

TRAINING OF TRAINERS

**RESOURCE
MOBILIZATION**

**30TH APRIL – 4TH MAY
2007**

Background

Pakistan national AIDS Consortium (PNAC) is a non-profit civil society organization which acts as an umbrella to provincial consortia. The major project of PNAC is TAMEER which means “to build”.

One of the main components of TAMEER project is capacity building of NGOs working on grass root level for HIV and AIDS awareness, prevention or control. As part of the capacity building component PNAC conducts training of trainers (ToT).

ToT is an activity which has representation from each consortium of PNAC. All participants of ToT are carefully evaluated and each consortium is expected to replicate the training using the participants in ToT as facilitators. This replication assures that every ToT is replicated 2 times in each consortium with the exception of Kashmir AIDS Consortium and Northern Areas AIDS Control Consortium which replicate the training once. Following this route the message conveyed in ToT trickles down to provincial and regional level where NGOs are provided with relevant knowledge which is needed to work at grass root level.

Aim:

The aim of the training was to build the capacity of member NGOs and consortia in terms of conceptualizing, understanding and practically mobilizing resources for HIV and AIDS work.

DAY 1

The training started at 9:00 am at Hotel Margala, Islamabad. The session which inaugurated the training was the opening ceremony. It constituted introduction and formal opening by Yusra Qadir; ATC where the participants were welcomed and PNAC and TAMEER were introduced. It was explained that this training is being conducted for the capacity building of member NGOs.

Mr. Anwar Naeem; Resource Mobilization Officer also expressed his opinion in the inaugural session He reflected that ToT is an important component of TAMEER and it is very necessary for the effects of these ToTs to trickle down to grass root level for better implementation of projects and greater impact of interventions.

Mr. Aftab Ahmed Awan; National Manager welcomed the participants and assured the participants full support of PNAC during the training and follow up of training. He said he hoped that the training will be beneficial for the participants and their time for the training will be worthwhile.

After the formal inaugural the participants were given detailed session plan for 5 days and a pre-test. The pre-test tested basic knowledge about Resource mobilization to determine the level of the participants. The participants were explained that this pre-test was not checking their knowledge or any type of evaluation but just a rough scale to measure what wavelength the facilitator should take in his facilitation strategy.

The pre-test led to a formal round of introductions. The session was conducted by Yusra Qadir. The participants were divided into 4 groups and were given a flip chart and marker. Participants were also provided with a format which was requested to be filled. The format was as follows:

Name	Organization	Mood
.....	😊

**Format for participants
Introduction session**

The participants filled in the above format in groups. The flip charts from each group were recollected and the participants gathered where different participants introduced each other by reading off the flip chart and guessing the mood of the particular individual.

The introduction session's informal approach gave participants insight towards each other and laid foundations for a friendly and enabling environment for training. The introductions led to tea.

Tea Break

After returning from tea break the participants were asked to brainstorm over the term “resource mobilization”. The participants were divided into groups and they reflected on what they understood by resource mobilization. They came up with various key concepts regarding the term such as resources, resource providers, causes, objectives and process etc.

The participants collated a definition using the key concepts identified by them. They then presented their definitions and gave feedback to each other. After this activity the proper definition of resource mobilization was shown to the participants. The definition is given below:

Definition of Resource Mobilization

Resource mobilization’ is the process of getting resources from resource providers, using different mechanisms, to implement the organizations’ work for achieving the pre-determined organizational goal.

The definition was again broken up into 3 main concepts which are under stated:

- Resources
- Goal/Cause
- Process

The participants were given flip charts and markers and they identified attributes of each of the above stated concept. The participants came up with various attributes and examples. The aim of the activity was to get the participants to write what they understood by the above stated terms.

The facilitator then further clarified the concepts crucial for gaining a clear understanding of resource mobilization. The group work was aimed at getting participants to understand what the term resource means and what resources are not identified by the participants.

The participants were then again divided into groups and they wrote their concepts about what a resource is. The correct recognition of the aspects and types of a resource are Amongst their groups participants stated a proper consolidated definition of a resource and then identified different types of resources. Amongst these types there was:

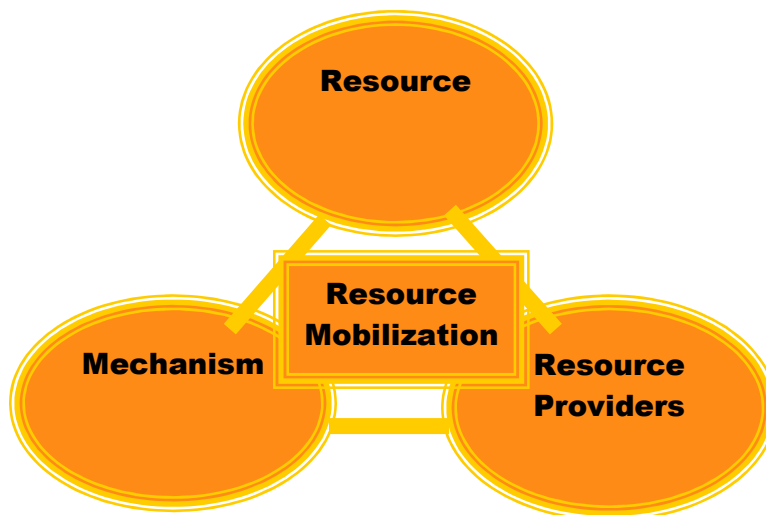
- Human Resource
- Technical Resource
- Asset/Capital

The participants determined that a resource is:

RESOURCE

Any thing/means (physical-tangible/non physical – non tangible) required or required to support the activities of organization to achieve pre-determine organizational goal.

The participants were then shown the conceptual framework of resource mobilization through a diagram:



Lunch

After lunch the participants were again divided into groups and they brainstormed over different mechanisms of resource mobilization. The participants were asked as to how resources can be mobilized and why it is so important to mobilize resources.

The participants agreed that there were many different mechanisms for resource mobilization, some of which mobilize resources at a bigger scale and some at a mini scale. Although resource mobilization has its advantages at all levels.

Amongst their groups the participants mainly highlighted the following mechanisms of resource mobilization:

GROUP 1

1. Mechanisms:
 - a. Fully funded
 - b. Solicited
 - c. Un solicited
 - d. Partial funding
2. Event Management
 - a. Charity
 - b. International/National Days
 - c. Rallies
 - d. Theatre
 - e. Competitions
3. Consultancies:
 - a. Proposal development
 - b. Financial Management
 - c. Training
 - d. Manual preparation
 - e. Trainers pool

4. Service Delivery
 - a. Training centres
 - b. Health services
5. Advocacy
 - a. Partnership
 - b. Networking
 - c. Publications
6. Exchange Programs
 - a. Informal sharing
 - b. Researches
7. Contribution
 - a. Subscription
 - b. Fees
 - c. Donation

Group 2

1. Proposals
 - a. EOIs
 - b. Request for proposals
 - c. Letter of interest sent to donors
2. Fundraising activities
 - a. Concerts, fashion shows, Theatre, dinners
 - b. Fundraising campaigns (media, school/colleges)
 - c. In kind from corporate sector
3. Service charges
 - a. Fees from different institutional sources:
 - i. Resource centre
 - ii. Computer centre
 - iii. Language section

- iv. Technical training centre
- v. Skill development Centre

- 4. NGO Expertise
 - a. Resource person
 - b. Trainers
 - c. Technical support
 - d. Consultants
- 5. Non-Profit Business
 - a. Renting out vehicles
 - b. Buildings
 - c. Parks
 - d. Marriage Halls

Group 3

- 1. Proposals
 - a. Call for proposals (advertised)
 - b. Proposals (applied by organization)
 - i. Concept note
 - ii. EOIs
- 2. Events for fund raising
 - a. Charity shows
 - b. Trainings
 - c. Sports activities
- 3. Sponsorships
 - a. Needle manufacturing companies
 - b. Multinational companies
 - c. Drug manufacturing
- 4. Donations/Charity
 - a. Cash
 - b. Kind

5. Government (public sector) support
6. Business (SBUs)
 - a. Small scale investments
 - b. Interests (bank)
 - c. Micro finance
 - d. Exhibitions
 - e. Sale of magazines (material etc)
 - f. Subscriptions
7. Consultancies/Services
 - a. Training/ Research
 - b. Manual Development
 - c. Service Charges
8. Websites
 - a. Advertisements
9. Fundraising through celebrities

Group 4

1. Project Proposals
2. Concerts
3. Donations
4. Advocacy
5. PPP
6. Philanthropist
7. Consultancies
8. Membership fees
9. Service charges
10. Rental services
11. Savings
12. Linkages/ Coordination
13. Credibility
14. Marketing

DAY 2

Day 2 of the training was initiated by recap of Day 1.

The facilitator discussed resource providers and their priorities with the participants. It was agreed that there can be many potential resource providers although all resource providers do not allocate resources for NGOs and CBOs

Therefore it is extremely important for representatives of NGOs working on developmental issues to convince and attract different donors/resource providers.

The facilitator explained to the participants that there can be different resource providers and their correct identification is extremely important.

The following donors were identified while listing of resource providers:

List of Resource providers

- International / National NGO
- Bilateral & Multilaterals
- Government
- Businessmen
- Individuals
- Community
- Institutions
- Membership Associations

The second step after identification of resource providers is the analysis of priorities of resource providers.

Some motivational factors affecting donors are listed below:

The participants set the priorities of the above listed potential resource providers by allocating them a score from 0 to 5. The group work of the participants is annexed.

The participants were then asked by the trainer to give presentations on their allocation of scores and defend their selected score for each priority.

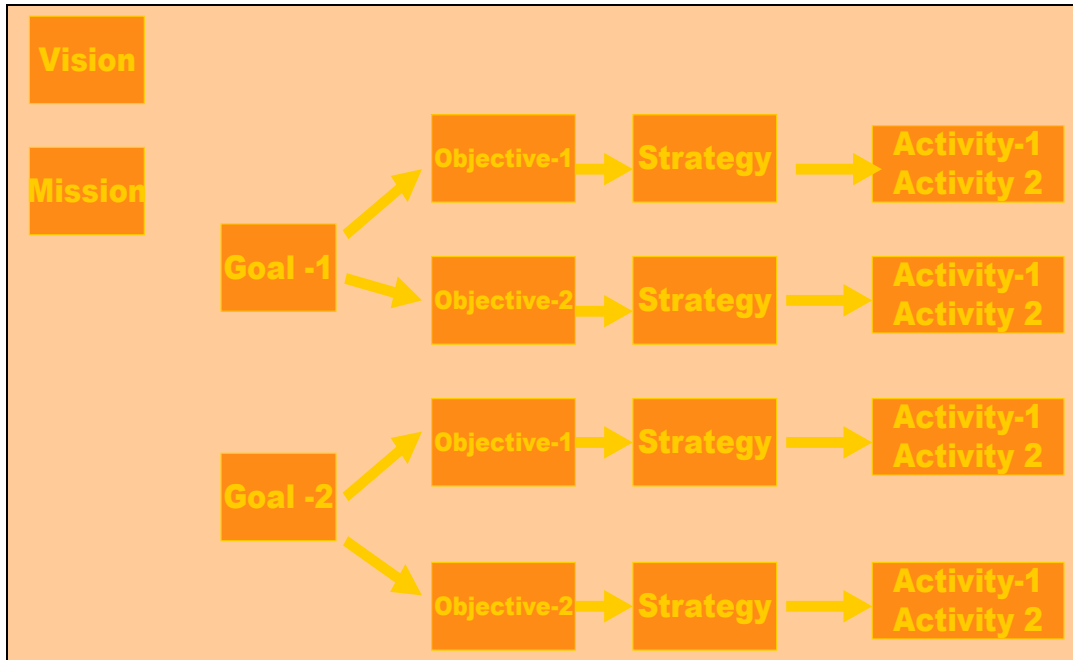
After the presentations, lunch was served.

The trainer; after lunch, explained the participants how important strategic planning is. It was discussed that the strategic visioning; if clear is a major advantage in mobilizing resources. The trainer explained to the participants the process of mobilizing resources started by strategic planning. He also shared some steps with participants which showed how strategic plan leads to resource mobilization step by step.

Identifying steps for planning resource mobilization work

- Step 1: Developing a strategic plan
- Step 2: Reviewing current organizational resource situation and identifying resource gaps
- Step 3: Researching resource mobilization mechanisms
- Step 4: Identifying and researching different resource providers
- Step 5: Preparing and creating a resource mobilization action plan

The participants were told that they had to envision the mission and mandate of their consortia and formulate a strategic plan. He showed them the following model regarding formation of a strategic plan.



The participants were asked to formulate a strategic plan of their resources, their utilization and the mechanisms in which they will bridge the resource gaps. The participants assembled into 5 groups w.r.t their provinces and worked together reviewing current resource of organization/consortium and strategically planning the next five years.

The group work continued till lunch on Day 3. Facilitators were available to assist the groups and provide clarifications to them during the group work. The deliverables mentioned by the facilitator was the vision, mission and mandate of each consortium and a resource review of the organization at present. The groups were to identify where the gaps in resources were and by which activities could the consortium gather funds for sufficing the resources.

DAY 3

LUNCH

After lunch, the group presentations commenced. Each group presented its strategic plan and current resource situation of consortium. The group presentations were given feedback by lead facilitator. The gaps and concerns were identified and groups were shown how to polish their strategic plans.

The presentations of groups have been annexed.

DAY 4

Day 4 commenced by recap of Day 3. A volunteer amongst the participants revised and thus refreshed the major learnings from Day 3 in the minds of all participants.

The first session was facilitated by Mr. Abid Atiq from IWW. His session majorly dealt with preparation to meet resource providers. He posed two questions to the participants:

1. Is it difficult to meet resource providers?
2. What questions can a resource provider ask you?
3. What information should be given to the resource provider/s?

The participants gave feedback on the first question and they said that:

- It is not difficult to meet resource providers
- Resource providers can be met easily but are very difficult to convince
- It depends upon which resource provider you want to meet

- Government is hard to access as resource provider
- It is easy to meet resource providers but it is extremely hard to get resources from resource providers
- It depends upon circumstances etc

The participants of a group were given the question of What information should be given to the resource provider? The responses of the group were:

1. Introduction of individuals/officials
2. Introduction of organization
 - a. Background
 - i. Registration
 - ii. Establishment
 - iii. Vision
 - iv. Objectives
 - b. Geographical area
 - i. Outreach
 - c. Thematic area
 - i. HIV
 - ii. AIDS
 - iii. Advocacy
 - iv. Reproductive Health
3. Achievements
 - a. Successfully implemented programs
 - b. Current Programs
 - c. Current donors
 - d. Beneficiaries
 - e. Target Area
 - i. Outreach
 - f. Resource base

4. Future planning
 - a. Organizational strategy
5. EOI
6. Profile given at the end

The participants had different views regarding the first question according to their unique experiences in the field.

The second question was given to participants as a group exercise. The participants were asked to make groups and jot down on flip charts what difficult questions may donors/resource providers ask them. The participants gave the following outputs after group work:

1. What are your programs with regard to HIV and AIDS?
2. What are your current priorities and existing projects on HIV and AIDS?
3. What is the process of grant?
 - a. Time frame
 - b. Target area
 - c. Budget Limit
4. Do you have any limitations of your grant?
 - a. INGO
 - b. Group
 - c. NGO
5. Who is the concerned person to coordinate with in future?
6. What is the evaluation/decision making process?
7. How is your policy strategy going to impact the epidemic?
8. How will you maintain gender balance within the project?
9. Have you prepared/formulated any code of conduct procedure for the stake holders?

A group also worked on; what questions should the organization ask the resource provider/s in a meeting. Following responses came up:

1. What types of resources can we apply for?
2. What types of resources do you provide?
3. Are you providing resources directly to the implementing organization or indirectly?
4. Have you any prescribed format for grant?
5. Would you like to visit the organization/area?
6. Have you any programs to involve new organizations in the ongoing activities and programs?
7. Do you want any further information about us?

TEA

After tea Mr. Zubair Kayani facilitated a session where the participants were asked to modify their strategic plans into resource mobilization action plans following the five steps of resource mobilization which are given below:

The trainer explained to the participants that the first step towards forming a resource mobilization plan was to develop a strategic plan which the participants had already made. The trainer told them that current resource situation had also been reviewed by group made on Day 2. Therefore, the participants should follow the upper steps in order to create a resource mobilization action plan.

5 Preparing and creating a resource mobilisation action plan

- Conceptualisation
- Assess capabilities and identify institutions
- Assess NGO capability and potential of mechanisms
- Mapping resource providers
- Identification of the mechanisms to get resources

4 Identifying and researching different resource providers

- Resource mobilisation, linking and farming out to different funders (for example, different activities to different resource providers)
- Identification of resource providers
- Looking for alternative funders
- Classifying resource providers
- Research details of resource providers

3 Researching resource mobilisation mechanisms

2 Reviewing current organisational resource situation and identifying resource gaps

- Identifying resources needed
- Analysis of what might be needed in the near future

1 Developing a strategic plan

- Review strategic plan
- Programme development
- Needs assessment (participatory)

STEPS FOR RESOURCE MOBILIZATION

The participants were then again divided into groups till 4:00 pm for formulating the resource mobilization plan.

The last session of the day was facilitated by Mr. Anwar Naeem and his session was titled “writing and following up a winning proposal”. The participants broke up from group work and assembled

The presentation on development and following up a winning proposal by Anwar Naeem
It was divided in 2 parts:

1. Developing a proposal
(Structure & contents)

2. Following up a proposal

The participants were explained that there are different sections for the development of a proposal. These sections are as follows:

Sections of a proposal

Section A: Organizational information and proposal summary

Section B: Rationale for the proposed work

Section C: Project design

Section D: Management and implementation

Section E: Monitoring, learning and dissemination of the findings

Section F: Risk factors to be considered

Section G: Budgetary information and explanation

The participants were explained the contents of each section and what aspects should be taken care of under each section. The presentation has been annexed.

The presentation also showed the participants how relationships with donors can/ should be maintained. Some important points are listed below:

- Invite them officially to key events
- Send them publications
- Visit them to provide up dates
- Invite them to informal meetings and social events
- Send them progress reports
- Ask them for advice and additional information
- Invite them on field visits/workshops
- Use their products/tools for our work
- Include their logos and acknowledge their contributions
- Provide interesting information and pictures
- Organize joint activities e.g. research, exhibitions

The participants were also told that the donor may not have responded to a proposal due to the following reasons:

- ✓ The resource provider has been too busy
- ✓ The resource provider has forgotten about the proposal
- ✓ The proposal did not arrive or did not reach the right person in the organization
- ✓ The contact person has changed
- ✓ The current deadline has passed and the proposal will be considered in the next round
- ✓ The NGO did not provide contact details correctly
- ✓ The resource provider needs additional information

- ✓ A committee has to meet to discuss the proposal
- ✓ The resource provider is checking other references about the organization

Another important aspect focused by the facilitator was how a proposal should be followed up. Following are the points listed:

- ✓ telephone the contact person
- ✓ Write a letter
- ✓ Send an Email
- ✓ Meet the contact person
- ✓ Ask informally during chance meeting
- ✓ Ask a friend in the organization to follow up
- ✓ Send additional information
- ✓ Send a greeting card on special occasions
- ✓ Ask the secretary of the contact person
- ✓ Ask other organizations if they have received a reply (if the resource provider follows a set funding cycle)

DAY 5

The last day of the training constituted the presentation of all provinces on their resource mobilization action plans. The facilitator and experts commented upon where improvements could be made. The resulting resource mobilization work plans were an asset for the consortium.

After presentations concluded a formal closing ceremony followed. A panel of the following individuals was on the panel:

1. Mr. Anwar Naeem
2. Mr. Aftab Ahmed Awan
3. Mr. Raja Khalid Mehmood
4. Mr. Abid Atiq
5. Mr. Zubair Kayani

Certificates were distributed amongst the participants and comments and feedback from the participants were taken on the training.

Overall, the training was quite successful and the key output was the resource mobilization plan for each province which was formulated within 5 days of the training.