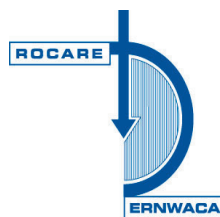


# Educational Research Network for West and Central Africa



## RESOURCE MOBILISATION

Practical mini-guide for  
ERNWACA



This guide was designed and disseminated by the Education Research Network for  
West and Central Africa (ERNWACA)

November 2010

For more information, please contact us at the following address:

**ERNWACA Regional Coordination**

in Hamdallaye, ACI 2000, Street 409, Gate 280, Bamako – MALI.

Phone (+223) 20 22 16 12

Fax (+223) 20 21 2115

Email : [info@rocare.org](mailto:info@rocare.org)

Website : [www.rocare.org](http://www.rocare.org) / [www.ernwaca.org](http://www.ernwaca.org)

# RESOURCE MOBILISATION

## Practical Mini-Guide for ERNWACA



### TABLE OF CONTENT

Presentation of the guide	4
Introduction	6
Resource mobilisation: definition and components	7
ERNWACA resources	7
Resource mobilisation mechanisms	8
ERNWACA partners	8
Stages of resource mobilisation	9
Keys to success	13
References	16



## **Presentation of the guide**

### **What is this guide used for?**

This guide is an ERNWACA accompanying document of a resource mobilisation approach at the regional and national level, whose stakes are the development and perpetuation of the network, the revitalization of the national chapters, the establishment of a culture of collaboration between members of national chapters and the staff of the regional coordination, and the reduction of the financial dependency of national chapters on the Regional Coordination. This guide proposes solutions to the challenges of human, material and financial resource mobilisation and the involvement of national chapters in the development of a vision of change and the execution of quality improvement projects of the working environment and research.

### **For whom is this guide intended?**

This guide is intended for:

- ERNWACA staff,
- National Chapters of the network,
- Active members eager to work for the development and visibility of the network.

### **Which approach is proposed?**

This guide proposes a national chapter's facilitation approach based on resource mobilisation theories and practices, to vitalize the participation of members, the involvement of voluntary workers and proposes to the latter the means and tools to be active leaders of their development. The proposed approach encourages that the national chapters progressively takeover their needs and their future. This type of approach confirms that it is necessary to bank on individuals' potential, national networks and local resources so as to take control over the network's development issues. This approach attempts to empower, give means and support to national chapters to actualize their potentials. The strategies associated with this approach help in stimulating the willingness to change and enhancing the capacity to act both at national and regional level.

### **What new and different contribution does this guide introduce?**

After reading this guide, stakeholders of the network should be able to have a better understanding of:

The notion of « resource mobilisation» generally associated to the sole concept of « fund raising» ;

- The 'importance of a strategic plan;
- Their role in the resource mobilisation process;
- The place of partners in the resource mobilisation process.

The guide is divided into two major parts: resource mobilisation: definition and components, and the stages of resource mobilisation. The guide concludes with an indication of practical advice described as « keys to success».

## Introduction

The opening of ERNWACA to the international environment with challenges linked to education, as well as the issues of development and partnership calls for the network to make responses and alternatives adapted to the needs of the changing environment.

An analysis of needs of national chapters following the case study conducted in 2006 and the prospective assessment of the 2005-2010 action plan conducted in 2010, brought out significant human, technical and financial resource needs. One of the most glaring elements was the lack of planning of the guidance and intervention strategies of most national coordinations in the countries concerned.

Following this analysis, some proposals were made to increase resource mobilisation capacity within the network:

- Devolve responsibilities upon one person at the level of the Regional Coordination, to be in charge of resource mobilisation
- Devolve responsibilities upon one person in each National Coordination office to be in charge of resource mobilisation
- Inform and sensitise ERNWACA members on the standards and rules of networking.
- Organise training seminars in resource mobilisation for members of resource mobilisation national committees
- Sensitise members to pay contributions regularly.
- Strengthen National chapters by choosing persons based on competence and not according to affinities.
- Build the capacities of National chapters on the design and development of research projects.
- Increase the participation of National chapters in the taking of important decisions within the network.
- Define a common resource mobilisation policy within the network.
- Increase the network's visibility activities.
- Application of the guiding principles in the the "Mangement Guide of ERNWACA"

## Resource mobilisation: definition and components

Resource mobilisation is all the means that an organisation should acquire to implement its action plan. It goes beyond fund raising. It entails obtaining various resources from a multitude of partners, by different means. Thus resource mobilisation could be seen as a combination between:

- **Resources:** elements necessary for the running of an organisation.
- **Mechanisms:** means which make it possible to obtain resources directly.
- **Partners:** persons and/or institutions providing resources.

There is no project without resources

## ERNWACA resources

ERNWACA's useful resources:

- **Human resources**

These are voluntary members and/or beneficiaries.

- **Logistic resources**

These are equipment, real estate and premises.

- **Technical resources**

These could be in the form of assistance for the direction of a study or the implementation of a project.

- **Financial resources**

These are funds, costs of membership, grants, and contributions from "ERNWACA friends".

It is important to note that having the sufficient financial resources is one of the key conditions that national chapters need for their sustainability.

## Resource mobilisation mechanisms

Resource mobilisation mechanisms are the methods used to obtain resources from partners identified beforehand.

Communication, sensitisation and scientific publications are among others the essential mechanisms to be adopted by ERNWACA for resource mobilisation. These three elements make it possible to arouse the interest of the target public and partners. The identification of resource mobilisation mechanisms enables the network diversify its approaches beyond drafting of requests. These mechanisms depend largely on the context and subsequently different from one country to another. They are:

### Requests for funds and solicited gifts

- Project proposal
- Correspondences/E-mails
- Direct contacts (meetings, visits, etc).



### Special events

- Organisation of ERNWACA cafés, research days, conferences, gala evenings, etc.



### Voluntary contributions

- New members, ERNWACA's friends, and sponsors



## ERNWACA partners

The word « partner » is a general name for « a provider of resources » who is a player capable of supplying a given organisation the resources useful for its running and intervention. ERNWACA works with several types of partners : scientific, technical, financial, political.

It is important at this stage to note that one partner can provide ERNWACA a range of resources (technical, human, material, logistic and financial), but that a donor or financial partner provides the network



only with financial resources.

Generally speaking, ERNWACA's partners are universities, research and educational institutions, international NGOs, bilateral and multilateral organisations, national governments (Ministries of Education), private donors and individuals.

Good communication of the network's vision, mission and objectives helps to motivate partners. It is recommended that requests be forwarded in a way that shows the partner's interest.

It is advisable to avoid merely forwarding only requests for funds to partners. It is recommended that at the end of a project, the impact linked to the supplies from the various partners should be analyzed.

It is generally advisable to avoid generalizations regarding the motivations of the different partners interested in the network

## Stages of resource mobilisation

The development and adoption of an adapted resource mobilisation strategy requires careful planning based on a set of different but complementary stages. The order and importance of these stages may vary according to the type of partners, according to the mobilisation capacities that a national coordination unit has and according to the intervention context and goals that a national chapter has set. Stages of resource mobilisation could be defined as follows:

### Developing a strategic plan

- Developing a strategic plan from the network's vision
- Developing an action plan from the major orientations of the network.
- Establishing a budget for the action plan

### Reviewing the current situation of resources and identifying shortcomings

- Analyzing the current situation of resources within the national chapter concerned

- Assessing the sustainability of the current resources of the national chapter.
- Needs assessment
- Identifying and examining the different resource mobilisation mechanisms

### **Identifying and seeking for potential financial partners or « donors»**

- Drawing up a list of potential donors.
- Inquiring about the areas of intervention of potential donors.

### **Preparing and drawing up a resource mobilisation plan**

- Relating the resource needs of the national chapter with potential donors.
- Preparing a resource mobilisation action plan.

### **Developing a strategic plan**

If it is true that all ERNWACA national chapters do not have a strategic plan, most of them are capable of expressing their needs and explaining why and how they are going to acquire the resources necessary.

Strategic planning is defined as the information planning and organization process.

A strategic plan generally extends over a period of between 3 and 5 years, and is both a tool which makes it possible to plan the future job and a means to record information so as to refer to it subsequently. It should be realistic and feasible.

It is useful to try classifying the order of objectives in a strategic plan according to their importance, so as to increase the chances of achieving an overall mission. It is important to break down the general objective into specific objectives that would be classified by order of priority.

The greatest success of a strategic mission is not always to have achieved all the projects planned; but succeed in including all the key stakeholders in the decision process relating to local development

## Reviewing the current situation of resources and identifying needs in relation with the strategic plan

It is important for each national chapter to assess the resources it has, so as to properly plan resource mobilisation, hence the considerable importance that should be given to the sustainability and viability of current resources and the relating conditions. By comparing the resources that a national chapter has with those it wishes to have (strategic plan), it is possible to identify resource needs. These needs could thus serve as the basis for a strategic action plan for resource mobilisation.

## Identifying and examining the different resource mobilisation mechanisms

Each resource mobilisation mechanism requires different competences. Insofar as each national chapter has different competences, it is important to determine which competences are required for each mechanism, so that members of the committee would be able to choose the appropriate mechanisms.

It is important to take into consideration the time and budget necessary for each resource mobilisation mechanism to make sure that human and financial resources are also available to carry out the activity.

The advantages and weaknesses of each mechanism are often linked to time, budget and skills required and sometimes to the approach and methodology. Once the strengths and weaknesses are identified for each mechanism, it is important to take time to examine them before investing one's time, money and energy to adopt one mechanism or the other.

## Identifying and seeking for different partners

By identifying the different partners existing at the local level, each coordination unit is led to primarily seek information on the said partners (areas of intervention, field of interest, procedures, etc.), and later

proceed to allocating research needs in relation potential partners.

### **Preparing and drawing up a resource mobilisation plan**

Once a national coordination has identified its lacking resources for its mission, its goals and objectives, it should identify which partners could potentially meet these needs. This process also helps in determining specific needs and giving priority to resource mobilisation in the action plan.

It is essential to recruit human resources capable of identifying partners appropriate in meeting its needs.

### **Increasing the efficiency of meetings with partners**

Requests for funds, for payment of participations during conferences, seminars and social events are common occasions where assistance can be requested from partners.

Please note that one of the most efficient ways is the face to face meeting with partners, in a bid to attentively clarify them and to enable them to properly understand the network's activities. It is advisable to systematically integrate meetings with partners into the activity schedule of the resource mobilisation plan.

We recommend potential partners and thus will have more chance of being supported.

It is important to give a good impression to partners during the face to face meeting.

## KEYS TO SUCCESS

Some advice from the collective experience of the staff of the Regional Coordination to optimize your resource mobilisation strategy

- Legitimacy – transparency – credibility are key components.
- Diversity of sources of funding is a guarantee for financial sustainability
- Maintain the relation and reassert the value of donors by various strategies.
- Partners support an organization whose mission and action plan are complementary to theirs



- Thank sponsors, partners and staff involved.
- There is no « miracle » solution in resource mobilisation.
- Aptitude to give does not necessarily mean the willingness to do so.



- First and foremost, set up a resource mobilisation committee.
- Conduct some preliminary research on the partner before meeting him.
- Try to determine what motivates.
- Do not conduct so much research – act.

- Persist in your efforts.
- Opt for a face to face meeting with the partner with ONE or TWO other members of the Committee.
- Participate regularly in various conferences.
- Do not take anything for granted.
- Organise regular meetings to take stock.
- Appeal to academics and other local personalities
- Bring into play prestigious relations and leading experts.
- Always have an amount at the tip of your lips.
- Display flexibility during the first stages.
- Establish links with beneficiary governments and make advertisement on this topic
- Appeal to policy makers when necessary.
- Do not let yourself to be influenced by refs.
- Publicly acknowledge the merit of those who assist you.



**RELIABLE AND REALISTIC ACTION PLAN**  
**+**  
**EFFICIENCY IN THE ACCOMPLISHMENT OF THE**  
**RESOURCE MOBILISATION PROCESS**  
**=**  
**SUCCESS GUARANTEED!**



**REFERENCES**

A Practical Guide for Research and Community-Based Organizations, [www.idrc.ca/fr/ev-140060-201-1-DO\\_TOPIC.html](http://www.idrc.ca/fr/ev-140060-201-1-DO_TOPIC.html)

[Guide pratique sur la mobilisation des équipes pour le développement durable, www.mondepublic.fr/rh/guide-pratique-sur-la-mobilisation-des-equipes-pour-le-developpement-durable/](http://www.mondepublic.fr/rh/guide-pratique-sur-la-mobilisation-des-equipes-pour-le-developpement-durable/)

The 28th International Fundraising Congress, 14-17 October 2008, Amsterdam, NH  
Leeuwenhorst Hotel, Netherlands

Atelier CRDI de formation en mobilisation des ressources, 21-23 novembre 2005, Saly  
Portudal, Sénégal

Atelier CRDI de formation en Expansion des Ressources, 3-5 mai 2004, Mbodiène, Sénégal