Training on Financing for Disaster Risk Management
Session 4.1: Resource Mobilization Strategies for Disaster Risk Management
Session Objectives

At the end of this session, participants should be able to:

• Understand the different steps in a resource mobilization strategy and adapt them into the Tajikistan context
Outline

- Resource mobilization concept
- Steps in mobilizing resources
Resource mobilization

Activities undertaken by a startup or an organization to secure new and additional financial, human and material resources to advance its mission. Inherent in efforts to mobilize resources is the drive for organizational sustainability.
Resource mobilization is an integral part of program delivery.
Resource mobilization

- Needs Assessment
- Strong positioning / Comparative Advantage
- Managing for Results (a Results-Based Management Framework)
- Resource Requirements
Resource mobilization

• Resources ≠ Money
• Different types of resource
  – Financial resources
  – Human resources
  – Goods/services
  – Information/data resources
  – Time
Resource Mobilization Process
Advantages of a Resource Mobilization Strategy

- Focuses resource mobilization efforts on the higher-level results of organization/program framework
- A coordinated approach to potential resource partners
- Clear communication to resource partners to avoid confusion
- Works to prevent "in-house" competition for resources
- Avoids 'piece-meal' efforts
- Creates joint ownership and accountability
- Leads to planned, upfront pipeline resources
- Allocates the resources where they are most needed
- Ultimately leads to more effective program delivery broader impact
Elements of a Resource Mobilization Strategy

A. A quick check if you are ready to start
B. Strategic position of the organization
C. Review the resource requirement for program
D. Analyze the external resource environment
E. Establish the goal and intended outcomes of the RM strategy
F. Identify potential resource partner
G. Develop an action plan
H. Develop a monitoring and evaluation component
I. Agree the final resource mobilization strategy and action plan
SWOT Analysis

• SWOT stands for **Strengths**, **Weaknesses**, **Opportunities**, and **Threats**
• A SWOT Analysis is a tool in the processes of knowing and shaping the identity of an organization by assisting in identifying the strengths and weaknesses of the organization, and the opportunities and threats facing it
• SWOT analysis will help to understand the programming needs and the external resource environment
Suggested Resource mobilization Strategy sections

1. Executive Summary
2. The resource mobilization context
3. Goal, objectives and outputs
4. Guiding principles
5. Resource mobilization priorities and targets
6. Monitoring and evaluation
Steps in resource mobilization implementation

1. Identify
2. Engage
3. Negotiate
4. Manage and Report
5. Communicate Results
Example of a resource mobilization action plan

Global Fund

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
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</thead>
<tbody>
<tr>
<td>2017</td>
<td>2018</td>
<td>2019</td>
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</table>

**Replenishment process**
- Review lessons learned & develop action plan
- Sanitize & mobilize partners on Action Plan
- Develop papers for MTR
- Secure host for Prep meeting

**Traditional donors (Top 15)**
- Pledge conversion, ongoing analysis of budgetary processes for potential increases & nurturing cross-party support especially in political transitions
- Secure pledges from ‘returning’ donors

**Emerging donors (BRICS/MKT/OM, + Gulf States)**
- Leverage G20 process to re-engage (e.g. Germany 2017 G20, Argentina 2018 G20)
- Provide incentives & differentiated strategies for ongoing engagement (e.g. secondments, TA, co-investments, public-private models/initiatives, IF)

**Public donors**
- Build capacity for stronger engagement & more pro-active outreach
- Mobilize G7/trad donor support for outreach to new OECD-DAC donors
- Leverage global/regional platforms to mobilize new donors

**New/Smaller donors**
- Consult for input to Action Plan
- Input to partner strategies
- Mobilize existing advocacy partners & expand advocacy model to other priority markets

**Advocacy**
- Convert existing PS pledges & secure additional PS contributions to leverage UK match
- Explore & develop partnerships on innovative mechanisms to leverage new sources of funds
- Accelerate Major Gifts by expanding to new geographies and target groups
- Support expansion of (RED) and other partnerships with third-party fundraising campaigns
- Launch new partnerships & mechanisms that leverage new sources of funds for GF (e.g. Impact Investment Fund, Philanthropic Investment Platforms, etc.)
**Example of M&E of resource mobilization strategy**

*United Nations Relief and Works Agency for Palestine refugees in the Near East (UNRWA)*

### A diversified donor base that increasingly contributes to resource needs

<table>
<thead>
<tr>
<th>Indicator (%)</th>
<th>2019 Baseline (2018 actual)</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share of overall income from diversified sources - public donors (i.e. regional and emerging partners)</td>
<td>26</td>
<td>26.2</td>
<td>26.5</td>
<td>27</td>
</tr>
<tr>
<td>Share of overall income from private donors</td>
<td>1.2</td>
<td>1.5</td>
<td>2</td>
<td>2.5</td>
</tr>
<tr>
<td>Number of AdCom members</td>
<td>30</td>
<td>31</td>
<td>32</td>
<td>33</td>
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### Mobilisation of strategic advocates

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<tbody>
<tr>
<td>Number of countries supporting a Zakat partnership</td>
<td>2</td>
<td>4</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>Number of international policy fora, multilateral organisations and regional groups where the UNRWA Commissioner-General has been given a speaking slot</td>
<td>18</td>
<td>19</td>
<td>20</td>
<td>21</td>
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### Strategic communication towards public and private donors

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<tr>
<td>Number of fundraising campaigns launched</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Number of views on the UNRWA YouTube channel</td>
<td>210,722,180</td>
<td>231,894,398</td>
<td>255,083,837</td>
<td>279,292,220</td>
</tr>
<tr>
<td>Number of people engaging through UNRWA social media platforms</td>
<td>544,645</td>
<td>599,106</td>
<td>719,013</td>
<td>724,911</td>
</tr>
<tr>
<td>Number of visitors to the UNRWA website</td>
<td>880,453</td>
<td>924,475</td>
<td>970,699</td>
<td>1,019,233</td>
</tr>
<tr>
<td>Number of television stations broadcasting UNRWA material during Ramadan</td>
<td>New</td>
<td>20</td>
<td>20</td>
<td>20</td>
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</tbody>
</table>
In your group, let’s do a SWOT analysis of your organization using the following guidelines:

• Strengths are things that your organization does particularly well, or in a way that distinguishes you from other organizations/agencies
• Weaknesses are things that your organization does no so well
• Opportunities are openings or chances for something positive to happen,
• Threats include anything that can negatively affect your organization from the outside.
<table>
<thead>
<tr>
<th>Strength</th>
<th>Weakness</th>
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<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Opportunity</td>
<td>Threat</td>
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Reference

THANK YOU
FOR YOUR ATTENTION