

Resource Mobilization

Hawassa, Ethiopia
7-10 March 2011



Session Objectives

- Learn about strategies for fundraising and applying for funding.
- Understand different USG funding mechanisms and competitive processes.

Exercises

- 10.1—Project Portfolio Matrix
- 10.2—NGO Capability Statement

Getting Started

When considering future funding, it is important to know your organization, have a clear mission and vision, and understand what you do well.



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Useful Assessment Processes

- Strategic Planning
- Project Portfolio Analysis
- Institutional Development Framework
- Project Performance Evaluations



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Five Tips for Seeking Funding

1. Apply for a reasonable and appropriate amount of funding.
2. Provide specifics in proposals, but be concise.
3. Build a network of partners.
4. Be precise when responding to solicitations.
5. Start pilot projects with private funds if possible.

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Five Tips for Seeking Funding

1. Apply for a reasonable and appropriate amount of funding.

- Consider both the available funds under the solicitation and the absorptive capacity of your organization.
- Be wary of seeking funding that is too large or too small.



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Five Tips for Seeking Funding

2. Provide specifics in proposals but be concise.

- Do not just state *what* you will do, but *how* you will do it.
- Do not confuse proposal length with proposal quality.
- Consider using external reviewers for proposals.



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Five Tips for Seeking Funding

3. Build a network of partners.

- Networks are a means for gathering intelligence and building awareness about your organization.
- Seek partners with similar values but complementary strengths.



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Five Tips for Seeking Funding

4. Be precise when responding to solicitations.

- Review solicitations and make checklists of requirements (page limits, deadlines, submission instructions, etc.)
- Pay close attention to eligibility criteria, application scoring methods and application requirements.



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Five Tips for Seeking Funding

5. Start pilot projects with private funds if possible.

- Privately-funded pilots are an ideal method to examine a risky or innovative approach.
- Privately-funded pilots allow NGOs to help shape a donor's agenda rather than just respond.



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Exercise 10.1—Project Portfolio Matrix

Objective: To facilitate an analysis of an organization’s project portfolio and help determine what, if any, funding gaps exist.

Instructions: The exercise handout contains a blank project portfolio matrix template. Please fill in the template, and then discuss the reflection questions.

Project Name	Donor	Location(s)	Partner	Development Status	Sector(s)	Start & End dates	Project Value \$-LOP			Activity Description
							Cost Share	Donor	Total	
Partnership to Advance Community-Based Education	USAID	Shahrak, Tulak, & Chaghcharam/ Herat Sites	N/A	Funded	Education	April 06 - March 2011	\$648,143	\$2,498,275	\$3,146,418	Creation and management of community based schools for a five year period
Community Based Education in Ghor	Lithuania MEA	Dulaina & Dulayyar	MoE	Proposed	Education	April 07- March 10	\$90,000	\$580,000	\$670,000	Replication of the above project in two additional districts for a three year period.
EU Poverty Reduction	EU	Dulaina, Dulayyar, & Chaghcharam	AAD	concept note	WSM/SHG	Dec 07-Dec10	€ 250,000	€ 750,000	€ 1,000,000	This project proposed WSM management activities, SHG activities, and creation of a local NGO
Village-Based Watershed Restoration in Ghor Province	USAID	Shahrak & Tulak	N/A	Funded	WSM	Jan 8, 2007 - Jan 7 2009	\$184,387	\$592,056	\$776,443	Watershed Management with an emphasis on community mobilization and biodiversity
Livestock and Livelihoods	USAID-LGCT	Shahrak, Tulak, & Chaghcharam	MAI	pipeline	WSM	March 07-08	\$40,000	\$150,000	\$190,000	Watershed management with an emphasis on livestock health and nutrition, also embeds MAI staff within CRS for implementation
Watershed rehabilitation in Afghanistan	World Bank	Shahrak & Tulak	RAADA	Funded	WSM	Jun. 21 2006- Mar. 31 2008	\$35,000	\$140,790	\$175,790	Micro-irrigation and research on watershed management in Ghor
SHG and women enterprise development in Herat and Ghor Province	CAFOD	Shahrak & Tulak	N/A	Funded	Women/ SHG	Apr. 2006 - July 2007		\$87,486	\$87,486	formation and matching grants to women-focused SHGs

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Key Terms in USG Funding

- Acquisition and Assistance
- Cooperative Agreements and Grants
- Contracts



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Solicitation Mechanisms

Annual Program Statement (APS)

- Allows for multiple awards
- Applicants propose intervention to address a stated theme
- Proposals often accepted on a rolling basis

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Solicitation Mechanisms

Request for Applications (RFA)

- Most common NGO funding source
- Usually highly competitive
- Mechanism for Grants/Cooperative Agreements

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Solicitation Mechanisms

Request for Proposals (RFP)

- Acquisition instrument
- Commonly used for for-profit companies
- Mechanism for contracts

Other Solicitation Mechanisms

- Re-Competes or Re-Bids
- Multiple-Stage Competitions
- Subgranting Mechanisms
- Extensions/Modifications to Current Awards
(increases in funding, scope of work, etc.)

Comparing Program Implementation and Resource Mobilization

Program Implementation	VS	Resource Mobilization
Project Management	Core Skill Sets	Marketing
Project Stakeholders	Key Relationships	Donors & Potential Partners
Beneficiaries Needs	Orientation	Donor Needs
Defined Period	Timeline	Ongoing
Descriptive	Narrative Style	Persuasive
Procurement/Finance	Compliance Issues	Solicitation Guidelines

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Marketing Definition

"Marketing is an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders."

-The American Marketing Association

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Marketing Process

- Analyze opportunities
- Identify target markets
- Design effective strategies
- Take action to bring strategies to life

Marketing Process

- Frequency of the process depends on many factors.
- Often burdensome, invest in adaptable strategies.
- Should never happen in isolation—all areas of the organization need to give appropriate and timely input.

Common NGO Marketing Strategies

Geographical Experience

- Extensive knowledge of local political, cultural, and linguistic context
- Staff and offices on the ground and ready to go



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Common NGO Marketing Strategies

Technical Expertise

- Specific sectoral focus (climate change, HIV/AIDS, etc.)
- Credible skills and experience



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Common NGO Marketing Strategies

Demographic Expertise

- Focus on serving distinct demographic groups, such as women, children, ethnic minorities, or high-risk populations
- Similar to technical expertise, credibility is key



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Common NGO Marketing Strategies

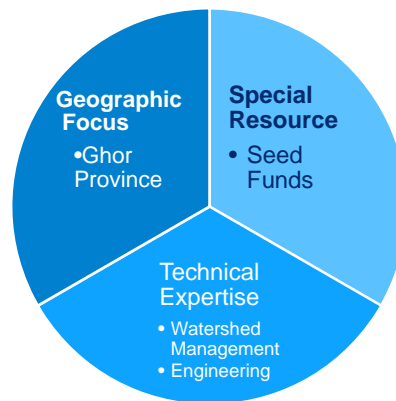
Special Resource Leveraging

- Large volunteer base
- Unrestricted funding sources
- Attachment to a university or corporation
- Seed funding



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Marketing Strategy Example: CRS Afghanistan



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Take Action - Capability Statement

Purposes of a Capability Statement

- Required for many project applications
- A door-opener to new agencies
- Communicate qualification and past performance
- Set your organization apart from others

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Take Action - Capability Statement

Five Key Areas of a Capability Statement

1. Core Competencies
2. Past Performance
3. Differentiators
4. Organizational Data
5. Contact Information

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Take Action - Capability Statement

Tips for a successful Capability Statement

- ✓ Keep it brief, 1-2 pages max.
- ✓ Use short sentences, bullet points
- ✓ Create in Microsoft Word but distribute in PDF
- ✓ Use organization's logo and branding for easy recognition

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Example Capability Statement

Good

- ✓ Concise, allows for quick visual scanning
- ✓ Clear topical headings
- ✓ Visual design is consistent with webpage

But

- No individual contact info
- No qualifications

Capacity Development Agency

Training Offerings

About Capacity Development Agency
Capacity Development Agency is a center within Salephera Consulting Ltd, which focuses on strengthening organizations through coaching, training and leadership development, improvement of systems and processes and increased governance capabilities. The center draws on Salephera Consulting's thirteen year, 200+ project history of successful consulting, while highlighting the company's commitment to helping local organizations achieve maximum impact.

About Our Training
Training sessions are co-facilitated by teams of Malaysian professionals and Malawi based experts, all of whom have experience working locally and abroad. This ensures that training teams are culturally adept, while simultaneously able to draw on a broad knowledge of best practices.

Our core values ensure that trainings will be fully in line with your organizations needs:

- **Collaboration:** CDA works closely with your organization throughout the process to make certain that our work has appropriate, targeted, and lasting impact.
- **Balance:** We take into account the need for theory vs. practice, individual mastery vs. team growth, new processes vs. adaptation of old systems and more in finding the ideal balance for you!
- **Learner-Centered:** All of CDA's human resource work is interactive and designed to increase knowledge and skill retention, motivation and team building.

Sample Offerings
The following sample topics illustrate the range of knowledge available among Capacity Development Agency's core facilitators and associates. All sessions are customized for individual organizations. We are also more than happy to develop related sessions upon request.

Sample Executive Level Sessions
Executive Decision Making in the Malawian Context
Managing a Board of Trustees or Advisors
Systems and Procedures for Accountability
Leadership in a Tight Economy: Balancing Priorities
Staying On Track: Sticking To Your Strategic Plan
Dealing with Donors: Reporting and Managing Relationships
External Relationships and Organizational Positioning

Achieving Impact
Designing and Implementing an Evaluation Plan
Learning from Your Evaluation Metrics
Getting the Most out of Consultants

+265 (0) 991 359 389 / +265 (0) 1 923 106 / Private Bag 152, Lilongwe, Malawi
www.salepheraconsulting.com / capacitydevelopment@salephera.com

Example Capability Statement

Good

- ✓ Logo and branding
- ✓ Individual contact info
- ✓ Past experience & qualifications

But

- Large paragraphs
- Too long... 116 pages!!
- No differentiators

SALEPHERA CONSULTING LTD PROFILE AND CAPABILITY STATEMENT

COMPANY PROFILE

SALEPHERA CONSULTING LTD PROFILE AND CAPABILITY STATEMENT

SALEPHERA CONSULTING LTD is a professional consulting firm that works in partnership with Non-Governmental Organizations, Government Departments, Private Companies, United Nations and Donor Agencies to facilitate Process, Organizational And Institutional Development, Management And Performance Programs, Social Research and Services that promote professionalism, excellence and quality.

Salephera Consulting Ltd provides innovative consultancy services to various organizations based on partnership and a human - centered approach responsive to the advanced learning agendas of organizations' leadership teams; and for institutional capacity building work that is collaboratively constructed for enduring consequences.

SALEPHERA Consulting is inspired by a vision of Social Operations: Human Resources and Institutions that are professionally well developed for Quality and Excellence in what they do.

We are known for having meaningful relationships with our partners based on trust, integrity, quality products and good value for money. We show gratitude and excellence in all our dealings. Our emphasis is on Values, Attitudes and Principles that govern positive organizational development, management and personal growth.

Participating in SALEPHERA CONSULTING Ltd's work enables individuals and organizations to discover and heighten their capabilities and potential to continuously learn, change and innovate. This results in the effective performance and delivery of services and achievement of corporate vision and goals.

SALEPHERA CONSULTING Ltd services and training programs have a common theme of enhancing partnerships. This emphasis on partnership, especially with our clients, grows out of observations, learning, participant feedback and changing priorities of the market, donors and the professional environment that all point to the lesson that effective progress and development require cooperation among diverse constituencies to confront challenges more can successfully address alone. Each of our services and training programs can be customized to meet the specific needs of an organization or a group of organizations. We work with local trainers or facilitators to ensure sustainability and assist follow-up activities. SALEPHERA CONSULTING Ltd's goal is to encourage and support its partners to build and maintain organizational and individual capacities in order to promote sustainable, long-term development. This is accomplished through services and programs that:

- Build individual capacities of NGO, Government and Company leaders engaged in managing partnership development and organizational change

Salephera Consulting Ltd Company Profile and Capability Statement: September 2010 11

Exercise 10.2—Revise Your Capability Statement

Objective: To apply session content by revising your organization’s existing capability statement or beginning work on a new one.

Instructions: Each organization should revise its capability statement. Begin first by identifying the intended target audience and purpose of the statement (e.g. exploring potential partnerships, responding to a project solicitation, etc.).



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Researching Funding Opportunities

USG Specific

- Grants.gov - <http://www.grants.gov>
- Federal Business Opportunities - <http://www.fbo.gov>

Funding Announcements & Job Postings

- Devex - <http://www.devex.com>

Foundations and other donors

- Michigan State University's The Funding Center - <http://staff.lib.msu.edu/harris23/grants/privint.htm>

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Summary

In this session we:

- Learned about strategies for fundraising and applying for funding.
- Discussed different USG funding mechanisms and competitive processes.

Questions and Comments



Thank you

Acknowledgements:

- The Essential NGO Guide to Managing Your USAID Award: *Chapter 9, Seeking Future Funding*
- *How to Write a Powerful Capability Statement For Government Contractors*- Gloria Berthold
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- Capacity Development Agency