

RESOURCE MOBILISATION FOR SOCIAL
ENABLERS IN A CLIMATE OF
EXPANDING NEEDS
Diminishing Means

A Tool
Kit

for Civil Society Organisations
southern and east Africa.

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ABOUT ARASA

The AIDS and Rights Alliance for Southern Africa (ARASA) was established in 2002 as a partnership of civil society organisations to galvanise a movement of progressive civil society actors to advance a human rights-based response to HIV in southern Africa.

Over the past 20 years, the partnership has grown in size, diversity and geographic coverage, which has expanded to 18 countries in Southern and East Africa (SEA). ARASA seeks to promote respect for and the protection of the rights to bodily autonomy and integrity for all in order to reduce inequality, especially gender inequality and promote health, dignity and wellbeing for sustainable development in Southern and East Africa. We are working to contribute towards the creation of just, equal, productive and resilient societies in SEA, in which social justice and human dignity are at the centre of all development, policy and organising; and health and wellbeing are promoted for sustainable development.

ARASA is the only partnership of its kind in this region and our partners are diverse in their scale, focus and expertise. They include networks of people living with HIV, key population groups, legal aid organisations, youth groups, women's organisations and AIDS service organisations.

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1. INTRODUCTION

This toolkit is a guide to help civil society organisations (CSOs) to mobilise resources for their work in a strategic and systematic way. Mobilising resources (primarily money) is a vital need for any CSO. It can however be a daunting task and can take an unnecessarily large amount of time if not planned well. This toolkit introduces an approach to planning and carrying out resource mobilisation strategically and systematically to ensure that maximum returns are gained for the least effort and that CSOs remain true to their missions.

The overall aim of the resource mobilisation toolkit is to: build the confidence and skills required by CSOs to strategically and systematically mobilise resources for your work. The toolkit provides a collection of information and skills-building activities which can help you to:

- Think imaginatively about different approaches to resource mobilisation
- Learn how to plan resource mobilisation work so that it is needs driven rather than donor driven
- Develop key skills, such as proposal writing and meeting and maintaining relationships with resource providers.

Important Definitions

Resource mobilisation: is more than raising funds as it includes gaining support in the form of time, assets, equipment, volunteers and donations in kind.

Fundraising: the ability to get donors or supporters to provide financial resources, often called grants or donations, for an identified charitable or non-profit purpose.

'Resource provider' is a broad term used throughout the toolkit to describe individuals or institutions that provide a range of resources, including money.

This toolkit focuses on **resource mobilisation**, rather than fundraising, as CSOs generally are in need of, and can benefit from mobilising a range of resources rather than money only; for example, technical assistance, human resources, material goods and free services.

'Resource mobilisation' is essentially thus the process of getting resources from resource providers, using different mechanisms, to implement the organisations' work.



Adapted from International HIV/AIDS Alliance Raising Funds And Mobilising Resources For HIV/AIDS Work: A Toolkit To Support NGOs/CBOs

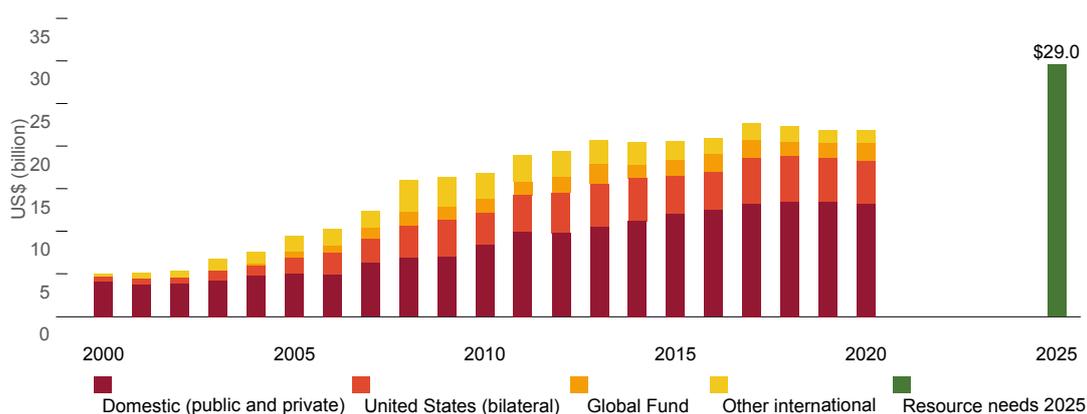
2. WHY WAS THIS TOOLKIT DEVELOPED?

In June 2021, United Nations Member States adopted a set of new and ambitious targets in a Political Declaration on Ending AIDS by 2030: Ending Inequalities and Getting on Track to End AIDS by 2030. In the Political Declaration, the Member States committed to increase and fully fund the AIDS response. They agreed to invest US\$ 29 billion annually by 2025 in low- and middle-income countries. This includes investing at least US\$ 3.1 billion towards societal enablers, including the protection of human rights, reduction of stigma and discrimination and law reform. They also committed to include peer-led HIV service delivery, including through social contracting and other public funding mechanisms and to increasing the proportion of HIV services delivered by communities, including by ensuring that, by 2025, community-led organisations deliver, as appropriate in the context of national programmes:

- 30 per cent of testing and treatment services, with a focus on HIV testing, linkage to treatment, adherence and retention support, and treatment literacy;
- 80 per cent of HIV prevention services for populations at high risk of HIV infection, including for women within those populations; and
- 60 per cent of programmes to support the achievement of societal enablers.

The 2021 UNAIDS Global AIDS Update reported that most countries in east and southern Africa having successfully mobilized resources for the region's AIDS responses during the last decade as both domestic and international resources increased by 33% between 2010 and 2020. However, most of this increase occurred during the 2010–2017 period and the last few years have seen resource availability flatten.

Figure 1: Resource availability for HIV in low- and middle-income countries, 2000–2020 and 2025 target



Source: UNAIDS financial estimates and projections, 2021 (<http://hivfinancial.unaids.org/hivfinancialdashboards.html>).

Note: The resource estimates are presented in constant 2019 US dollars. The countries included are those that were classified by the World Bank in 2020 as being low- and middle-income.

In a survey of AIDS and Rights Alliance of Southern Africa's (ARASA's) member organisations conducted in 2018, some organisations raised the alarm at the decrease in funding for human rights and social enablers in the region. In response, ARASA commissioned a research study - "Expanding Needs, Diminishing Means" - in 2019, with support from the Robert Carr Fund¹. The study aimed to document and assess the current funding environment for community-led responses to HIV in East and Southern Africa (ESA), with a focus on civil society organisations' (CSO's) ability to engage in programming for social enabling activities, as well as for human rights programmes. To this end, an online survey was conducted, and in-depth interviews were held with representatives from a range of civil society and community-based organisations from Southern and East Africa, as well as donors which support community-led responses, social enablers and human rights.

Of the organisations which responded to the online survey, more organisations had seen an overall decrease in their funding over the past 3-5 years (46.7%) than had seen an increase (33.3%), while 20% of organisations had remained stable. Study participants observed an upswing in conservatism and nationalism, both globally and in the SEA region, which has impacted on the human rights situation in some countries in the region, including on organisations' ability to organise, register and mobilise funds.

Across the board, respondents spoke of the waning of core funding, and the shift to funding of programmes focused on biomedical service delivery. CSOs identified how they are finding it increasingly difficult to obtain funding to sustain organisational systems. Thus, while donors expect organisations to adhere to increasingly stringent organisational governance criteria in order to access funds, and increasingly onerous reporting requirements, the extent to which they are prepared to support organisations to meet these requirements is decreasing. Organisations reported that, despite their own strategic planning processes to ensure that their programmes are relevant to the needs of the communities they serve, they had to constantly adapt to changing donor priorities.

All the organisations in this study access most of their funding from foreign donors. Participants felt that, even if domestic governments in the region were to support their national HIV responses, work on social enablers, human rights and key populations was least likely to be funded.

The funding situation has become even more precarious with the onset of the catastrophic COVID-19 pandemic, with clear signs that this will impact all forms of finance and the level of resources available in developing countries – domestic and international, public and private.

3. WHAT IS THE CURRENT SITUATION REGARDING FUNDING FOR HIV WORK IN SUB-SAHARAN AFRICA?²

Trends in funding for HIV vary from region to region. In fact, Southern and East Africa, at the epicentre of the global HIV epidemic, has a relatively low gap between the funds available and the estimated funds needed, at 9% in 2019, in comparison to West and Central Africa, for example, where the resource gap is 32%. Funding for HIV responses in the region increased by 25% between 2010 and 2019, including a 26% increase in domestic funding, a 50% increase in United States Government bilateral funding and a 18% increase in contributions from the Global Fund.

Domestic sources accounted for 41% of total HIV funding in 2019, United States Government bilateral funding for 40% and the Global Fund for 10%. While the contribution by governments is encouraging, the caveat is that South Africa is responsible for most of the domestic spending in eastern and southern Africa; other countries in the region depending on external sources for about 80% of their HIV response financing challenges with allocative efficiency, or a combination of the above.

An issue of critical concern is the fact that funding for core operating expenses is increasingly rare. Many donors that provide funding for civil society and community activities allocate funding for projects, based on the cost of delivering interventions, often without consideration for the need to finance core expenses, such as management, governance costs, human resources support costs and staff salaries, or financial and other administration costs such as evaluations and annual audits. An over-emphasis on project or activity funding impedes the ability of smaller organisations to stabilise and grow and for bigger organisations to remain stable and sustainable in the long term. At times, sufficient funding for core costs is available only for large grants or to large organisations with the capacity to manage complex accounting systems, which are often international organisations. This can lead to a vicious cycle where only the most sophisticated and well-funded organisations are able to meet donors' complicated requirements to demonstrate the need to fund core costs. It is often the case that large NGO's that operate as grant managers are able to include overhead costs whilst smaller implementing organisations are only permitted to include direct costs associated with service delivery in their budgets and are not allowed to include overheads which are needed for organisations strengthening, governance and sustainability.

4. INTRODUCING A RESOURCE MOBILISATION FRAMEWORK

4.1 Summary

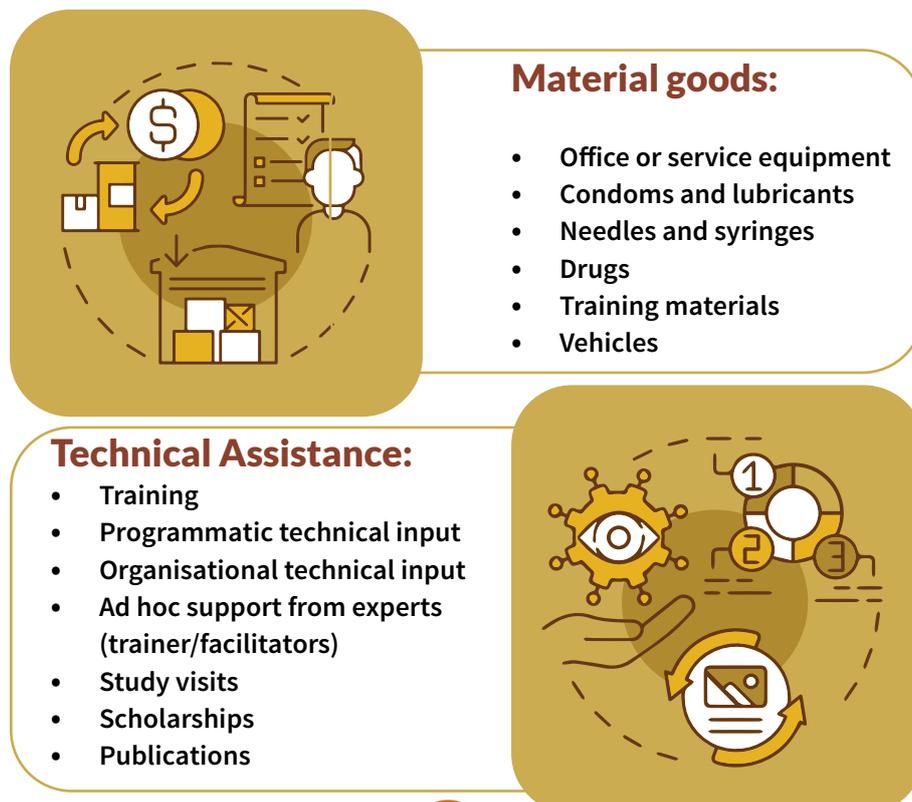
This section outlines the important difference between fundraising and resource mobilization and introduces a framework to understand resource mobilisation as three key components – resource providers, resources and mechanisms for resource mobilisation. This framework is then used to relate these three components to the local context – what kind of resources are needed, what kind of mechanisms work, and what kind of resource providers exist.³

4.2 What kinds of resources can be mobilised?

Resource mobilisation is often considered to be an alternative word for fundraising. In fact, fundraising is only one part of resource mobilisation, which is the process of getting a broad range of resources for an organisation.

Money is, of course, one of the key resources that all CSOs 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 organisations to save money and also enable them to access a broader range of resource providers and opportunities.

Before planning resource mobilisation work it is useful to spend a short amount of time thinking about the range of resources that organisations can use:



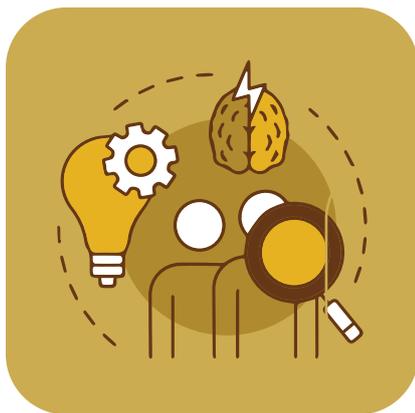


Free Services and Facilities

- Office space and utilities
- Equipment
- Training venues and facilities
- Transportation
- Publishing and printing

Money

- Money for small grants
- Project money
- Core money



Human Resources

- Regular volunteers
- Free consultancy

It is also useful to consider the different types of resource providers, which include:

- International NGOs
- Bilateral and multilateral organisations
- National governments
- Businesses
- Individuals

4.3 Different kinds of resource mobilisation mechanisms

Resource mobilisation mechanisms are the ways that resources can be mobilised from resource providers. Mechanisms are the actual processes of requesting or getting resources – for example, writing proposals, holding a fundraising event, selling services or face-to-face meetings.

Identifying different resource mobilisation mechanisms is one way for CSOs to broaden their understanding of resource mobilisation and diversify their approaches beyond writing proposals. Determining which resource mobilisation mechanisms are realistic is highly context specific, so it is important to identify which of the following mechanisms may be appropriate in a particular country or a local setting.

Submitting grant proposals

- Responding to requests for proposals
 - as an individual CSO
 - as a CSO consortium
 - as a multisectoral consortium

- Unsolicited proposals
 - full proposals
 - concept notes
 - CSO consortium proposals
 - as a multisectoral consortium

Special events

- Programmatic related money generating events, for example, World AIDS Day rallies
- Non-programmatic related money generating events, for example, cultural events

Running a small business

- Renting out assets, for example workshop venue
- Selling services, for example consulting services or guest accommodation
- Selling products
- Social marketing

Soliciting donations

- Direct mail (including for sponsorship programmes, pledged giving)
- Donation box
- Corporate sponsorships
- Major gifts, legacies, endowments
- Direct response TV/print/telethon
- Social media

Unsolicited contributions



Case Study: Innovation in times of COVID

In March 2020, in South Africa, Sisonke (the national movement of sex workers) and the Sex Workers Education and Advocacy Taskforce (SWEAT) launched a backabuddy fundraising campaign to help support the immediate needs of sex workers during the lockdown imposed to stop the spread of COVID-19. Sex workers across the country were hit by a sudden and complete loss of income and they, and the families they support were left facing starvation.

The backabuddy campaign had an initial target of R20 000 (approximately US\$1200). As of the end of November 2020, the campaign has received over R215 000 (approximately \$15000) in donations. These have included very large donations from partner organisations and friends of SWEAT and Sisonke's work internationally but also smaller donations from individuals who, despite their own difficulties at this time, were willing to put their hands into their pockets to support sex workers. Other supporters made direct donations of food to the organisations. 100% of the funds were used to support emergency relief for sex workers and their families. Sisonke and SWEAT used the funds to send grocery vouchers to sex workers' phones, ultimately supporting more than 700 adults and 900 dependent children.⁴

4.4 Understanding what motivates resource providers

Resource providers have certain issues or themes that they focus on and will only provide resources for specific issues projects. It is thus important to understand what motivates particular resource providers to give resources, so that CSOs can clearly explain the benefits to providers rather than just ask for resources and not waste time on approaching potential resource providers who do not think your organisation or work is a good match. This will also help the CSOs to identify the possible consequences of accepting resources from different providers and ethical issues involved.

Before approaching a potential resource provider CSOs should consider whether the motivations of the resource provider will affect the agenda or the principles of the CSO. In particular, consideration should be given to whether:

- They are going to want to change our projects to meet their needs.
- There are any ethical issues with taking money from the provider. Might they, for example, have ulterior motives in the form of appeasing their corporate social conscience or wanting to quieten our advocacy?
- They are offering sufficient resources to balance what they want in return from us?



CSO's should also consider how the different motivations of resource providers affect the different kinds of resources that they may give to CSOs. Traditional donors generally focus on the provision of funds to CSOs. However, other resource providers, such as businesses, may require CSOs to advertise their merchandise, so they only give CSOs their products. Others may not have money to give but offer things like computer equipment or technical assistance or office or workshop space for free or for discounted rates. It is important to know what a particular resource provider has to offer before approaching them.

5. RESOURCE MOBILISATION WORK PLANNING

This section introduces an approach to planning resource mobilisation work which is both systematic and strategic. It follows a simple five-step process. This process assumes that the CSO has a strategic plan in place as strategic planning as an essential first step for any resource mobilisation work. The first step in this process is to review your organisational capacity and readiness to mobilise resources. Thereafter organisations should clearly identify the resource(s) that they actually need and should focus on getting. Once this is achieved, CSOs need to identify which resource mobilisation mechanisms are realistic means of mobilising the resource(s) they need. Once a realistic list of mechanisms has been identified, organisations are in a position to identify the potential resource providers that exist for these mechanisms. Finally, the last step brings all this information together to form a resource mobilisation action plan.

5.1 Identify what steps need to be undertaken to prepare for resource mobilisation work

Resource mobilisation planning steps are not the same as an action plan. Planning steps are a number of key areas that should be explored before developing a strategic resource mobilisation action plan. Identifying key planning steps can help us to see resource mobilisation as a strategic process which requires both careful planning and key skills. Managing these steps well is one way to increase the success of resource mobilisation work.

Step 1: Assess organisational readiness to mobilise resources

Step 2: Review current organisational resource situation and identify resource gaps

Step 3: Research appropriate resource mobilisation mechanisms

Step 4: Identify and research different potential resource providers

Step 5: Develop a resource mobilisation action plan

5.2 Review Organisational Readiness to Mobilise Resources

An organisation's ability to successfully raise funds and remain financially sustainable requires, amongst others, consistent and continuous action; sufficient oversight through strong governance and efficient management of operations.

Below is a breakdown of the areas of focus to strengthen an organisation's ability to raise funds:

5.2.1 Leadership

- **Leadership:** A sustainable organisations starts with effective leadership that ensures that the strategy and programmes are solid; staff are equipped to do their job and lead the way on resource mobilisation.
- **Drive Strategy:** strategy is the foundation of a sustainable organisation. Funders are not keen to support an organisation that does not have a clear strategy and vision for the future. The strategy should guide programmes - not donor priorities.
- **Build Accountability:** an organisation needs to have a track record of being accountable to funders and its communities. Good leadership requires that the board and executive management build a culture of accountability that will ensure that the organisation's reporting, finances and programmes are on track.
- **Clarify Roles:** It is critically important, that board, management and staff understand their roles as far as fundraising is concerned. Fundraising should not be one person's job.



5.2.2 Governance

- **Board:** It is important that the organisation has a fully functional and competent board, guided by a Board Charter. The board plays a critical role in resource mobilisation but often need training and guidance on how they can do this effectively.
- **Compliance:** Most funders require compliance with regard to legal formalities such as registration, annual financial statements and proof that the organisation is fully functional.
- **Financials:** Most funders want to see a financial track record before they fund an organisation. It is therefore necessary that organisations keep proper financial records, and compile annual financial statements supported by an annual external audit.
- **Impact:** Most non-profit organisations struggle to show impact of their work. It is now standard that most funders want to see a record of impact. It is therefore very important to have a monitoring and evaluation plan in place to track and evaluate programmes and record impact.
- **Partnerships:** Collaboration is a good way to implement programmes especially when organisations are small. Funders are keen to see more collaboration but also want to be assured that these partnerships are solid and mutually beneficial. Organisations should ensure that all partnership relationships are documented in some form of a contract or memorandum of understanding that clearly sets out roles, decision making and how funding will be allocated.



5.2.3 Systems

- **Systems:** an effective system uses technology to ensure that information required for fundraising is organised, accessible and up to date. Free technology options like Google drive and Dropbox can help teams to collaborate and access information without having to resort to sending numerous emails. A file plan can be agreed to decide how information will be organised and used.
- **Technology:** organisations should see technology as an enabler that will assist them to collaborate; be efficient and effective; and organised. It must be noted that the technology will only be as effective as its users. It is therefore recommended that staff are trained on the use of digital tools.





Case Study: How to ignite your resource mobilisation



Chester Samba, director of Gays and Lesbians Zimbabwe (GALZ), explains how the organisation went from winning small, project-based grants to achieving funding worth hundreds of thousands of dollars, including multi-year grants to cover core organisational costs.

In November 2021, GALZ signed an agreement that will grant the organisation US\$350,000 a year for five years – funds that will mainly be used to support core costs.

“For the next five years, GALZ is basically now guaranteed to be able to operate. It’s such a relief,” says Chester Samba, director of GALZ. “It’s always very anxious when you’re not sure

about your tomorrow, about your next month, about being able to adequately pay your staff and pay your bills. So it’s one big boulder lifted off my shoulders.”

Just five years ago [in 2017] GALZ was reliant on small, project-based grants. So what has the organisation done to bring about such success?

Recognising the need for change

Chester says the need for change was “born out of a realisation that we were spreading ourselves too thinly.” The organisation’s reliance on small grants was creating burnout, as overstretched staff struggled to meet the many reporting requirements they were tasked with.

The fact that GALZ’s funding was restricted, which made it difficult to keep the organisation afloat.

“We had limited funds to support the day-to-day running of the organisation and mainly had activity funding, which allowed for projects to run but left gaps in terms of resourcing the staff that were working on these projects. Most of the smaller grants were not able to fully take on the salaries for the individuals working on the project.”

Reflection

In 2018, GALZ hired a consultant who spent an intensive week with staff reflecting on the state of fundraising within the organisation.

An agreement was reached on the steps to take to refine the focus of the grants that were being won and to cut down on the frequency of reporting requirements to reduce the burden on staff.

“We were lucky in that we were doing an organisational development process with Positive Vibes, one of our partners, who introduced us to the consultant. But if others want to do something similar it is a good idea to look at the expertise amongst your allies or partners to see who might be able to help you,” says Chester.

Grant caps and donor mapping

One of the first steps GALZ took was to ask its Board to decide on a minimum grant cap to guide GALZ on which calls-for-proposals it would respond to.

Next, the organisation did a donor mapping to identify what resources were out there. Key to this was keeping a strong focus on GALZ’s strategy, then looking at any available resources that would contribute to achieving those aims, rather than trying to make GALZ’s strategy fit with resources that didn’t quite line up.

Seeing impact

Towards the end of 2018, things started to change for GALZ. The organisation won two grants (one from Amplify Change and one from ViiV Healthcare). Both were over US\$100,000 and broke the ceiling for GALZ’s resource mobilisation. Around this time GALZ was also granted funding from the Global Fund.

“Becoming a partner of the Global Fund was a different ballgame for us as an LGBTI organisation, as it meant we started interacting with quasi-government institutions,” says Chester. “This process brought new requirements and expectations for us and we learnt a lot.

Capacity development

These successes enabled GALZ to start attracting other grants, ones that allowed it to implement activities to meet its own strategy goals.

Being able to demonstrate that GALZ is a sector leader that can effectively use the resources on offer has undoubtedly helped the organisation achieve this success, but Chester says it has been equally important “to be honest in terms of our capacities as an organisation.”

He says the benefits of this have been far reaching: “All the grants come with capacity development elements to them, and this has helped us to address some internal issues, such as improving our policies, our systems, and making sure that our staff members are fit for purpose.

“It is exciting to see how we are growing, and how we are now working and improving in terms of our organisational capacity. With each grant new issues emerge – sometimes you need to respond to those issues with capacity building and this creates an opportunity to learn.

Spot checks and assessment

Chester says that the ability to “appraise ourselves as an organisation” is central to ensuring GALZ can deliver on the commitments it makes to its donor partners.

The organisation has found it useful to bring in regular external assessors and hold unannounced spot-checks, the latter is something GALZ has adopted from working with the Global Fund, which also uses this practice.

“Be able to open yourself up for appraisals from external partners, then taking on their advice and being able to then respond to it, is very important,” says Chester. “By continuously looking inwards we can identify where there is opportunity to do better.”

Key lessons

We asked Chester what advice he would give to organisations that want to grow their resource mobilisation as GALZ has done. Here’s what he said...

“Be clear about your goals and stay the course. When you are reactive, you tend to forget your own strategy, and you can then miss opportunities that would help you achieve your own aims. Having a strong organisational strategy will create the compass for where you need to go.”

“Be proactive – network more and really get to know donors, rather than being reactive and waiting for calls to come out.”

“Improve your exposure as an organisation so that the donors know you. We worked on our website and on all our communications to understand what we are communicating and how we are communicating. It is important to make sure that your voices are out there and that you are visible as an organisation.”

“You need to demonstrate leadership and delivery in the areas that you’ll be working in. This is important to build the confidence and the trust of the partners that are providing the resources.”
“It’s important to see your donor relationship as a partnership, whereby you are implementing together and are able to hold each other’s hands. At the end of the day, the results are not for us or for the donors but for the communities we serve. Understanding this has been critical for us.”
“Remain committed to whatever new resource mobilisation strategy you agree upon – and this means being committed to seeing your agreed changes through.”



✓ Fundraising Checklist

This checklist suggests a few key questions you should consider to assess whether your organisation is ready to scale up its fundraising efforts by identifying existing gaps in your fundraising process and structures. Once you have completed the checklist, you should develop strategies to address the identified gaps.

yes | no

Donor engagement		
Do you regularly communicate with your current donors?		
Do you know and understand what your donors think of your organisation and its work?		
Do you submit donor reports on time?		
Have you ever requested a no cost extension from a donor?		
Have you ever had negative feedback from a donor?		
Is your relationship with all your current donors in a positive space?		
Do you believe all your current donors will be willing to continue funding your organisation in the future?		

Governance		
Do you have a functional board?		
Does your board meet regularly?		
Does your board guide the development of the organisation's strategy?		
Does your organisation report on its finances to the Board regularly?		
Is the Board fully aware of the financial status of the organisation?		

Financial management		
Do you have a clear and realistic budget?		
Does your organisation generate monthly financial reports?		
Do key people in your organisation fully understand its financial status?		
Does your organisation have sufficient funds to cover all programmes for the next 6 to 12 months?		
Does your organisation have sufficient funds to cover overhead costs (rent, telephone, admin staff, etc.) for the next 6 to 12 months?		
Is your organisation clear about its funding gaps?		
Does your organisation budget for fundraising related expenses?		
Do you have approved Annual Financial Statements for the last 3 years?		

	yes	no
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Programme implementation		
Are your organisation's programmes and activities clearly linked to your Strategy?		
Are all your programmes and projects clearly defined?		
Do you have the necessary human resources to implement the programmes?		
Does your organisation have a monitoring and evaluation Strategy / Plan?		
Do you measure and document the impact of your programmes?		
Do you collaborate with strategic partners to deliver your programmes?		

Fundraising		
Do you have a staff member dedicated to fundraising?		
Do you have a Fundraising Strategy?		
Do you have an (annual) fundraising plan?		
Do you have a completed "Case for Support" / "Concept Note" for your strategy and all your programmes?		
Do you have an organisational and programme budget (for the next 12 – 36 months)?		
Does your organisation discuss funding at all relevant meetings (management, staff, Board etc.)?		
Does your board actively fundraise or support fundraising for the organisation?		
Does the leader of the organisation play an active role in ensuring that fundraising happens?		
Do you have sufficient funds to pay for fundraising-related expenses?		

Branding and Marketing		
Does your organisation have a logo?		
Do you have a website that is regularly updated?		
Do you have a newsletter?		
Do you have active social media pages (Facebook, Twitter, LinkedIn, etc.)?		
Do you have an advocacy strategy or are you active in doing advocacy?		



5.3 Review organisation’s current resource situation and sustainability, and identify resource gaps

It is useful for CSOs to review their current resource situation to be able to plan their resource mobilisation work better. This involves looking at what resources they currently have, how long they will last, and the conditions attached to the resources (i.e., restricted or unrestricted money, goods branding).

Unrestricted resources are those that can be used for any purpose.

Restricted resources are those that can only be used for the purpose(s) agreed with the resource provider.

By comparing the resources you have with what you want to achieve in terms of your strategic plan, it is possible to identify your strategic resource gaps. These resource gaps can then form the basis of a strategic resource mobilisation action plan.

5.3.1 Identifying current resources

Using the example below list the current resource providers down the vertical axis. For each resource provider, show how long they have committed resources for and write what the resources are. In the case of the resource being funding, indicate in the last column whether the committed money is restricted or unrestricted.

Resource provider (RP)	Timeline					Restricted / Unrestricted resources
	2021	2022	2023	2024	2025	
RP1	10 000	10 000	10 000			Unrestricted
RP 2	150 000	150 000	150 000	150 000	75 000	Restricted (S&D reduction programme)
RP 3	70 000	50 000	25 000			Restricted (Training law enforcement programme)
RP 4	Airtime for paralegals to value of 20 000	Airtime for paralegals to value of 20 000	Airtime for paralegals to value of 20 000	Airtime for paralegals to value of 20 000	Airtime for paralegals to value of 20 000	
RP 5	Use of workshop facilities 3x pa	Use of workshop facilities 3x pa	Use of workshop facilities 3x pa			

5.3.2 Reflecting on sustainability

A sustainable NGO is one that can continue to fulfil its mission over time and in so doing meets the needs of its key stakeholders – particularly its beneficiaries and supporters. As such, sustainability should be seen as an ongoing process rather than an end in itself. It is a process that involves the interaction between different strategic, organisational, programmatic, social, and financial elements.

However, experience tells us that financial sustainability is crucial for the long-term survival and effectiveness of all types of NGOs and civil society organisations. The challenge is how to achieve such levels of financial sustainability. The more different sources of funds you have, the more financially self-sufficient and sustainable you are. In other words, the financial sustainability of an NGO depends on its ability to diversify income and access new funds.

A key indicator of sustainability is having a balanced mix between unrestricted and restricted funds. Restricted funds are those that can only be used for specific purposes that have been agreed with a specific donor, while unrestricted funds is ‘free money’ that can be used for any purpose that helps the NGO to achieve its mission.

An over-dependence on restricted funds is an indicator of potential unsustainability. Thus over-reliance on official aid funding with all the associated restrictions and conditions should be seen as an indicator of concern. In practical terms this means that a financially sustainable NGO is one that can continue with its core work and meet its mission even if external donor funding is withdrawn.

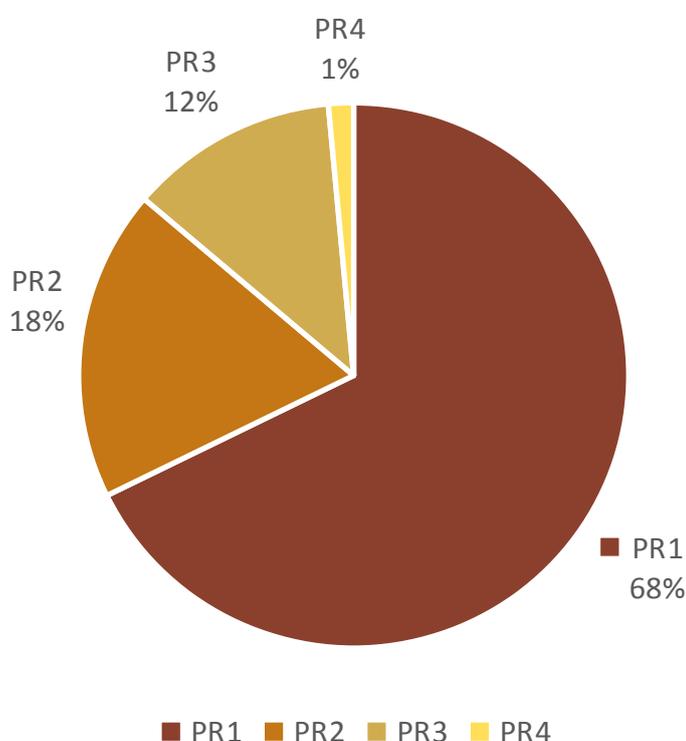
There are many strategies to achieve financial sustainability. It is not just about developing new fundraising campaigns or writing clever funding proposals but as much about building relationships, risk management, and basic good financial practice. In order to improve sustainability, NGOs should:

- Invest in developing and maintaining strong stakeholder relationships including with donors, supporters, volunteers, staff, and beneficiaries.
- Effectively assess and manage the risks associated with funding and financial resources
- Obtain a range of different types of funding, particularly unrestricted funds
- Strategically manage and finance all organisational costs and overheads
- Build sufficient financial reserves.⁵

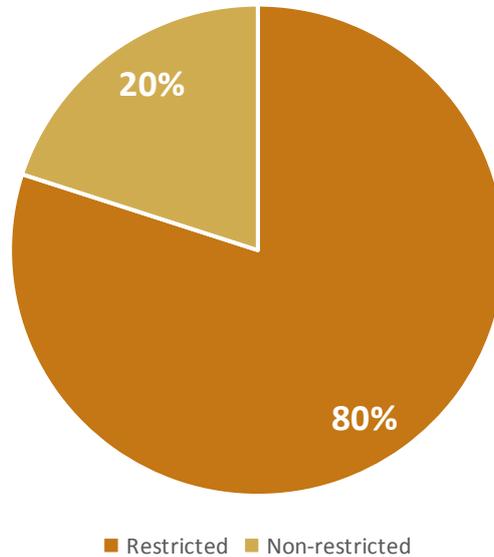
You can use the Provider Dependency Chart and the Provider Allocation Charts below to help you with your sustainability assessment. The Provider Dependency Chart shows the percentage of total resources received from each provider. An estimated value is assigned to in-kind support and technical assistance. This shows who the main resource providers are, and how dependent the NGO/CBO is on these providers, relative to others.

The Resource Allocation Chart shows how the resources received are allocated to restricted or unrestricted costs.

Resource Dependency Chart



Resource Allocation Chart



Questions to consider:

- Do you have a large amount of resources from one resource provider? Does your Provider Dependency Chart reflect what you consider a ‘broad resource base’ (where you have a number of different resource providers so that you are not reliant on one or a few)?
- What does your Resource Allocation Chart show? What are the consequences of different patterns of resource allocation?
- In the Resource Allocation Chart which area of expenditure most urgently needs resources?



5.3.3 Identifying your resource gaps

Use the example below to identify your resource gaps:

- Write your mission, goals and objectives in the first column in a table as shown in the example below.
- In the remaining three columns write the titles – Money, Other resources and Resource gaps – as in the example.
- Identify the existing committed resources your CSO has for each of your objectives for the next three years. Write the name of the resource provider and resources provided in the relevant columns. Include any allocated unrestricted resources.

- In the Resource gap column write what resources are needed to achieve the objective.
- Identify the specific resources and say what is needed.
- Repeat the above two steps for your goals and then your mission. The resources at the goal level should include all those identified for the objectives below. The resources at the mission level should include all resources that were identified at the goals and objectives level. Resource gaps should be shown for the goals and mission – including all the non-programmatic needs of the organisation at these levels.

Strategic Plan	Resource Provider / Resource Type		Resource Gap
	Money	2022	
Mission: To remove human rights barriers to HIV services through a coordinated joint multi-stakeholder response, resourced at the appropriate level, with capacitated implementers.	RP 1 – USD 50 000 RP 2 – USD 15 000	RP 3– technical assistance RP 4 – technical assistance RP 5 – Free office space RP 6 – provision of subsidised campaign materials	<ul style="list-style-type: none"> • Money (admin overheads) • Staff (salary) • Technical assistance
Goal 1: To reduce stigma and discrimination (S&D) against people living with HIV, people affected by TB and malaria and key and vulnerable populations		RP 3– technical assistance	<ul style="list-style-type: none"> • Money • Staff (salary) • Technical assistance
Objective 1: Conduct multisectoral media campaigns at national & county level on human rights messages related to HIV: national and community radio, social media -designed and led by people living with HIV	RP 2 – USD 5 000	RP 6 – provision of subsidised campaign materials	<ul style="list-style-type: none"> • Project co-ordinator (salary) • Technical assistance
Objective 2: Conduct sensitization meetings for journalists on human rights barriers related to HIV		PR 5 – provision of free venue	<ul style="list-style-type: none"> • Project co-ordinator (salary) • Funds for activity • Equipment • Information • Information materials
Objective 3: Support for advocacy by affected populations to improve access to good quality services for key and vulnerable populations free from stigma and discrimination	RP 2 – USD 10 000		<ul style="list-style-type: none"> • Salaries (staff) • Transport • Equipment • Training

5.3.4 Consider the skills, time and budget required for different resource mobilisation mechanisms and the pros and cons of each

Different resource mobilisation mechanisms require different skills. As all organisations have different skills, it is important to identify which skills each mechanism requires so that a CSO can choose appropriate mechanisms. It is also important to consider the time and budget required for each resource mobilisation 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 a CSO attempts to use a mechanism. Pros and cons often centre 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 CSOs take the time to consider the pros and cons before investing time, money and energy on trying to implement any one of the mechanisms.

Mechanism Assessment Table			
Mechanism	Specific Skills Required	Pros	Cons
Selling services (translation, training...)	The skills that are being sold as a service, i.e., language skills	Generates flexible income; promotes the organisation	Increased workload; key staff skills being used for non-work-related purposes
One-off resource mobilisation events	Organisational skills; initiative; communication skills	Can raise a lot of resources with little on-going commitment; flexible resources	Can raise a lot of resources with little on-going commitment; flexible resources
Long-term resource mobilisation campaigns	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
Running a small business (café, accommodation...)	General business management skills; skills relating to the business produce (cooking, etc.)	Constant income	Not related to programmatic work; requires human resources and capital; returns depend on market, competition, and other liabilities
Rent out equipment and other assets (computers, office space, vehicles...)	Writing legally binding contracts; reviewing insurance policies; marketing	Requires limited human resources; generates flexible income	Equipment may get damaged; security risks; administration needs
Writing proposals for resources (proactively, or in response to requests for proposals...)	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
Unsolicited contributions (gifts...)	Demonstrate transparency, and good external relations	No effort in itself; flexible money; no reporting requirements	Very infrequent and unreliable sources of resources



Case Study: Using multiple and innovative resource mobilisation mechanisms

How *Purposeful* raised US\$100,000 from Sierra Leoneans to combat rape⁶

In 2020, *Purposeful*, a Sierra Leonean non-governmental organisation mobilised the Sierra Leonean public and raised an unprecedented US\$100,000 in six weeks to set up the Survivors Solidarity Fund (SSF),⁷ a fund created and supported by Sierra Leoneans to combat the root causes of rape in the country.

In 2018, news that a 5-year-old girl had been left paralysed after being raped by her uncle spurred rape survivors, leaders, activists and women groups across the country to protest the high-level of rape and abuse. In early 2019, this mounting pressure led the Government to declare a national State of Emergency over sexual and gender-based violence.

In June 2020, *Purposeful* used this momentum to set up the SFF. Guided by the experiences and opinions of survivor leaders, the fund supports rape survivors to access free medical care and legal support, helps women and girls build social assets and solidarity, and invests in programmes to end Sierra Leone's rape culture.

Working with advocates and influencers

To kick-start resource mobilisation to establish the fund, *Purposeful* reached out to renowned Sierra Leoneans to become the public faces of the fund (called Honorary Co-Chairs or Champions). These included the British Sierra Leonean journalist and former CNN anchor Isha Sesay; the British Sierra Leonean actor, DJ and musician Idris Elba, the Sierra Leonean journalist and pioneer of the Black Tuesday Movement Asmaa James, and Survivor leader Josephine Kamara.

These individuals used their platforms and skills to raise awareness about the fund, raised donations directly from their networks, and inspired many others to contribute.

Innovative fundraising strategies

Purposeful also began a donation drive by issuing a press release, which was published in Sierra Leonean newspapers and featured on TV and radio news.

It created a digital flyer for social media (Whatsapp was particularly good at reaching local groups) to raise awareness of the country's rape epidemic and show people how to donate. Anyone who donated received an e-badge, reading 'I just donated, the time is now – spread the word', which they were encouraged to post on their social media to encourage others to donate. Accounts from survivors and families, and the fund's high-profile supporters, also generated high engagement on social media.

Purposeful used radio and TV to make the fund visible. This was particularly useful for reaching people who were uncomfortable or unable to use social media or make online donations.

Femme Collective, a group of young feminists, called for donations from school and university students, then matched every leone donated. Letters were also sent to banks and private-owned companies to sponsor the fund.

On 4 August 2020, the SLL10.4 million leones (USD \$109,000) that had been raised was disbursed to four organisations that provide essential services to survivors of rape and sexual violence in Sierra Leone.⁸ In June 2021, *Purposeful* hosted a television show to update Sierra Leoneans on the ways in which the fund was already addressing rape and sexual violence.

Lessons learned

Be ready for the right moment and turn outrage into an opportunity: *Purposeful* had the technical knowledge, relationships and credibility to act when protests erupted.

The power of working with credible partners: Rather than focusing on raising money for itself, *Purposeful* brought together a united but diverse set of actors around the same issue. This widened the fundraising's reach and impact and led to more donations.

Fundraising champions are critical: Individuals and organisations using their own social media and other platforms lent credibility and expanded the fundraising's reach.

Invest in media and branding: *Purposeful* created a specific brand for the fund, and developed different communications assets to target diverse audiences. This generated brand recognition among a variety of supporters, and also credibility. Partners were also able to build on the brand and use it.

Understand what kind of media your audience uses: *Purposeful* found radio was the most effective medium to reach a wide audience in Sierra Leone – with a greater level of access than television or the internet – but airtime was expensive.

Make campaigns about a cause beyond an individual: Making the fund about all survivors, rather than about an individual case, allowed *Purposeful* greater scope for advocacy. This has also given the campaign longevity, as *Purposeful* can continue to use the brand, communication assets and platform to raise funds for other partners or related causes.

Set up multiple donation channels: *Purposeful* removed as many barriers to the act of donating as possible. It accepted online and offline contributions via PayPal, mobile money, bank transfers, cheques and cash.

Be transparent with your audience: *Purposeful*'s frequent media updates about the fund created public trust, which made people more likely to give.

Diversify funding sources: *Purposeful* successfully reached local communities to crowdfund, while the Co-Chair and Champions from the Diaspora were able to tap into a more global audience.

5.3.5 Identify potential resource providers and ways of researching and collating information about resource providers

Having identified the resource gaps in relation to their strategic plans CSOs need to invest time and human resources in researching and mapping potential resource providers to address these gaps. It is important for CSO to collate the information they gather in a systematic way so that the information does not get lost and can be shared within the CSO).

Researching information about potential resource providers: Checklist

What information do you need?

- Their main programmatic areas of interest
- Their geographical areas of interest
- Their funding cycles
- The restrictions on the use of money – for example, restricted or unrestricted
- The range of resources that they provide, for example, equipment, technical support
- The process of requesting resource (proposal formats, visiting projects, etc.)
- The key person in the institution to contact and how to contact them
- Who else they have supported?



Where do you find this information?

Ways of researching resource providers:

- Search for resource providers websites
- Ask potential resource providers for written information about the resources they provide and how they can be accessed
- Ask the national chambers of commerce and industry for information about companies that have social responsibility programmes
- Contact the community relations (or public relations) department of the largest companies working in your area
- Contact embassy libraries, cultural institutes, international organisations (i.e., UN)
- Contact people who know about resource providers or would be good contacts when researching new ideas
- Read newspapers, specialist magazines and reports to keep up to date on how other organisations are funded. Reports and presentations by others will usually acknowledge resource providers
- Ask partner organisations and other NGOs (working both within and outside your field) to suggest organisations to contact for support
- Identify opportunities to meet resource providers.



The table below provides an example of a completed resource provider mapping exercise:

Resource Provider by Category	Resource Provider by Area of Geographical Interest	Resource Provider Programmatic Priorities	Possible Level of Support		Application Deadline / Funding Cycle	Resource Provider Contact
			Resources	Restricted / Non-restricted Funding		
Government						
City of Windhoek	Windhoek	Access to HIV services	Computer		April	
UN Agencies						
UNAIDS	East and Southern Africa	Stigma reduction for key populations		USD 10 000 unrestricted	1 December	
Bilateral Donors						
SIDA	East and Southern Africa	Advocacy for law reform		USD 100 000 restricted	15 January	
International Organisations						
Frontline AIDS	East and Southern Africa	Stigma reduction	Technical assistance	USD 50 000 restricted	30 March	
Corporate						
MTC	Namibia	Access to HIV services for AGYW	Provision of free airtime		August	

5.4 Develop a resource mobilisation action plan by matching the NGO's resource gaps with potential resource providers

Once a CSO has identified their resource mobilisation gaps in relation to their mission, goals and objectives it needs to identify which resource providers could potentially fill these gaps.

This process will also help CSOs to identify which resource gaps will be the hardest to fill and also to prioritise their resource mobilisation work in their action plan.

Revisit the information that you have gathered (See 5.3.3 and 5.3.5) to match your resource gaps with potential resource providers.

Once you have matched resource gaps with potential resource providers, you can use the example below to develop your own resource mobilisation plan:

Priority Based Resource Mobilisation Action Plan						
Resource Gaps	Specific Resources Needed to Address the Gaps	Research Provider to be Researched / Contacted	What Resource Mobilisation Mechanism Will be Used?	Deadline for Getting Resources	Cost of Resource Mobilisation	Person Responsible
Resource gap 1: multisectoral media campaigns on human rights messages related to HIV	USD 50 000 to conduct campaign	UNAIDS	Meet and write proposal to UNAIDS	1 January	Zero	Maggie
	Free TV slots for campaign	NBC	Organise meeting with NBC and request free TV slots	1 February	Zero	Simon
Resource Gap 2:						
Resource Gap 3:						

5.5 Engaging in Resource Mobilisation

5.5.1 Meeting with resource providers

It is possible to request resources from providers in a number of ways. These include sending proposals with a covering letter; contacting unknown resource providers by letter, e-mail or telephone; sending proposals for renewed funding; and using opportunities like conferences, seminars and social events to meet resource providers. While all these methods are appropriate at different times, one of the most effective ways of requesting resources is a face-to-face meeting with a resource provider. Face-to-face meetings provide an opportunity to discuss your proposed work together, and for the resource providers to get to know your organisation better.

Most resource providers work for institutions that operate in a structured way and have specific programmatic areas of interest. Therefore, it is advantageous to meet a resource provider before sending a proposal to ensure that the proposed work is described in a way that is linked to the interests of the potential provider. This is called ‘pitching’ – which is not the same as being ‘donor-driven’. Pitching means describing your work so that it highlights similarities with the interests of the resource provider and is therefore more likely to be supported. In some cases, resource providers also have useful experience and ideas that they like to contribute.

It is important to make a good impression on resource providers during a face-to-face meeting. To do this it is necessary to be well prepared, which also helps us to relax. Being relaxed helps us to explain our work clearly but also means we are more likely to actually listen to what the resource provider is saying so that a genuine conversation can take place.



Checklist: Key things to prepare and to plan before a meeting with a resource provider

- Gather all information required and be prepared for the meeting
- If possible, prepare a concept note about the project to hand over to the resource provider
- Anticipate difficult questions and think of how you would answer them
- Bring along materials about the organisation to give to the resource provider
- Decide who should attend the meeting
- Make sure you can describe your organisation well
- If possible, find out about the person you will meet so that you are psychologically prepared
- Carefully research the organisation to know why it provides resources and its programmatic priorities
- Prepare a list of questions to ask the resource provider
- Prepare to be asked about previous problems in the organisation, prepare honest answers which explain how problems have been addressed in the past



Checklist: Information to provide the resource provider with:

- Name and location of the organisation
- Organisation's mission and scope of work
- How the organisation implements and organises its work
- Past experience, including previous resource providers
- Organisation's reason for choosing to approach the resource provider
- What the resource provider will gain from providing resources to the organisation
- How the organisation generates its own resources
- Leaflet of the organisation
- Comparative advantage of the organisation
- Statistics about the problem to be addressed in the project



Checklist: Questions to ask resource provider

- What are programmatic areas of interest at the moment?
- What is the decision-making process in your organisation?
- How would you like to be involved in the work?
- Do you provide resources other than money?
- Can you give multi-year grants?
- Would you like to visit our organisation?
- Do you support implementing organisations directly?



Be prepared to answer tough questions that the resource provider may ask, including the following:

- Why did you choose to approach our organisation? Did you approach the government?
- Did you take into account all the risks associated with your project?
- What are the outputs of the project and when will they be produced? How will this be measured?
- What is the capacity of your organisation? How can you show that you will be able to carry out the proposed project?
- How will you continue after the resources provided have been used up? Are the project activities sustainable?
- What is the public perception of your organisation in your country?
- What will we gain by providing you with resources?
- How will you ensure that you are not duplicating the work of other organisations?
- How is this project different from others?
- Will the beneficiaries be involved in the project? How?
- How will you ensure the accountability of the resources we provide?
- Would you be willing to work in collaboration with other NGOs to implement this work?
- How would you demonstrate that you have transparent and well-managed financial systems?



5.5.2 Developing your proposal⁹

Before You Get Started

Funders have certain issues or themes that they focus on and will only fund specific projects. **Before even starting on your proposal, you will need to look closely at the funding criteria as well as the funding guidelines. Funding criteria might include:**

- the countries or regions where the funder or donor is funding
- the kinds of issues or work that they will fund
- the profile of the organisation, such as size and leadership – For example, some donors only fund organisations led by people under the age of 35, some funders only fund organisations that have a budget of \$200,000 or less, and some funders may only support organisations that are already registered.

Also make sure that you are clear on what type of funding is available. Funding is often categorised as general support or programme support; also, often referred to as non-restricted or restricted funds.

Programme support / restricted funds may only be used for a specific purpose or project whereas general support / unrestricted funds can be used for any purpose and is generally used for our organisations operating expenses such as salaries, rent, utilities.

Read the donor's website and any other materials you can find online. Read the requirements and guidelines for the funding for which you are applying very carefully. You should also look at other projects or groups that the donor or funder supported in the past as by looking at other grantees or projects that they have funded, you will be able to better assess if you have a good chance of securing funding.

It is possible sometimes to make the case that even if your work is different from what the donor usually supports, there is still an important connection. For example, a donor only funds work with community health workers as part of a strategy on HIV/AIDS, while you do work on housing, making sure that people are not discriminated against due to their health status. This is connected.

You might just have to make a strong argument to show the connection. If you can easily explain the connection between your work and the donors' interests in only a few sentences, it may be worth applying for funding.

Pay particular attention to words that the donor frequently mentions – feminist, human rights, social justice, rights-based, environmental justice, accountability, participatory – if these words apply to your work or how you approach the problem – use them! Using some of the same language as the donor can help the donor understand that there is alignment.

Some donors also prefer certain “strategies,” such as advocacy to change policies or laws, for example. In this case, it might be useful to show that you also are thinking of some of the same strategies as the donor. For example, you may be working to give intersex people or sex workers the tools and information they need to do their own advocacy, rather than only advocating on their behalf.

Finally, read and review the directions carefully that the funder provides. Some donors will reject proposals simply because you did not follow the directions. Donors receive hundreds or thousands of applications, and you do not want to give them a reason to reject your proposal.

Developing your proposal

Executive Summary

An executive summary is the most important part of your proposal because it will be the first and sometimes, the only section the donor will read before deciding if your work matches their own funding priorities and if they should continue reading the proposal.

Your executive summary should explain three main points:

1. Why your work or project is necessary and important for your community
2. That your organisation has the experience, knowledge and skills needed to accomplish your plans (are you the best organisation to do this work? Why should the funder choose you instead of another organisation)
3. That the work you are proposing is connected to the work that the funder is interested in (what do you and the funder have in common about the change you want to see in the world).

You may also want to include in your executive summary your organisation's mission and purpose /goal and the impact of your work – what do you think your work will achieve?

Needs Assessment / Statement of Need

This part is where you want to explain what the problem is that you hope to change or plan to work on. This is your chance to show the donor that you are familiar with and understand the problem or the issue. This is also your chance to make a clear case for why this work needs funding.

This section should make it clear that the problem or issue is urgent and important. Some things to think about:

- How often does the problem or issue occur?
- Why is the problem important? Why did you pick this problem or issue?
- How many people are affected? If the problem impacts many people, explain which people your project will focus on
- What are some other side effects or consequences of the problem or challenge?



Donors do not always have as much understanding as much as you do about what the problem is or why something is a serious or important problem. Explain the problem or the challenge in a way that you would to someone who is learning about the issue for the first time.

Make it clear that you understand the real cause of the problem. Many problems have more than one cause, and you want to make clear that you have thought through the different causes and identified the ones that you and your organisation are best placed to solve.

Goals and Objectives

In this section you must show what you want to achieve both in the shorter term and in the longer term (beyond the timeframe of the project or the funding).

A goal is often a change that will take a very long time to achieve, like a change in a law or a change in certain norms or beliefs, such as ideas about what women and girls can or cannot do, or the discrimination faced by trans people. You will not be able to achieve such a big change in a yearlong project, but you can make progress towards it.

The objective is something you believe can be achieved during this grant period. Objectives are more specific or detailed than a goal, and usually refer to a specific time and location. In order to reach your goal, you must first achieve your objective.

Objectives should be SMART:

Specific (describe who, what, where). Who is doing the action and where? What is the action?

Measurable (how will you know that a change has occurred? How can you measure or learn from the work you are doing and know if it is successful?)

Actionable or Achievable within the time frame of your project (can you achieve this with the resources that you have and in the timeframe of the project?)

Relevant (related to the goal – if your goal is to combat stigma against young trans people, your objective should be related – to educate teachers about trans rights, gender identity and expression, and gender norms and stereotypes)

Time-bound (to be done within a specific period of time).

Methodology and Strategies

In this section you explain how you plan to do the work? What specific strategies or activities will you use during the grant period? Activities could be trainings or workshops, communications campaigns, meetings with local decision makers, etc. Be specific and describe these activities in detail. How many meetings will you hold? Who will attend?

If you are sharing information about an issue, with whom will you share it? Why do you think these strategies will be effective in advancing your objectives? Think about what kind of change you want the activities to cause or bring about. Who will benefit and how will they benefit?

If you have many activities, it might help to create a timeline or chart with the months when the activities will take place.

Another option is to divide this section by each objective and then describe the activities that are connected to the objectives as illustrated in the example below:

Goal #1: To reduce human rights and gender related barriers to access to HIV services

Objective #1: To reduce stigma and discrimination against PLHIV and key and vulnerable populations

- Conduct a stigma index survey to assess the levels of and nature of stigma and discrimination faced by PLHIV and key populations.
- Develop and stigma and discrimination reduction action plan based on the findings of the stigma index survey.

There are some other things donors would generally like to see in this section:

- How do you plan for any unexpected problems or challenges? Is there a risk that local elections could impact your project? Could your work face risks or attacks from the community?
- Be realistic! Think about how many staff you have, how many hours they have to work per week, and how big is your budget. Make sure you plan something that you can manage with your funding and staff or members.
- Who will you partner with? Even if you are doing most of the work alone, donors like to see that you have thought about other organisations, actors or individuals who you can work with, or with whom you can share your knowledge and experience. Are there are government officials, other NGOs, health providers, with whom you can partner?
- How will you share what you are doing? With whom will you share it?



Even if you have no other funding for the work, donors like to see that you have thought about some ways to ensure the project continues even without their support.

Evaluation

This section is important because it shows that you have thought about how you will know if the activities you are doing are successful or if they help you to reach your objective and move you closer to your the goal.

Funders want to fund projects that will have an impact and will lead to change. They also want to know that you will know when your strategies are not working, and you will be able to change course or try new things.

Some donors will ask for different things, using different words – expected results, outcomes, indicators. What all these terms have in common is that they are different ways for you to know if you are successful and to measure the progress that you are making.

Expected results or outcomes, for example, are clear measures of events, changes in behaviour or knowledge or attitudes that you can use to understand if you are getting closer to reaching your objective. Indicators are how to measure the progress you make towards reaching or meeting your objective.

Think about it like this: Activities lead to outputs (outputs could be, for example, the number of callers you receive on a sexual health hotline for LGBTQI people), these outputs can lead to changes or effects which, then, in turn, lead to impacts or results. For example, the outcome would be that callers now have more accurate, non-judgmental information about their sexual health.

Budgeting

In order to develop your budget, go back and look at the activities you plan to do. Make sure that you include all the costs of each activity including compensation for the people who are doing the work. In the case of organizing a workshop, for example, think about whether you will have to rent a venue and provide refreshments and whether you will have to reimburse participants for their travel costs. Remember to factor in travel costs for staff, and equipment and supplies.

When you are developing your budget, pay close attention to which costs can be covered by the funding that you are applying for. Funding is often categorised as general support or programme support; also, often referred to as non-restricted or restricted funds.

Programme support / restricted funds may only be used for a specific purpose or project whereas general support / unrestricted funds can be used for any purpose and is generally used for our organisations operating expenses such as salaries, rent, communications and utilities. If the funds for which you are applying are for programme support, make sure that you only include costs that are directly related to the specific programme or project. These would obviously include the entire salaries of staff who are employed only on the particular programme or project. They can also include a percentage of the salaries of staff that contribute some of their time to the specific project or programme.

Sample Budget Categories	
Salaries and Benefits	List each position by title and name of employee, if available. Show percentage of time to be devoted to the project. (e.g., project coordinator at 60% for 12 months)
Staff Travel	This includes transportation costs, hotel, per diem or meals and incidentals, etc. Please include the reason for travel. (e.g., To meet with members of Parliament, to have a strategy meeting with other activists).
Meetings/Trainings	Show the number of trainees or participants. Include cost of meeting space rentals and other costs associated with carrying out meetings, trainings, workshops, sensitizations, etc.
Publications	Specify costs for editing, design, printing (estimated number of copies and cost per copy), mailing, etc.
Supplies	List items by type (office supplies, postage, training materials, etc.) Generally, supplies include any materials that are expendable or consumed during the course of the project.
Equipment	If specific equipment (a voice recorder, a camera, a computer) is needed to carry out the proposed work, please list it here.
Overhead Costs	This includes rent, utilities, bank fees. These are costs associated with running the overall organisation; they are not specific to the project. Many organisations calculate their overhead to be approximately 20%, though some donors may only fund 7 or 10%.

Please look carefully to see if you will need to submit the budget in the currency of the funder (US dollars, for example) or if you can submit it in your own local currency.

Qualifications/Organisational Background

Write a brief history of your organisation and the work you do, including your mission and vision. If your organisation does not have a mission and vision, it would be a good exercise to think about them, as many funders will ask for them. Funders want to make sure that your activities and work are “mission-driven” meaning that there is a clear connection between what your organisation is trying to achieve (your goal) and the work that you have asked the donor to fund.

You can also provide a link to your website or list your social media pages.

If the funder or donor focuses on a specific type of work, describe focus on the work you do that is related and show why your organisation is the right organisation to work on this issue. Make a strong argument for how your organisation’s work fits with the donors’ priorities or focus.

You may also want to include:

- A brief history of the organisation’s founding/how the organisation came about
- A detailed list of your nonprofit’s past major projects and initiatives.
- Short biographies of the organisation’s leaders and key staff or members, especially people who will be working on the project.

Supporting Documents/Appendices

You can include additional information by way of supporting documents which can be attached as appendices to your proposal. If your organisation has a work plan, a diagram explaining how the staff works together, or any other document that you think will help the funder understand the organisation or the work, you can include it here.

There may be certain documents that the funder requires. These generally include the following:

- Registration documents
- Governance Documents (how is your organisation run or what are the rules of your organisation? This may include bylaws, articles of incorporation, etc.)
- Listing of all of the staff and members of the board of directors
- Audited financial statements and operating budget (other sources of funding or donations)
- Biographies of key members of the organisation or who will be doing the work
- Work plans, activity plans.

If you do not have one of these documents, and it is requested, you can explain why you do not.

For example, if you only have one donor currently you could include your financial report for that donor in place of audited financial statements. You may not have a strategic plan, but you may have a work plan. Include what you have or provide a timeline for when you will have the requested materials (e.g. if you are in the process of opening a bank account).

6. ADDITIONAL RESOURCES

Publications:

International HIV/AIDS Alliance Raising Funds And Mobilising Resources For HIV/AIDS Work: A Toolkit To Support NGOs/CBOs: <https://www.hivpolicy.org/Library/HPP000591.pdf>

Stacey, M., Hikuam, F., Chingore-Munazvo, N., Ofield-Kerr, A. & Armstrong, R. (2020). Expanding Needs, Diminishing Means, AIDS and Rights Alliance of Southern Africa (ARASA): <https://arasa.info/research-reports-2/>

GATE: Cavallo, S. (2020). Proposal Writing Toolkit: <https://gate.ngo/wp-content/uploads/2020/12/Proposal-Writing-Tool.pdf>

Videos:

The Art of Crowdfunding: <https://youtu.be/m-ohvILPjy8>

Find Your Funder: https://youtu.be/Shclyq_YOsl

Effectively Responding to Funding Application Questions: <https://youtu.be/TmulZfdqHYA>

Engaging Corporates for Funding : <https://youtu.be/HuXKSG3wk-o>

7. END NOTES

¹Stacey, M., Hikuam, F., Chingore-Munazvo, N., Ofield-Kerr, A. & Armstrong, R. (2020). Expanding Needs, Diminishing Means, AIDS and Rights Alliance of Southern Africa (ARASA).

²ibid

³This section has been adapted from the International HIV/AIDS Alliance “Raising Funds and Mobilising Resources for HIV/AIDS Work: A Toolkit to Support NGOs/CBOs” available at <https://www.hivpolicy.org/Library/HPP000591.pdf>

⁴Stacey, M., Hikuam, F. Et al op cit

⁵ntrac.org/sustainable-ngo-resourcing-matters/

⁶Adapted from WASCI ‘History made in Sierra Leone as Sierra Leoneans raised over £100,000 to combat rape’. Available at <https://wacsi.org/wp-content/uploads/2021/09/history-sierra.pdf>

⁷The Survivors Solidarity Fund partners consisted of women’s groups, private companies, survivor leaders’ groups and feminist organisations, including the 50/50 Women’s Group, Easy Solar, Mercury International, Salone Adolescent Girls Network, Girls Plus, Femme Collective and the Friends of Sierra Leone Adolescent Girls Network.

⁸These organisations are as follows: (1) LAWYERS (an association of female lawyers) used the funds to provide a safe space for prosecutors to meet with witnesses and survivors, and to make it easier for them to come to court during hearings. (2) SMART Women’s Initiative established sign language training for service providers who combat sexual and gender-based violence, so the needs of survivors who are speech or hearing impaired are better met. (3) Rainbo Initiative used the money to distribute dignity kits to survivors attending Rainbo sexual assault centres in Freetown, Kono, Kenema, Makeni and Bo. Each kit contains a transport refund, sanitary pad, towel, clothing, lappa, soft toys, underwear and toiletries. (4) Aberdeen Women’s Center set up a child-friendly space to address the medical and psychosocial needs of child survivors.

⁹This section has been adapted from GATE: Cavallo, S. (2020). Proposal Writing Toolkit.