43.8	58.3	58.3
	No	10	31.2	41.7	100.0
	Total	24	75.0	100.0	
Missing System		8	25.0		
Total		32	100.0		

Negotiation

In most of the surveyed organizations (56%) the Resource director is aoutonmous to carry out negotiation. Still some 14 organizations (2 responded that Resource director do not have negotiation power and 12 missing) show that SHAFCOs should do a lot to empower the Resource Mobilization unit in members organization. Balancing responsibility with aoutonomy is crucial.

Table 21: When negotiations are necessary, does the Director of Resource s will communicate with the agency and Project Director?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	18	56.2	90.0	90.0
	No	2	6.2	10.0	100.0
	Total	20	62.5	100.0	
Missing System		12	37.5		
Total		32	100.0		

Transparency and communication

Ensuring Transparent work environment within the organization as well as with donors and relevant government offices is necessary for effective resource utilization and to win the confidence of resource providers. In line with this general principle close to 53 per cent of respondent organization indicates that the Resource Mobilization unit send copies of necessary documents to project director, accounting section and other offices periodically. SHAFCOs should strengthen this beginning and fully fledged transparency and accountability should be achieved in all member organizations.

Table 22: Does the accountable body of the organization of the Resource Mobilization send fully executed copies of the necessary document to the Project Director, Accounting Office, and other appropriate offices and sections?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	17	53.1	89.5	89.5
	No	2	6.2	10.5	100.0
	Total	19	59.4	100.0	
Missing System		13	40.6		
Total		32	100.0		

SHAFOCS

SNNPR HIV/AIDS FORUM OF CIVIL SOCIETIES CONSORTIUM

Fax : 046 221 53 00

Phone : 046 221 26 66

email: info@shafocs.org

website : www.shafocs.org

p.o.box: 1451

Hawassa

Ethiopia

PRODUCED BY :



Sponsored by :



Designed by: Hiwot Girum