



Hadis

Habiba Dangana Foundation
Giving a head Start in life



RESOURCE MOBILISATION STRATEGY

2018 – 2020

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List of Acronyms

AWDF	African Women's Development Fund
BoT	Board of Trustees
Hadis	Habiba Dangana Foundation
M & E	Monitoring and Evaluation
RM	Resource Mobilisation
RMS	Resource Mobilisation Strategy
SWOT	Strengths, Weaknesses, opportunities and Threats
US	United States of America
USD	United States Dollar



Foreword

The story of Hadis Foundation is the story of my mother, Habiba. She always had a sensitive eye for detail. She knew when a child was underfed, under loved or cast aside. It must have come from a life of struggle, which she herself had endured. It takes a kindred spirit to know another. She is always collecting people in need. Those whom society may not give much of a chance in them she saw the potential of a seed, which if nurtured would blossom into a magnificent tree's full potential. She went on to save them from a 'Bonsaid' life.

The moral of our mother's life, is that there is more grace in giving than in receiving. Plus, you don't have to be stupendously rich to give. No, you just had to have a giving spirit and know where to find the resource. Mother knew how to get from those who had a little more and to give to those who needed just a little more.

Hadis Foundation emerged out of the need to take forward her principle in a more structured way. That way we hope to do more for people who need to have a head start in life. To sustain the vision, we need to find the resources; human and material. It is the reason why as part of our strategic plan development process, we are thinking sustainability and how to find resources for the long haul. The result in part is this resource mobilization plan.

It is my great pleasure to present to you this practical guide to Resource Mobilisation for Habiba Dangana (Hadis) Foundation 2018-2020. This is a “Quick Guide for Resource Mobilisation” to inform action and support from all friends and partners and other parties Hadis may relate with. should be a useful starting point, to help you understand Resource Mobilisation at Hadis Foundation.

This guide will provide you with a quick overview and introduction to resource mobilisation (RM); a term that has come to replace “fundraising”. There is no doubt that mobilising resources is increasingly competitive, given the rise of numerous development actors and the rapidly changing donor landscape.

This forms part of a broader capacity support package, providing links to other important tools and resources such as the Hadis strategic plan 2018-2027 and the Board strategy. Ultimately, the aim is to help our team secure adequate and more predictable resources from a diverse range of partners, equipping Hadis with what it needs to deliver on its important mandate. Hadis is seeking expanded partnerships, for mutual benefit and to accelerate results towards achieving its Strategic Plan.

It is my hope that this Guide will help you understand the Hadis vision on how the Foundation will maintain a competitive edge, as it works to its comparative advantages and coordinates a proactive outreach to attract broader partnerships.

Your kind support and feedback are welcome.

Thank you,



Amina Salihu, PhD
Founder and Chair Board of Trustees
Habiba Dangana (Hadis) Foundation



Acknowledgement

This Resource Mobilisation Strategy – has been prepared by Habiba Dangana (Hadis) Foundation to identify innovative ways to build new strategic partnerships that leverage resources both in cash and kind to successfully implement our projects in accordance with our strategic plan.

My unending gratitude goes to the Board of Trustees and Advisory Board members of the Foundation, from whose insight and technical advice, we have benefitted immensely.

I thank the staff of Hadis Foundation for living up to and surpassing expectations. We have always recognised that human resource, which when combined with the right energies is the greatest resource we can hope to have to achieve results.

Finally, I affirm the African Women's Development Fund (AWDF) for the technical and material support without which there could have been no resource mobilisation strategy. We thank you for the gifts of Nafi Chinery, Yene Assegid and other colleagues, for their special brand of feminist leadership.

Rashida Mahmood

Administrator Hadis Foundation



Executive Summary



This Resource Mobilisation Strategy (RMS) has been developed with one objective in mind; to provide the resources necessary for Habiba Dangana (Hadis) Foundation to deliver on its mandate to beneficiaries for the next three years, 2018-2020. In 2012 Hadis was formed to give a headstart to women, girls and their communities through three key interrelated programming pathways namely; Foundational Programmes, Community Safe Space and Voice & Accountability. We projected the need to raise US\$ 494,668 (\$495,000 circa) for the next 3 years to implement activities in accordance with our strategic plan.

The rationale for this Resource Mobilisation strategy is the Foundation's need for sustainability, growth, stability, realising our goals, and to rethink the future. Hadis has a strong network with allies internally and externally, a dedicated visionary founder, and a Board of Trustees (BOT) and Advisory Board committed to its vision and their involvement in fundraising. Our fundraising sources are donor institutions, corporate, individual, and earned/ non-restricted income.

However, current funding base is dependent on two main donors only, and media platforms are yet to be harnessed to drive awareness on Hadis activities. There are opportunities to explored though; increased project funding, strategic alliances and partnership with public and private sector, Harnessing the power of networking, Subsequent establishment of a Resource Mobilisation Sub-Committee and focal person. Threats and constraints remain including inability to secure new funding relationships, worldwide economic crisis and

budget restraints in both public and private sector.

It in within this context that Hadis has mapped out its resource needs; an estimated cost of US\$ 321,543 is required to cover programme expenses from 2018-2020. An estimated cost of US\$ 98,934 is required to cover organisational needs from 2018-2020. An estimated cost of US\$ 74,200 is required to ensure that the organisation mobilises sufficient resources to operationalise activities from 2018 to 2020.

The plan is to mobilise USD 494,677 only for Habiba Dangana (Hadis) Foundation to carry out all activities in its strategic plan, specifically to source for USD 494,668 to fund our overall budget for three years, mobilise resources from local sources with adequate funding for projects in a structured and timely manner.

The plan's primary focus is to achieve efficiency while the secondary focus are involvement and stability. Our guiding principles are inclusive of our overall organisational values, creating an enabling environment, building capacity, result based implementation and synergised coordination.

The following critical success factors are required to be in place prior to commencing the execution of this strategy, they are; a strategic action plan, resource mobilisation person and committee, organisational policies and values, organisational capacity, partnership and networking, a conducive environment and lastly monitoring and evaluation and learning framework. Hadis remains committed to making this happen.



CHAPTER 1:

Introduction and Background

1.0 Preamble

The story of the Habiba Dangana (Hadis) Foundation is one steeped in an uncommon tradition founded on the need to create a new culture of enhancing women's personhood at minimum cost to them and to the Foundation itself.

Founded in 2012 by a feminist and social entrepreneur Amina Salihu, Hadis is now in its fifth year. It has grown through a design and inception phase. The design phase was the stage of conceptualisation of the purpose and the ways in which it will work as captured in a vision document. The inception phase was the stage of testing that design.

This Resource Mobilisation Strategy (RMS) has been developed with one objective in mind; to provide the resources necessary for Hadis to deliver on its mandate to beneficiaries in all three programme areas of operations for the next three years, 2018-2020. It complements the strategic plan of the Foundation (2018 - 2027) and addresses how best the Foundation can obtain resources necessary to ensure sustainability and outcomes of projects are met.

Hadis Resource Mobilisation strategy draws upon the vision and the fundraising strategy of the past five years. In the inception phase (2012 - 2017), the plan for keeping the Foundation afloat was hinged on a few actions largely dependent on a self - contributory scheme and fund raising based on the Board of Trustees (BoT's) resources, network and contributions from some Advisory Board members.

1.1 Hadis: A Brief Herstory

In 2012 an organisation was formed to give a headstart to women, girls and their communities. The founder of Habiba Dangana Foundation Dr. Amina Salihu, a feminist and social entrepreneur drew upon her mother Habiba Dangana's life of giving. Hajiya Habiba Dangana, had a sensitive eye for details and was always helping people in need, which made her always broke.' No amount of money was enough to help Maami (as she is called by her children) realize her dream of helping the underprivileged'. Her daughter, Amina, then thought of setting up a Foundation which would transform Maami's passion into structured work. Below are the vision, mission, values and pay off (slogan) of Hadis Foundation.

Vision: a world where more opportunities reach those who need them.

Mission: to work with small groups and ideas towards building big dreams with potential to transform communities.

- a. Values: Respect for the human rights of women and girls: we enable voice, participation, access, control and opportunity to transform lives
- b. Inclusivity: affirmation of the human rights of and justice for all; we do NOT discriminate
- c. Accountability; we keep our word and ensure accurate documentation we are honest and practice openness and full disclosure
- d. Collegiality and Solidarity: hierarchy of imagination and not of power – every team



member matters and counts and deserves support. We reward passion

- e. Professionalism: deliver to a high standard, best practice, show good time management and remain open to learning
- f. Efficiency and effectiveness: value for money, respect for time, team spirit and respect for work–life balance

Slogan: 'giving a head start in life'.

The Hadis goal is to provide early start-up opportunities for businesses and innovative ideas with the potential to uplift girls, women and their communities.

1.2 Programming: What we do and how we do it

Hadis has since 2012 been connecting potential to opportunity through three key interrelated programming pathways namely;

- Foundational Programmes
- Community Safe Space
- Voice & Accountability

Foundational Programming

Under this programming head, Hadis offers educational opportunities from nursery to university for first degree level education; support for young women and men, who may otherwise not have the opportunity to start or complete school. It is premised on the logic that completing a course of schooling especially secondary school, changes an individual's life's chances for the better.

Community safe spaces

Environment creates opportunity when it is adequate for the actualisation of potential. If it is not responsive enough, it could diminish opportunities or even be life threatening. The safe spaces programming enables convening

and investments that address safety and security matters for women girls and their communities.

Voice and Accountability

From the feminist philosophy described in the earlier part of this RM, it follows logically that Hadis would lend itself to enabling voice for participation and inclusion and as a tool to demand accountability. It has done this in a variety of ways; enabling women's political organizing and supporting organisations that work with women, including women with disabilities.

1.3 Highlights of Overall Organisational Strategic Plan

Hadis Organisational strategic plan seeks to reflect the aspirations of the community which Hadis seeks to serve. It has benefitted immensely from the insight of the Hadis Board of Trustees and Advisory Board as well as the technical advice of partners. It is a working document, which is reflective of the visioning of the Foundation for the next ten years. The Strategic plan will remain a living document which will guide the work of Hadis Foundation and will be subject to reviews at set timelines or as may be required.

The priority for Hadis Foundation is to find and attract internal and external resources to build on existing works. Our annual budget is currently US\$136,368.42, we project the need to raise US\$ 494,668 for the next 3 years to implement activities in accordance with our strategic plan.



CHAPTER 2

Rationale for the Resource Mobilisation Strategy

2.1 The Need for Sustainability

To think sustainably we should be aware of who we are, what we have, need and where we might be. We examine our programme, institutional and financial sustainability.

Programmatic sustainability: The Foundation delivers projects that respond to beneficiaries' needs and anticipates new areas of need.

Institutional sustainability: The Foundation has a strong, yet flexible structure and accountable, transparent governance practices. These allow it respond to changing priorities and to new responsibilities toward enhancing opportunity for beneficiaries while creating a positive work climate for staff.

Financial sustainability: The Foundation draws on various sources of revenue, allowing it to support ongoing efforts and to undertake new initiatives.

2.2 The Need to Grow / Foundational Stability

Hadis Foundation believes resource mobilisation is critical to its continual growth for the following reasons:

- Ensures the continuation of the Foundation's purpose of enabling start up and sustaining women's voice and participation
- Enables support and provision to beneficiaries
- Assures Institutional stability
- Allows for improvement and scale-up of ideas
- Makes possible new programming and innovations
- Allows Hadis pay its staff and meet

other admin costs

2.3 Achieving our Goal and Objectives

A Resource Mobilisation (RM) strategy manual provides an essential roadmap, detailing how resources might be leveraged to meet Hadis resource requirements. The resource mobilisation plan follows closely the vision, mission, and goal of the Foundation and is aligned with specific objectives of the Foundation. For a RM strategy to succeed, Hadis team and Board will be fully involved in the resource mobilisation planning.

2.4 Fundraising

We find the analysis of the funding environment done in 2012 is still relevant today: Where there is a government or development partner programme, each logically has its programming focus.

This strategy lays the foundation to have a compelling reason for donors to give. A plan that weighs options can help save time and effort and have a better chance of success. Viz:

- Identifying potential sources of funds;
- Researching the policies, programmes, priorities and procedures of potential donors;
- Initiating contact with potential donors to outline resource mobilisation strategy, the need for assistance, and the counterpart support available if donor support is obtained.

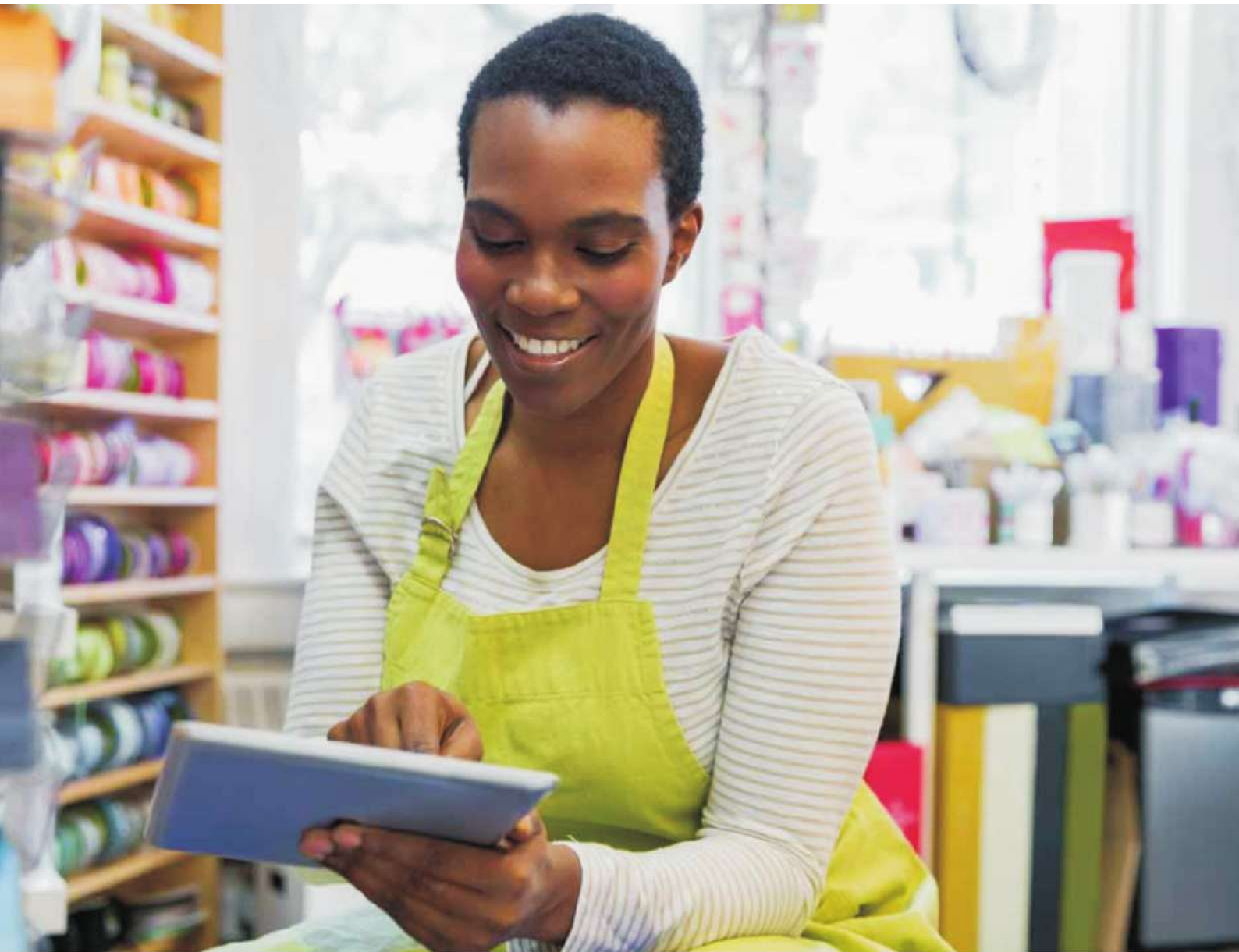
2.5 Rethinking the Future / Integral Part of Overall Strategic Plan

We need to have Hadis in a better position to work internationally and to attract global attention including that of larger donors who support our kind of work. Equally to make



adequate preparations for resource mobilisation to be effective and to ensure we are maximising all opportunities, we need the resource mobilisation plan to be tightly integrated with our organisational strategic and communication plan. If an organisation is

well-managed and conveys its key messages effectively to its target audiences, it will be more successful in raising resources, and this, in turn, will contribute to the organisation's continued growth.



CHAPTER 3

Environmental Analysis

Hadis worked with its internal audience including Boards and staff to develop its SWOT analysis. Contributions were then synergized into a SWOT framework as analysed in table 3.1 below.

3.1 Table SWOT Analysis

Strengths	What needs to be done
(i) Vast Network of friends	Benefit from the network. Ask for referrals to new donors and individual support either in cash or kind. Keep donors involved during projects with periodical reports
(ii) Innovative ideas, knowledge of the issues and the environment.	Partnership with similar organisations working in collaboration to complement each other
(iii) A committed Board and Founder and their involvement in fundraising	Use their expertise and commitment
(iv) Past achievements successful completion of programmes	Well documented progress and completion of programmes for increase transparency. Capturing success stories. Invite donors during implementation of projects
(v) Credibility with existing donors	Give facts, stay on course, negotiate with donor if there is a rigid/difficult aspect of the grant Keep to word, transparency and accountability
Weaknesses	What needs to be done
(i) Current funding base dependant on two main donors	Look for more donors especially the Government and the Corporate whom we are yet to utilise
(ii) Funds secured are - restricted in spending - for specific activities.	Diversify and look for alternative donors. Source for unrestricted funding's such as events, enterprise, community contribution and sweat equity from recipients.
(iii) Media platforms yet to be harnessed to drive awareness on Hadis activities	Shout about what is happening at Hadis. Channelling all the social and press media platforms
(iv) Heavily donor dependent	Source alternative and unrestricted funding Take advantage of the Government as Hadis has all the necessary documentation and pay dues
(v) Minimal fundraising skills & experience in the Foundation	Have staff trained extensively and periodically to acquire such skills
Opportunities	What needs to be done
(i) Increased project funding	Expanding current partnerships and exploring new opportunities



(ii) Strategic Alliances and Partnership with public and private sector.	Do a good research make sure activities qualify with the donor's guidelines, keep to deadlines and submit all documents requested by donors
(iii) Harnessing the power of networking with feminist friends and others to scale Hadis impact	Keep an ear to the ground
(iv) Subsequent establishment of a Resource Mobilisation Sub-Committee, and the appointment of a resource mobilisation focal person	Need to establish a strong and committed committee and RM focal person
(v) Cyberspace & Social media, a fast and cost - efficient means of communication.	Shout about what is happening at Hadis. Channelling all the social and press media platform
Threats	What needs to be done

(i)Inability to secure new or sustain existing funding relationships	Keep an ear to the ground. Source alternative fundraising activities
(ii)Potential conflict with state governments or government actors	Always be accountable and transparent. Have all back up documents available
(iii)There is competition for scarce resources by other Foundations/NGOs	Harness networking opportunities and partnership with similar Organisations.Maintain a good relationship with old donors and don't take them for granted.
(iv)No diversity of Funding sources	Treat long term donors respectfully. Diversify look for other resources elsewhere
(v)Worldwide economical crisis and budget restraints in both public and private sector.	Perform the best we can in the situation

3.2 Organisational, National, International Funding Trends and Environment

3.2.1 Organisational

Organisational sources are drawn from:

- The Hadis boards, friends and service providers who give cash and in-kind support.
- The Founder gives a certain percentage of her monthly earnings.
- Muslim friends donate their obligatory tax (zakat) to the organisation
- Colleagues donate their time, expertise and part of their fees or honorarium to Hadis
- Hadis will investigate all potential and unique options for resource mobilisation

which offer the most cost-effective and efficient option. This includes small donation boxes placed in strategic locations and with friends which are handed over at asset time.

3.2.2 National

Federal governments remain by far the most important public funding channel for organisations via a legal framework and identity which they give organisations, which in turn confers legitimacy on them. Government legitimacy of organisations is important, and some would argue crucial, element of donors' development cooperation policies. Hadis has complete registration documents and pays all dues including staff tax and annual returns. Government could give programme based grants, loans and technical support from time to time.



Corporate: The link between a corporation's contribution patterns and its own self-interest appears to be getting tighter. And major contributions are likely to be part of a broader marketing plan rather than disconnected acts of benevolence. They mostly have social responsibility plans. Hadis needs to be strategic to target such. Hadis activities must fall within corporate priorities, but once qualified they are good with support especially in kind.

Individuals: Philanthropy is anything that represents a direct effort to help others often expended without expectations of getting something in return. Philanthropists in the form of independent trusts and foundations tend to support gaps in government funding, although each has its own independent culture and criteria.

Hadis has a database of friends of Hadis also called "Paddies" they support with networking, in kind and even cash. And Hadis keeps them involved in projects with periodic reports and give them awards, plaques and appreciation letters.

Earned income: Non-profit organisations are increasingly dependent on various forms of

commercial activities. This is strictly social enterprise to meet overheads and to raise resources for more work. Hadis merchandises products such as pens, mugs and shirt from "A New Kind of Dance" Book; provides trainings for Hydroponics, which is soilless farming and relatively new in Nigeria. We are planning to make Deck cards with our local language proverbs on it. We are constructing a training centre infrastructure in one of the communities that can be rented out for events and retreats.

3.2.3 International

Donors are now more aware and demanding, there is the need for increased transparency and capturing of success stories in easy to access and innovative ways. Donors encourage partnership and collaboration with similar organisations. This can be an advantage as organisations will complement each other. Hadis however notes the importance of donor engagement to allow NGOs participate in agenda setting plans. Hadis will negotiate project direction with donors so that resources can be deployed where they are most needed.



CHAPTER 4

Mapping Organisational Needs

4.1 Programme Needs

An estimated cost of US\$ 321,543 is required to cover programme expenses from 2018-2020. These expenses include costs related to transport, equipment, communication, training materials and conference fees.

4.2 Organisational Needs

An estimated cost of US\$ 98,934 is required to cover organisational needs from 2018-2020. These costs include salaries, insurance, benefits and other taxes. Costs also include purchase of office furniture, maintenance

costs, supplies, stationery, printing and photocopying costs, rent and utilities, bank charges, audit fees, communication costs and capacity building.

4.3 Resource Mobilisational Needs

An estimated cost of US\$ 74,200 is required to ensure that the organisation mobilises sufficient resources to operationalise activities from 2018 to 2020. These resources include publicity, campaigns and promotional materials, networking and partnership building.

	Resources required	Percentage of total budget
Program needs	321,534	65%
Organisational needs	98,934	20%
Resource Mobilisation	74,200	15%
TOTAL	494,668	100%





CHAPTER 5

Strategic Objectives and Focus

5.1 General Objectives

To mobilise USD 495,000 only for Habiba Dangana (Hadis) Foundation to build structures and to implement Hadis strategic plan through 2018-2020

5.2 Specific Objectives

- To source for USD495, 000 to fund our overall budget for 3years, 50% from grants 30% from individuals and 20% from income earned.
- To mobilise 20% of local sources for more effective and efficient resource mobilization that provides requisite funding
- To mobilise adequate funding and support for the achievement of Hadis results at every level
- To ensure timely and predictable funding to be able to plan effectively for Hadis projects
- To improve structures and systems to facilitate better management of resources

5.3 Strategic Focus

5.3.1 Primary Focus: Efficiency

The primary strategic focus of Hadis is efficiency which is also one of our organisational values: Efficiency and effectiveness: value for money, respect for time, team spirit and respect for work – life balance all are aspects of efficiency. The

preponderance of our fundraising activities will be focused on raising money at the lowest possible cost per dollar raised. That is using minimal resources for maximum resource mobilisation returns.

5.3.2 Secondary Focus: Involvement

We believe we will raise far more money when our donors, supporters, staff and recipients are involved and committed. Most donors and supporters appreciate an occasional gesture of accountability; an annual report, a plaque, a letter spelling out the impact of a project or an appreciation letter for their support. Overtime individual supporters and donors are likely to become progressively more generous if they are kept steadily informed. A fundraising strategy built around involvement may help Hadis gain greater visibility, build a volunteer base, and even, over the long haul, help ensure our financial stability.

Stability is important to Hadis. Hadis believes in being sustainable with guaranteed continuity. Diversify fundraising programs so that we are not dependent on one or too few sources of funds but rather, harnessing alternative and unrestricted sources of funds. Hadis plans to create an endowment fund to make consistent pool of resources not dependent on donors assured. We will nonetheless pay enough attention to the differing needs and desires of donors who support Hadis programmes to ensure their support will continue.



CHAPTER 6

Guiding Principles

This Resource Mobilisation strategy provides five guiding principles, which will be applied whenever Hadis is mobilising resources and engaging in resource partnerships, these include:

6.1 Synergy with Hadis Organisational Values

All resource mobilisation efforts will be conducted within the Foundation's values namely; Respect for the human rights of women and girls, Inclusivity, Accountability, Collegiality & Solidarity, Professionalism and Efficiency & effectiveness. This is explained in detail in section one of this resource mobilisation strategy.

6.2 Creating an enabling environment for fundraising

An enabling environment includes adequate support and other factors that directly or indirectly influence Hadis ability to identify, mobilise, track, spend, monitor and report back on funding received.

6.3 Building the capacity of internal human resources first

A noticeable and sustainable increase in the current levels of funding can only be achieved

by building the capacity within Hadis and strengthening the skills needed to generate additional funding.

6.4 Results-based programming and implementation

The significant increase in the number of players in the Civil Society arena has resulted in high competition for resources. To remain relevant in this increasingly competitive landscape, it is imperative that Hadis delivers high quality services and assistance in a timely and appropriate manner. It is equally important to deliver on promises made and to be accountable for results and impact through rigorous monitoring and evaluation of efforts.

6.5 Coordination of workplan with fund raising

All resources mobilised are to deliver the Hadis Strategic plan and priority results as set out in the Foundation's global work plan.





CHAPTER 7

Sources and Targets

	Sources		Focal targets	Year 1	Year 2	Year 3	Total
1	Development Organisations Corporate and Government sources	1	Development organisations	67,413	74,745	61,150	203,308
		2	Corporate	24,955	34,460	22,000	81,415
		3	Government			41,000	41,000
			Total estimated income	92,368	109,205	124,150	325,723
2	Individuals	1	Celebrities	4,000	4,000	6,850	14,850
		2	Allies	4,500	4,500	5,000	14,000
		3	Founder	8,000	8,000	7,000	23,000
		4	Board	2,000	3,000	3,000	8,000
		5	Partnerships and networks	2,000	2,500	2,000	6,500
			Total estimate income	20,500	22,000	23,850	66,350
3	Special events and campaigns	1	Fund raisers (Launch train centre)	6000	6,000	8000	20,000
4	Earned and non-restricted income	1	Rent from training resource centre	10,000	10,000	20,000	40,000
		2	Sale of merchandise from "A New Kind of Dance Book"	2,500	5,095	10,000	17,595
		3	Consultancy on green farming techniques such as hydroponics / farm sales	5,000	10,000	10,000	25,000
			Total estimate income	17,500	25,095	40,000	82,595
TOTAL INCOME				136,368	167,300	191,000	494,668



CHAPTER 8

Critical Success Factors

Several critical success factors need to be recognised prior to commencing the execution of this strategy. The key ones are:

8.1 Strategic Action Plan

We recognise that there is the need for sustainability; alignment of Resource Mobilisation strategy to overall strategic plan. The Foundation is aware and conscious of both the external and internal environments that have direct bearing on our efforts.

8.2 Resource Mobilisation Human Resource

Roles and responsibility of technical staff vis-à-vis resource mobilisation, representation and target is defined. This has informed the setting up of RM committee with particular leads for fund raising on a rotational basis.

8.3 Resource Mobilisation Committee

Time, money and resources will be dedicated for resource mobilization human resource and other key individuals to organise, attend, solicit and participate in face-to-face meetings with donors and funding agencies on the continent and abroad. We are working towards having a charity organisation status in the US and attracting some Advisory board members resident outside the continent to enhance our fund raising status and ability.

8.4 Organisational Policies and Values

Hadis policies and values remain in line with the RM strategy and integrated in fundraising such as:

- Self - accountability – in terms of the use of resources, to learn from the experiences acquired (i.e. learning function) and;

- External accountability to those individuals and organisations who support the Foundation

8.5 Organisational Capacity

A strong programme team with access to human resource on and beyond the board will be secured. Access to technology and communication tools that enable effective research and response are available at Hadis and thanks to our allies we continually build on these skills, tools and opportunities.

8.6 Partnerships and Networking

Having allies on our side such as institutions, government, communities, private sector and development partners in the form of a strategic partner benefits Hadis. This strategic partnership or alliance gives us a competitive advantage and an opportunity to access a broader range of resources and expertise from different members. This means that the partnership offers innovative and distinctive skill sets, information and ideas that are different and better for sustainable forest management. We also retain existing partnerships.

8.7 Environment

Environment creates opportunity when it is adequate for the actualisation of potential. If it is not responsive enough, it could diminish opportunities. We find the analysis of the funding environment is relevant in fundraising.

8.8 Monitoring, Evaluation, Learning and Risk Mitigation

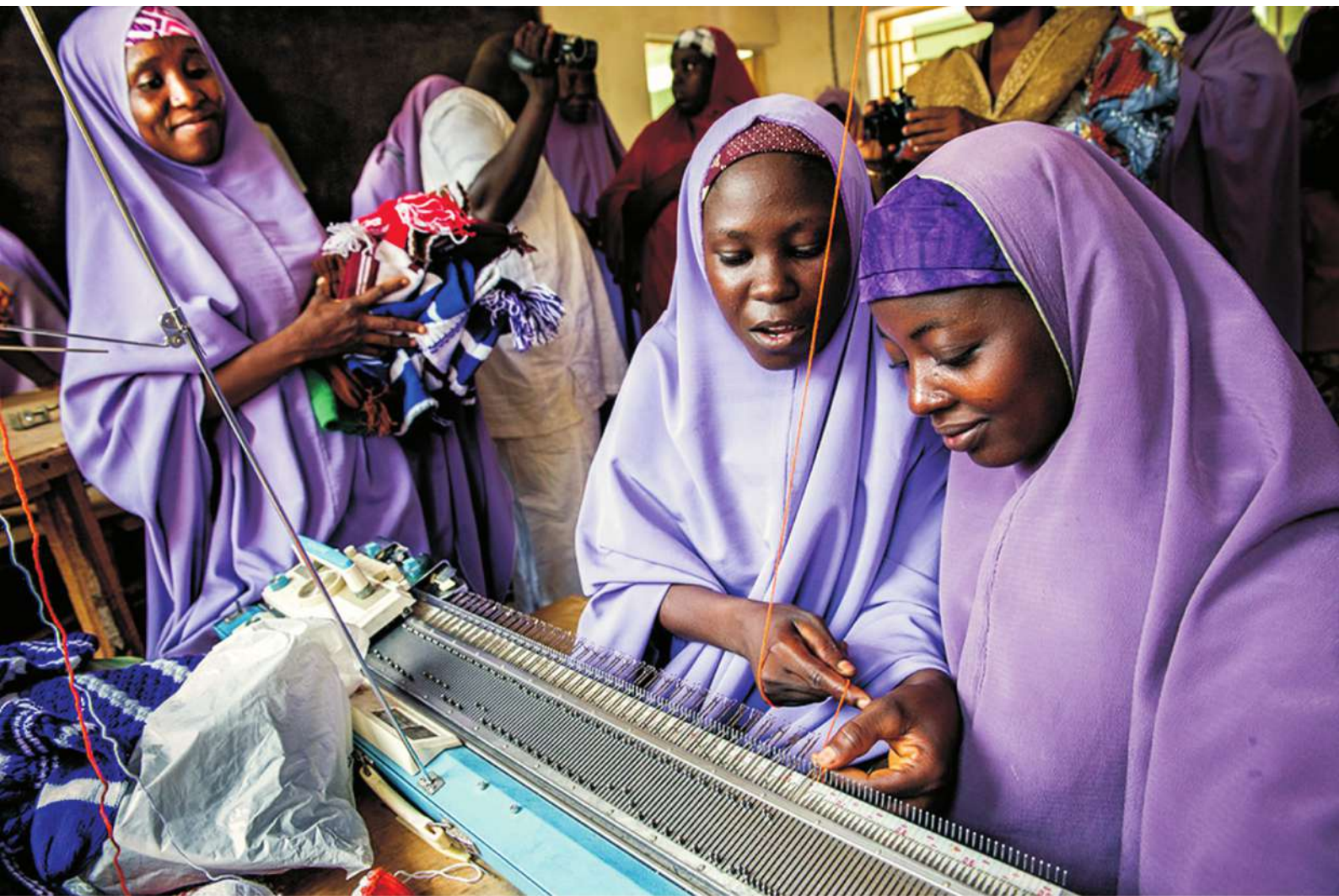
For Hadis, monitoring and evaluation entails the systematic collection, analysis and use of information from projects and programmes for Learning so that ideas and reflections can



be ploughed back into the work. All lessons are valuable. Decisions are taken based on learning experience and findings from monitoring.

In Hadis, evaluation entails assessing as systematically and as objectively as possible,

an ongoing or completed project, programme or policy. Risks are inevitable. Hadis will not stop its work because it fears to take risks, rather, it will prepare for and anticipate meeting risks with a mitigation plan and adventurous spirit.



RESOURCE MOBILISATION BUDGET

Resource Mobilisation Strategy Implementation Budget

The resource mobilisation cost is 15% of Hadis Annual budget, therefore an estimated cost of US\$ 74,200 is required to ensure that the organisation mobilises

S/no	ACTION Task	BUDGET in USD		
		Annual Budgets	Year	Year
		2018	2019	2020
1.	Donor search and engagement	3,000	4,000	4,000
2.	Visibility and Communication plan implementation	3,000	4,000	4,000
3.	Human resource	1,000	3,000	4,000
4.	Training and Workshop to enhance skills and capacity	4,455	5,095	6,650
5.	Develop and Disseminate information package	2,000	2,000	2,000
6.	Develop and institutionalise incentive awards	2,000	2,000	2,000
7.	Travels	3,000	3,000	4,000
8.	Monitoring and Evaluation	2,000	2,000	2,000
	TOTAL	20,455	25,095	28,650

sufficient resources to operationalise activities from 2018 to 2020.



MONITORING

Resource Mobilisation Strategy Progress Monitoring Plan

Table 1: Objectives and Indicators

General Objective	Specific Objectives	Key Success Indicator/Score card (Measurable)	Timeline
To mobilise USD 495,000 and build structures to implement Hadis strategic plan through 2018-2020	To source for USD 495,000 to fund our overall budget for 3years, 5 0% from grants 30% from individuals and 20% from income earned	Proposal submitted to institutions and Allies Secure funding as monetary returns Positive response to request received Engaging staff or volunteers	2018 – 2020
	To put in place an enabling environment for more effective and efficient resource mobilisation that provides requisite funding	Secure funding from local sources Implement resource mobilisation activities	2018 – 2020
	To Mobilise adequate funding and support for the achievement of Hadis results at every level	Percentage of Achievement and Results	2018 – 2020
	To ensure timely and predictable funding to be able to plan effectively Hadis projects	Percentage increase in effective planning	2018 – 2020
	To improve structures and systems to facilitate better management of resources	Percentage increase in quality structure	2018 – 2020
	To branch into new programme areas and capacity enhancement within a clear, systematic, predictable and well - coordinated approach	Percentage of Achievement and Results; New resources raised/ attracted	2019 - 2020



Table 2: Activities, timelines and annual targets

	ACTIVITY	Year (Annual targets where applicable)		
		2018	2019	2020
1	Resource Mobilisation person	1		
2	Resource Mobilisation Committee	1		
3	Organisational Capacity Training and Workshop to enhance skills and capacity	1	1	1
4	Partnership and Networking	1	1	1
5	Donor search and engagement	1	1	1
6	Visibility and Communication plan implementation	2	2	2
7	Human resource	1	1	1
8	Develop and Disseminate information package	1	1	1
9	Develop and institutionalise incentive awards	1	1	1
10	Travels	2	2	2
11	Monitoring and Evaluation	1	1	1



3 YEAR RESOURCE MOBILISATION OPERATIONAL ACTIVITIES

2018-2020

Task	Action by	2018			2019			2020			Expected outcome			
		Jan-Mar	Apr-Jun	July-Sept	Oct-Dec	Jan-Mar	Apr-Jun	July-Sept	Oct-Dec	Jan-Mar		Apr-Jun	July-Sept	Oct-Dec
1.	Assign roles and responsibilities of Resource Mobilisation Committee (RMC)													<ul style="list-style-type: none"> Identify expected funding opportunities Positioning strategy Assign persons responsible for tracking opportunities
2.	Develop a process for proposal coordination and follow-up													<ul style="list-style-type: none"> Assign responsibilities for current donor cultivation Assign responsibilities for new donor research
3.	Develop templates to track and update donor contacts and research information													<ul style="list-style-type: none"> List of current donor prospects, contact and background information, and notes List of resources for donor research List of contacts who can introduce Hadis to donors
4.	Develop supporting documentation to present to potential donors													<ul style="list-style-type: none"> Basic brochure Success stories Description of organization's activities and results Case study Evaluation report Others





5.	Donor search and engagement • Target Donors																				• Attend networking events • Meet with specific NGO partners
6.	Expand support by 10 donors annually • Determine steps for researching information on donors																				• Submit at least 10 proposals and grant applications to donors
7.	Organisational Capacity • Finance interface • Retreat																				Trainings and Workshops to enhance skills and capacity
8.	Conduct fundraising activities • Launch of resource centre • Renting out resource centre • Consultancy on hydroponics • Launch of ANKOD infographics • Sale of merchandise from ANKOD																				Available funds into relevant projects & re-investment
9.	Partnership and Networking																				• Partnership with similar non-profit organisations • Engage partners through field visits/workshop/meetings
10.	Visibility and Communication plan implementation • Update website • Develop promotional materials • Widely communicate the success of programmes and projects																				• Setup regular communication channels within the committee such as newsletter • Up to date website • Regular posts on Instagram and twitter • Engage Media • Disseminate Hadis key messages
11.	Develop and institutionalise incentive awards																				• Acknowledge partners and committee contributions
12.	Travels																				• Networking • Follow up
13.	Retreats																				Develop advocacy tools
14.	Monitoring, Evaluation and Learning • Monitor programmes and projects budget • Refocus efforts																				• Baseline survey • Endline survey • Reports • Review









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