



**DIPLOMA IN SOCIAL WORK
AND COMMUNITY
DEVELOPMENT**

**RESOURCE MOBILIZATION AND
FUNDRAISING**



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www.kenyanexams.com
academica@kenyanexams.com

PURCHASE FULL NOTES

RESOURCE MOBILIZATION AND FUNDRAISING COURSE OUTLINE

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AIM/PURPOSE OF THE COURSE:

This module unit is designed to equip the trainee with knowledge, skills and attitudes that will enable him/her to mobilize and manage resources effectively in a society.

OBJECTIVES

At the end of the course a learner should be able;

1. Understand the importance of resource mobilization for development activities.
2. Understand the appropriate methods used to mobilize resources and fundraising
3. Appreciate the importance of project proposal in resource mobilization and fundraising
4. Understand emerging trends in resource mobilization and fundraising

TOPICS

Introduction to resource mobilization

- Meaning of resource mobilization
- Types of resources
- Identification of resources
- Importance of resource mobilization

Philanthropy and donor psychology

- Meaning of philanthropy and donor psychology
- Types of donors
- Implications of donor dependency
- Strategies to win donor support
- Case studies

Resource mobilization approaches

- Meaning of resource mobilization approaches
- Process of resource mobilization
- Guidelines on resource mobilization
- Importance of building partnerships in resource mobilization
- Legal issues in resource mobilization

Fundraising

- Meaning of fundraising
- Guidelines to

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- Tools used in fundraising
- Reasons for fundraising
- Types of fundraising
- Methods of winning sponsorship
- Role of media in fundraising
- Legal aspects and ethical aspects in fundraising
- Ways of evaluating fundraising events
- Factors to consider in fundraising
- Challenges in fundraising

Fundraising process

- Fundraising planning
- Marketing research for fundraising
- Strategic planning for fundraising
- Fundraising process

Project proposal writing

- Meaning of proposal
- Format of a project proposal
- Importance of project proposal
- Challenges of using a proposal for fundraising and resource mobilization
- Project proposal writing

RESOURCE

A **resource** is a source or supply from which benefit is produced. Resources can be broadly classified on bases upon their availability they are renewable and non-renewable resources. They can also be classified as actual and potential on the basis of level of development and use, on the basis of origin they can be classified as biotic and abiotic, and in the base of their distribution as ubiquitous and localized. An item becomes a resource with time and developing technology.

Typically resources are materials, energy, services, staff, knowledge, or other assets that are transformed to produce benefit and in the process may be consumed or made unavailable. Benefits of resource utilization may include increased wealth or wants, proper functioning of a system, or enhanced well being. From a human perspective a natural resource is anything obtained from the environment to satisfy human needs and wants.^[1] From a broader biological or ecological perspective a resource satisfies the needs of a living organism (see biological resource).

The concept of resources has been applied in diverse realms, with respect to economics, biology and ecology, computer science, management, and human resources, and is linked to the concepts of competition, sustainability, conservation, and stewardship. In application within human society, commercial or non-commercial factors require resource allocation through resource management.

Resources have three main characteristics: utility, limited availability, and potential for depletion or consumption. Resources have been variously categorized as biotic versus abiotic, renewable versus non-renewable, and potential versus actual, along with more elaborate classification.

In economics a resource is defined as a service or other asset used to produce goods and services that meet human needs and wants.^[3] Economics itself has been defined as the study of how society manages its scarce resources.^[4] Classical economics recognizes three categories of resources, also referred to as factors of production: land, labour, and capital.^[5] Land includes all natural resources and is viewed as both the site of production and the source of raw materials. Labour or human resources consists of human effort provided in the creation of products, paid in wage. Capital consists of human-made goods or means of production (machinery, buildings, and other infrastructure) used in the production of other goods and services, paid in interest.

Biological

In biology and ecology a resource is defined as a substance that is required by a living organism for normal growth, maintenance, and reproduction (see biological resource). The main essential resources for animals are food, w

ces include sunlight,

nutrients, water, and a place to grow.^[2] Resources, can be consumed by an organism and, as a result, become unavailable to other organisms. Competition for resources vary from complete symmetric (all individuals receive the same amount of resources, irrespective of their size) to perfectly size symmetric (all individuals exploit the same amount of resource per unit biomass) to absolutely size-asymmetric (the largest individuals exploit all the available resource). The degree of size asymmetry has major effects on the structure and diversity of ecological communities, e.g. in plant communities size-asymmetric competition for light has stronger effects on diversity compared with competition for soil resources. The degree of size asymmetry has major effects on the structure and diversity of ecological communities.

Economic versus biological

There are three fundamental differences between economic versus ecological views: 1) the economic resource definition is human-centered (anthropocentric) and the biological or ecological resource definition is nature-centered (biocentric or ecocentric); 2) the economic view includes desire along with necessity, whereas the biological view is about basic biological needs; and 3) economic systems are based on markets of currency exchanged for goods and services, whereas biological systems are based on natural processes of growth, maintenance, and reproduction.^[1]

Computer resources

A computer resource is any physically or virtual component of limited availability within a computer or information management system. Computer resources include means for input, processing, output, communication, and storage.^[6]

Natural

Natural resources are derived from the environment. Many natural resources are essential for human survival, while others are used for satisfying human desire. Conservation is the management of natural resources with the goal of sustainability. Natural resources may be further classified in different ways.^[1]

Resources can be categorized on the basis of origin:

- Abiotic resources comprise non-living things (e.g., land, water, air and minerals such as gold, iron, copper, silver).
- Biotic resources are obtained from the biosphere. Forests and their products, animals, birds and their products, fish and other marine organisms are important examples. Minerals such as coal and petroleum are sometimes included in this category because they were formed from fossilized organic matter, though over long periods of time.

Natural resources are also categorized based on the stage of development:

- Potential resources are known to exist and may be used in the future. For example, petroleum may exist in many parts of India and Kuwait that have sedimentary rocks, but until the time it is actually drilled out and put into use, it remains a potential resource.
- Actual resources are those that have been surveyed, their quantity and quality determined, and are being used in present times. For example, petroleum and natural gas is actively being obtained from the Mumbai High Fields. The development of an actual resource, such as wood processing depends upon the technology available and the cost involved. That part of the actual resource that can be developed profitably with available technology is called a reserve resource, while that part that can not be developed profitably because of lack of technology is called a stock resource.

Natural resources can be categorized on the basis of renewability:

- Non-renewable resources are formed over very long geological periods. Minerals and fossils are included in this category. Since their rate of formation is extremely slow, they cannot be replenished, once they are depleted. Out of these, the metallic minerals can be re-used by recycling them, but coal and petroleum cannot be recycled.
- Renewable resources, such as forests and fisheries, can be replenished or reproduced relatively quickly. The highest rate at which a resource can be used sustainably is the sustainable yield. Some resources, like sunlight, air, and wind, are called perpetual resources because they are available continuously, though at a limited rate. Their quantity is not affected by human consumption. Many renewable resources can be depleted by human use, but may also be replenished, thus maintaining a flow. Some of these, like agricultural crops, take a short time for renewal; others, like water, take a comparatively longer time, while still others, like forests, take even longer.

Dependent upon the speed and quantity of consumption, overconsumption can lead to depletion or total and everlasting destruction of a resource. Important examples are agricultural areas, fish and other animals, forests, healthy water and soil, cultivated and natural landscapes. Such conditionally renewable resources are sometimes classified as a third kind of resource, or as a subtype of renewable resources. Conditionally renewable resources are presently subject to excess human consumption.

resources is within the so-called zero ecological footprint, wherein human use less than the Earth's ecological capacity to regenerate.

Natural resources are also categorized based on distribution:

- Ubiquitous resources are found everywhere (e.g., air, light, water).
- Localized resources are found only in certain parts of the world (e.g., copper and iron ore, geothermal power).

Actual vs. potential natural resources are distinguished as follows:

- Actual resources are those resources whose location and quantity are known and we have the technology to exploit and use them.
- Potential resources are the ones of which we have insufficient knowledge or we do not have the technology to exploit them at present.

On the basis of ownership, resources can be classified as individual, community, national, and international.

Labour or human resources

In economics, labour or human resources refers to the human effort in production of goods and rendering of services. Human resources can be defined in terms of skills, energy, talent, abilities, or knowledge.^[5]

In a project management context, human resources are those employees responsible for undertaking the activities defined in the project plan.^[7]

Capital or infrastructure

In social studies, capital refers to already-produced durable goods used in production of goods or services. In essence, capital refers to human-made resources created using knowledge and expertise based on utility or perceived value. Common examples of capital include buildings, machinery, railways, roads, and ships. As resources, capital goods may or may not be significantly consumed, though they may depreciate in the production process and they are typically of limited capacity or unavailable for use by others.

Tangible versus intangible

Whereas, tangible resources such as equipment have actual physical existence, intangible resources such as corporate images, brands and patents, and other intellectual property exist in abstraction.^[8]

Generally the economic value of a resource is controlled by supply and demand. Some view this as a narrow perspective on resources because there are many intangibles that cannot be measured in money. Natural resources such as forests and mountains have aesthetic value. Resources also have an ethical value.

Use and sustainable

Typically resources cannot be consumed in their original form, but rather through **resource development** they must be processed into more usable commodities and usable things. With increasing population, the demand for resources is increasing. There are marked differences in resource distribution and associated economic inequality between regions or countries, with developed countries using more natural resources than developing countries. Sustainable development is a pattern of resource use, that aims to meet human needs while preserving the environment.^[1] Sustainable development means that we should exploit our resources carefully to meet our present requirement without compromising the ability of future generations to meet their own needs. The practice of the three R's – reduce, reuse and recycle must be followed in order to save and extend the availability of resources.

Various problems relate to the usage of resources:

- Environmental degradation
- Over-consumption
- Resource curse
- Resource depletion
- Tragedy of the commons
- Myth of superabundance

Various benefits can result from the wise usage of resources:

- Economic growth
- Ethical consumerism
- Prosperity
- Quality of life
- Sustainability
- Wealth

Mobilization

Mobilization, to assemble or marshal (armed forces, military reserves, or civilian persons of military age) into readiness for active service. To organize or adapt (industries, transportation facilities, etc.) for service to the government in time of war. To marshal, bring together, prepare (power, force, wealth, etc.) for action, especially of a vigorous nature: *mobilize one's energy*. to increase or bring to a full stage of development: *to mobilize one's anger*

in military terminology, is the act of assembling and readying troops and supplies for war. The word *mobilization* was first used, in a military context, to describe the preparation of the Russian army during the 1850s and 1860s. Mobilization theories and techniques have continuously changed since then. The opposite of mobilization is demobilization.

Mobilization became an issue with the introduction of conscription, and the introduction of the railways in the 19th century. Mobilization institutionalized the mass levy of forces that was first introduced during the French Revolution, and that had changed

societal changes promoted the move towards a more organized way of assembling armies. These included the telegraph to provide rapid communication, the railways to provide rapid movement and concentration of troops, and conscription to provide a trained reserve of soldiers in case of war.

SOCIAL MOBILIZATION

2.1 Introduction

Social mobilization is the primary step of community development for recovery from conflicts and disasters. It allows people to think and understand their situation and to organize and initiate action for their recovery with their own initiative and creativity. Through mobilization, people can organize themselves to take action collectively by developing their own plan and strategy for recovery rather than being imposed from outside.

Communities that take charge of their own recovery will make informed decisions, reach sustainable solutions, and achieve better results faster, while at the same time enhancing their solidarity and capacity to undertake development initiatives. This action is one of the most effective means of overcoming the trauma of a conflict or a disaster. Social mobilization is practiced in many different ways by development practitioners. This chapter describes the common threads of **What is a community?**

A community is a body of persons sharing common problems, living in a physically identifiable area. In a disaster or conflict situation, the affected community is the focal point in the implementation of the Programme. The number of families in a physically identifiable area can be any number from 10 to 250.

The community living in any settlement needs to be responsible for decisions about their own development or in larger developments that will affect them. This should essentially be the cornerstone of the recovery and the reconstruction effort of the Programme.

Vulnerable groups including women headed households and disabled should be given special attention because their needs may be particular. Political, social, religious or other affiliations may divide a community. These issues need to be addressed before other collective activities can take place.

Stronger groups in the community can influence the decision making process in the community for their own benefit. These issues have to be very carefully considered and addressed in the implementation of a recovery programme.

For this purpose, methods and tools that help them to take decisions regarding their own development need to be applied. In the reconstruction and recovery process these methods will assist the community of a particular settlement to plan, implement and evaluate their own actions.

Under a disaster and conflict recovery programme, the responsibility of the community will be strengthened by the

establishment of representative Community Development Council (CDC). The recognition of the representative community organization by the authorities is crucial for empowering the community to be responsible for their own actions. A formal recognitions mechanism that can be established is the registration of the CDC with the Local Authority (Annexes 001, 002 and 003).

2.3 Steps of Social Mobilization

Two representatives from the Primary Group will represent in the CDC
Assist in the election and formation of the Community Development Council

Assist in the formulation of constitution and registration of CDC, which may assume a name

Formation of Primary Group (PG)

- Social mobilization will be initiated by Community Mobilizers or Social Mobilizers
- Firstly they should visit the community in the camps and their settlements and establish a rapport
- Determine physical boundaries of the settlement with the people
- Should assist the community in holding a mass meeting and encourage them to understand the need to organize for collective action
- Assist in the formation of Primary Groups in the settlement of clusters of 10 to 15 houses

Assist the Groups in camp management and relief distribution

A group of persons in a community affected by a disaster, who wish to address their common interest of recovery and reconstruction, can form a Primary Group (PG). The main issue of common interest is rebuilding of the homes, but they may have many others e.g. restarting their livelihoods, education, health care, savings and credit, enterprise community infrastructure etc. The purpose of forming a Primary Group is for the group to collectively address these particular issues.

- 2 Community members who would have been living in neighborhoods with socio-economic affinity, having common interest can form Primary Groups Each group will select a group leader and a secretary to serve for a period to be determined by them
 - 3 Ideally the size of the group should be 15-20 households
 - 4 The group should discuss amongst themselves and workout their rules of association
 - 5 Ensure that rules are clearly understood by all group members
 - 6 Initially the groups would have to meet daily to discuss the most pressing issues and action to be taken
 - 7 For a community, the appropriate number of groups would be around 20 Primary Groups meetings can be used to activate and motivate passive members
- The group leader and secretary will represent the Primary Group in the

Formation of Community Development Council

After the formation of Primary Groups, the Community Development Council (CDC) will be formed in each community

f The purpose of the Community Development Council is to address the common development issues faced by the entire community

f All group leaders and secretaries will be the members of the Community Development Council

f The members will elect a Chairperson, a Vice-chairperson, a Secretary and a Treasurer for a period to be determined by them

f The office bearers can be elected through secret ballot or consensus

f Either the chairperson or vice-chairperson should be a female member

f Community Development Council may assign specific tasks to members as and when necessary

The Community Development Council should formulate a Constitution for its operation and this should be presented to and accepted by the whole community

f The Community Development Council should apply for registration to the Local Authority or the local level government agency

f The Community Development Council should open a bank account in a recognized bank with the Treasurer as mandatory signatory and the Chairperson and Secretary as alternative signatories

f To establish linkage among the CDCs, and forum can be established at city or district level

f
f **Beneficiary Identification**

In a disaster or a conflict recovery programme, generally all the affected families are entitled beneficiaries. In this situation one would often find that families who were not affected trying to get into the recovery programme in order to draw on the cash and other benefits that will be provided. Therefore screening becomes important. The government official working at the local level may have the lists from the initial damage assessments. These lists need to be screened by the community in a transparent manner.

f

TYPES OF RESOURCES

Human resources

Human resources are the people who make up the workforce of an organization, business sector, or economy. "Human capital" is sometimes used synonymously with "human resources", although human capital typically refers to a more narrow view (i.e., the knowledge the individuals embody and economic growth). Likewise, other terms sometimes used include "manpower", "talent", "labour", "personnel", or simply "people".

A human-resources department (HR department) of an organization performs human resource management, overseeing various aspects of employment, such as compliance with labour law and employment standards, administration of employee benefits, and some aspects of recruitment and dismissal.^[1]

A human resources manager has several functions in a company:^[3]

- Determine needs of the staff.
- Determine to use temporary staff or hire employees to fill these needs.
- Recruit and train the best employees.
- Supervise the work.
- Manage employee relations, unions and collective bargaining.
- Prepare employee records and personal policies.
- Ensure high performance.
- Manage employee payroll, benefits and compensation.
- Ensure equal opportunities.
- Deal with discrimination.
- Deal with performance issues.
- Ensure that human resources practices conform to various regulations.
- Push the employees' motivation.

Managers need to develop their interpersonal skills to be effective. Organisations behaviour focuses on how to improve factors that make organisations more effective.

Origins of the terminology

Pioneering economist John R. Commons used the term "human resource" in his 1893 book *The Distribution of Wealth* but did not further build upon it.^[5] The term "human resource" was subsequently in use^[by whom?] during the 1910s and 1920s as was the notion that workers could be seen as a kind of capital asset. Among scholars the first use of "human resources" in its modern form was in a 1958 report by economist E. Wight Bakke.^[6] The term began to become more developed in the 19th century due to misunderstandings between employers and employees.^[7]^[need quotation to verify]

The term in practice

From the corporate objective, employees have been traditionally viewed as assets to the enterprise, whose value is enhanced by further learning and development, referred to as human resource development.^[8]

In regard to how individuals respond to the changes in a labour market, the following must be understood:

- Skills and qualifications: as industries move from manual to more managerial professions so does the need for more highly skilled staff. If the market is "tight" (i.e. not enough staff for the jobs), employers must compete for employees by offering financial rewards, community investment, etc.
- Geographical spread: how far is the job from the individual? The distance to travel to work should be in line with remuneration, and the transportation and infrastructure of the area also influence who applies for a position.
- Occupational structure: the norms and values of the different careers within an organization. Mahoney 1989 developed 3 different types of occupational structure, namely, craft (loyalty to the profession), organization career path (promotion through the firm) and unstructured (lower/unskilled workers who work when needed).
- Generational difference: different age categories of employees have certain characteristics, for example, their behavior and their expectations of the organization.^[9]

Concerns about the terminology

One major concern about considering people as assets or resources is that they will be commoditized, objectified and abused. Some analysis suggests that human beings are not "commodities" or "resources", but are creative and social beings in a productive enterprise. The 2000 revision of ISO 9001, in