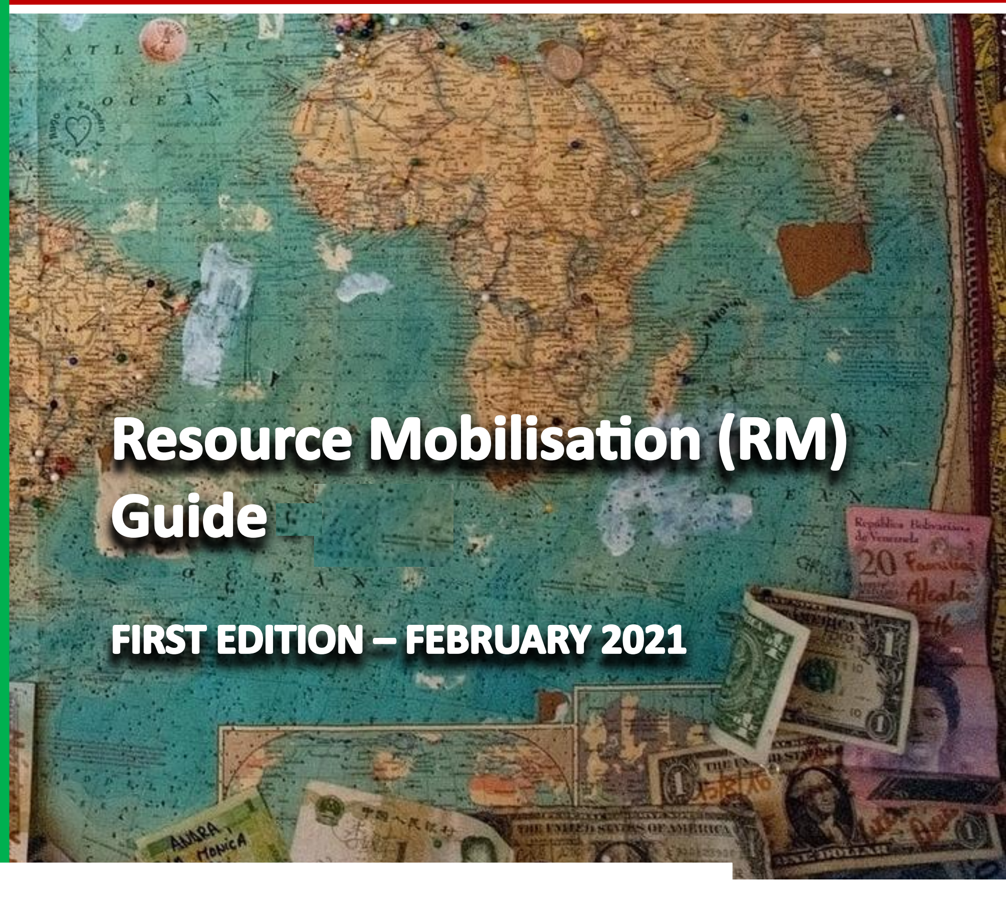
CSF

supporting communities



Resource Mobilisation (RM) Guide

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A Guide for Trainers and Trainees on Fundraising and Resource Mobilization (RM)

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Contents

LIST OF SYMBOLS

Each block will take a certain number of hours. Face-to-face (or online) hours, as well as self-paced hours, that is: time to do the assignments.

Learning objective: each building block has its own specific objective. It starts by explaining what the trainees will learn in that block.

A star tip! An important rule of thumb: a very important lesson or component of the building block that deserves to be highlighted.

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Activity, assignment or exercise that can be found on the CFS online learning platform. The templates uploaded on the platform are also annexes in this guide.

INTRODUCTION

Welcome to the first edition of the Resource Mobilization (RM) Guide for the Civil Society Facility in South Susan. The Civil Society Facility (CSF) is a multi-donor fund established to strengthen the capacity of civil society organizations to bring about positive changes in the lives and well-being of communities and groups. It is funded by the Embassies of Norway, Sweden and The Netherlands, with the latter acting as lead donor.

Who is this RM Guide for?

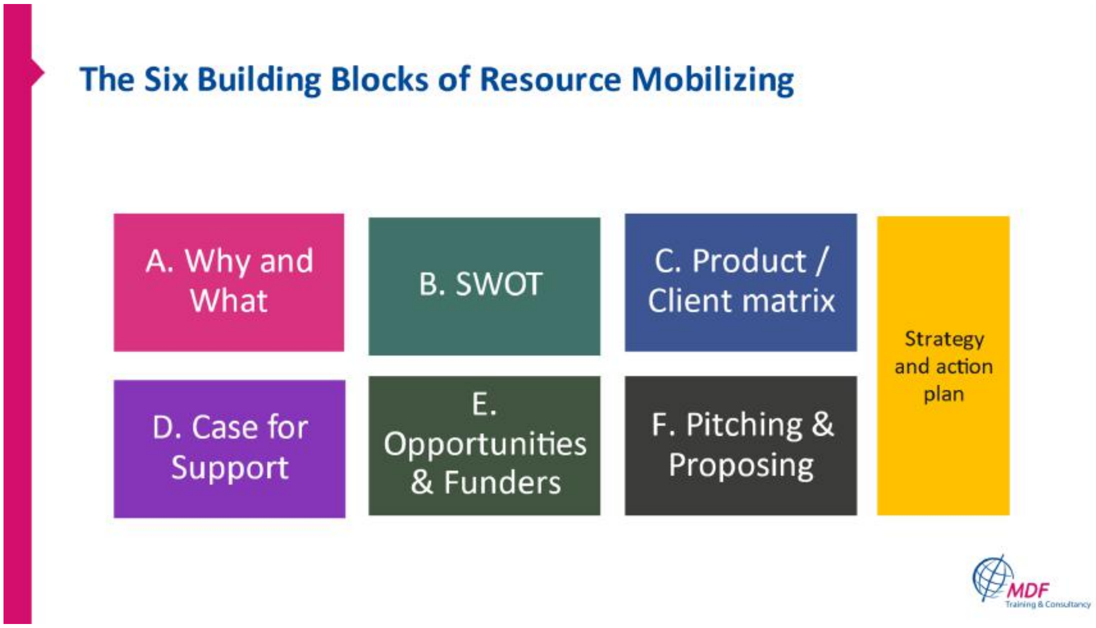
This training guide is for trainers and consultants of the CSF. It will assist trainers to conduct training on resource mobilization with CSOs (civil society organizations) and NGOs in South Sudan. Resource mobilization is the process to identify potential resources (funding) to sustain an organization and its activities. The overall objective is to assist CSOs to develop their own resource mobilization strategy.

Online and offline

This guide can be used in face-to-face training with CSOs and NGOs. In addition, there is the CFS learning platform (Add link). There you can find all the templates and exercises. Then a blended training approach can be taken: using the online learning platform in combination with this guide. If online is not an option, all templates can be found in the annex to this guide.

What is in this RM Guide

This resource mobilization training consists of six building blocks. Each block contains practical tools and exercises to be completed. The facilitators will provide explanation on how to use these tools and will help to ensure the tools are applied and the information is analyzed strategically. The information collected under each building block, will at the end be consolidated into a Resource Mobilization Plan.



Your suggestions are welcome

The CSF strives to constantly improve itself. We learn when you learn! This new guide should be fully relevant to you. Your comments, suggestions for improvements and creative contributions are always welcome and are highly valued. You can send us an email: xxx@xxx or check our website at www.xxx.com

BUILDING BLOCK 1. WHY, HOW MUCH AND WHO?

Estimated duration:

Training: 2 hours
Self-paced: time to write the exercise: 1 to 2 hours

Learning objective:

In this module, trainees will learn that is essential to start with 'Why'. Trainees will understand that the first thing to do is to think: Why do I need a resource mobilization strategy? This will then guide them into defining: how much funding is needed and who should be involved?

1.1 Introduction

We start with contextualizing the evolution of CSOs and NGOs in South Sudan. This is to set the stage that NGOs emerge, develop, decline and exit active service. This depends on whether these NGOs are capable of answering why they are in existence and why they seeking resources.

Resource Mobilization is tackling an existential question. It is about acquiring new lease of life by getting new partnerships, grants and funding. It is about utilizing and sustaining availably secured resources. This stands at the centre of how your organization build capabilities to answer why it is existing and why it should be funded and why it is valuable and why it has a larger and better coverage and why its mission impacts many and why your organization is taking this course and why etc.

1.2 Contextualizing the Evolution of CSO in South Sudan

To contextualize our discussion, it is appropriate to reflect on the South Sudan Civil Society landscape. Pioneer national NGOs that emerged in South Sudan is the Sudan Development and Relief Agency (SUDRA) and Africa Committee for Rehabilitation of South Sudan (ACROSS). Both organizations, which emerged in the mid-80s, were motivated by the dire humanitarian needs at the time and lack of local (national) coordination. Both NGOs continue to operate and have been able to maintain their focus thirty years down the line.

In the early 90s the creation of Operation Life Line Sudan (OLS) Southern sector and later the institution of Ground Rules for the Coordination of relief efforts necessitated a profile ration of local NGOs. The emergence of Sudanese Indigenous NGOs (SINGOs) is both a necessity and a construction of the time in the face of growing funding. There are successful stories of that period with many SINGOs maintaining their operation to date but a huge chuck of SINGOs disintegrated and are not active today.

The Comprehensive Peace Agreement (CPA) witnessed another surge of powerful advocacy oriented Civil Society movement. At the eve of independence, the Civil Society Alliance was declared with more than 200 membership across the newly independent South Sudan. This is the time when the membership of war-times national NGOs that joined the New Sudan Indigenous – NGO Forum with the alliance and later morphed into the NGO Forum. A question here is whether these transitions were smooth with continuity or with a successive move of new organization. Today, South Sudan Civil Society landscape resembles a pendulum in the entry of new actors and the exit of old actors. Another observation is a shift in focus and activities of so many CSOs which to some extents could be reflective of local needs but on the negative it could be fund-driven or donor driven. It should be noted that it is not about commending or condemning but this reflection is important on understanding how civil society evolve and decline.

1.3 Start with Why

@ **Facilitators can Go to Building Block 1 on the learning platform – it is called 'Why ' You will find four questions, each linked to exercises. Alternatively, you can also find the information below in this training guide.**

Exercise / activities

1. **What is your experience** with fundraising? What can you share? (15 minutes)
2. **Why you need a resource mobilization (RM) strategy -** First things first. It is important to understand why your organization needs resources.
3. **Your RM targets** - How much funding do you envisage to raise to continue or expand your operations.
4. **Who should be involved** - Who needs to be involved in developing a fundraising strategy, including program and finance staff.

Activity 1: Share your experience (15 minutes)
Share your experience in fundraising. Maybe you have been involved in donor mapping, or in proposal writing. Or you have worked on your NGO's strategies. Share with other trainees if and how you have been involved in resource mobilization and fundraising.

It is useful to share both positive, successful experiences and disappointing experiences. Exchange what made it positive or disappointing, and what you learned from the process.

Activity 2: Start with Why, then How & What (60 minutes for activity 2, 3 and 4)
Why do you need an RM strategy? It sounds like a simple question, but it is essential to start with the Why.

Why is it that some leaders and organizations are able to inspire and obtain a lot of funding, while others are not? Learn the difference between the Why, How and What below:

- **Why:** few organizations can actually describe why they do what they do. The 'WHY' is their deep purpose, cause or belief. It is the very reason the organization exists.
- **How:** few NGOs can explain HOW they do it. These are the things that make them special or set them apart from their competitions. In other words, their unique selling point.
- **What:** every organization knows WHAT they do. These are the projects they do or sell or the services they deliver.

People naturally communicate from what is easiest to understand to what is hardest to understand and explain. They tell people 'What' they do. The problem is that 'What' and 'How' do not inspire action. Facts and figures make rational sense, but people do not make decisions purely based on them.

Leaders and organizations with the capacity to inspire start with Why. They will attract people who believe what they believe and who want to be a part of their cause.

The video illustrates it well: most people know WHAT they do, but not WHY. If you don't know why you are doing something, how can you convince a funder that your cause really needs support? Watch the video of Simon Sinek again: start with WHY

https://www.youtube.com/watch?v=IPYeCltXpxw

Copy this link or Google: Simon Sinek Golden Circles. Look for the short clip (5 minutes)

To get to your core 'Why', approach your fellow trainee (please ensure s/he is not from the same organization) and do a Q&A (Question and Answer)

Ask : What constitutes your core function/ identity (i.e. education, health and sanitation, food security, relief and NFI etc.)

Ask: Why is that?
Keep asking "Why" until you reached the deepest core beliefs about the organization.

Example:
Q. What does your organization do?
A. We are in girl's education
Q. Why?
A. Because that is how we were founded in 2002
Q; Why?
A. Because the education in our region was very poor
Q. Why?
A. Because there was conflict and many children, especially girls did not attend school.
Q. Why is that a problem?
A. Because we believe every child should have basic education
Q. Why?
A. Because without foundational skills, many girls end up in dire poverty
Q. Why?
A. Because uneducated girls have low self-esteem and are at risk of being trafficked, early marriage, destined for poverty.

Now you have reached two core beliefs:
- Education is basic right for all boys and girls, and important for girls' self esteem
- Without basic education, many girls end up in misery

Star tip: if your answer to the Why question does not impress and satisfy you, it is likely that it will not influence others.

1.4 The 'how' question

The 'how' question related to the specific approaches and methods your organizations applied.

Questions to be asked include:

- How do you select and reach your target groups and beneficiaries?
- How do you deliver your services? Directly, or through partners? Or both
- How do you ensure your services are sustainable
- How do you ensure your projects are embedded into local context?

1.5 The 'what' question

There is no organization that finds it difficult to express their work. This includes all member of staff including staff who are not directly involved with the project or activities. This is the visible aspect of the organization, sometimes as the adage goes 'action speaks better than words'.

Sometimes when people ask you this, they already know about you and that your organization is providing shelter and NFI to the displaced at Mingkaman for example. They may as well know that you provide psychosocial support to victims of sexually and Gender Based Violence to women at Aburoc camp etc. Explaining what you do should not take much of your focus, as far as resource mobilization is concerned.

Why answering the 'what' is important but in resource mobilization we are out to convince a potential donor or partner of the importance of why and how we are doing our projects.

Star tip: In many instances donors and philanthropic organizations engage a potential partner based on core information, not 'what' but 'why'. This includes but not limited to: integrity/ credibility, unique and effective approach and well-defined core values, vision and mission.

Answering and exhausting the why question would transfer the question to potential partners and donors who will be satisfied by why they should give you a grant.

Exhausting your organization's why question is a clear a justification for why a donor should fund you, for a partner to enter your partnership. This is the essence of exhausting the WHY.

Activity 3 & 4 – how much and with whom

Now you need to define some targets. How much do you plan to fundraise? Speak to your colleagues, directors, board, finance managers to come up with a realistic funding target.

Then write down in the template who should be involved in fundraising. Think about: programme managers, project staff, finance managers, directors.

The template can also be found on the learning platform.

- When finished (after 30 minutes), save your work (with your name in document title) share with your buddy and upload on the platform clicking on the ‘Reply’ button.
- Peer review your buddy’s work (15 min) and discuss if necessary.

BUILDING BLOCK 2. SWOT ANALYSIS FOR FUNDRAISING

Duration: 2-3 hours

Self-pace: time to write the exercise: 2 hours for SWOT Map + 2 hours for SWOT analysis (4 at least)

Depends also on how much time for discussion and peer exchange there is.

In this module, trainees will understand what a SWOT analysis. Organizations will learn how this tool helps to understand their own internal, organizational strength and weaknesses in the area of fundraising. They also will analyze the external contexts to identify opportunities and threat that will help or hinder their fundraising activities.

2.1 What is SWOT?

Strength, Weaknesses, Opportunities and Threat (SWOT) analysis is as easy as it stands but is equally a complex exercise as we shall demonstrate. In this module we shall make a SWOT mapping and analysis as part of our Resource Mobilization strategy.

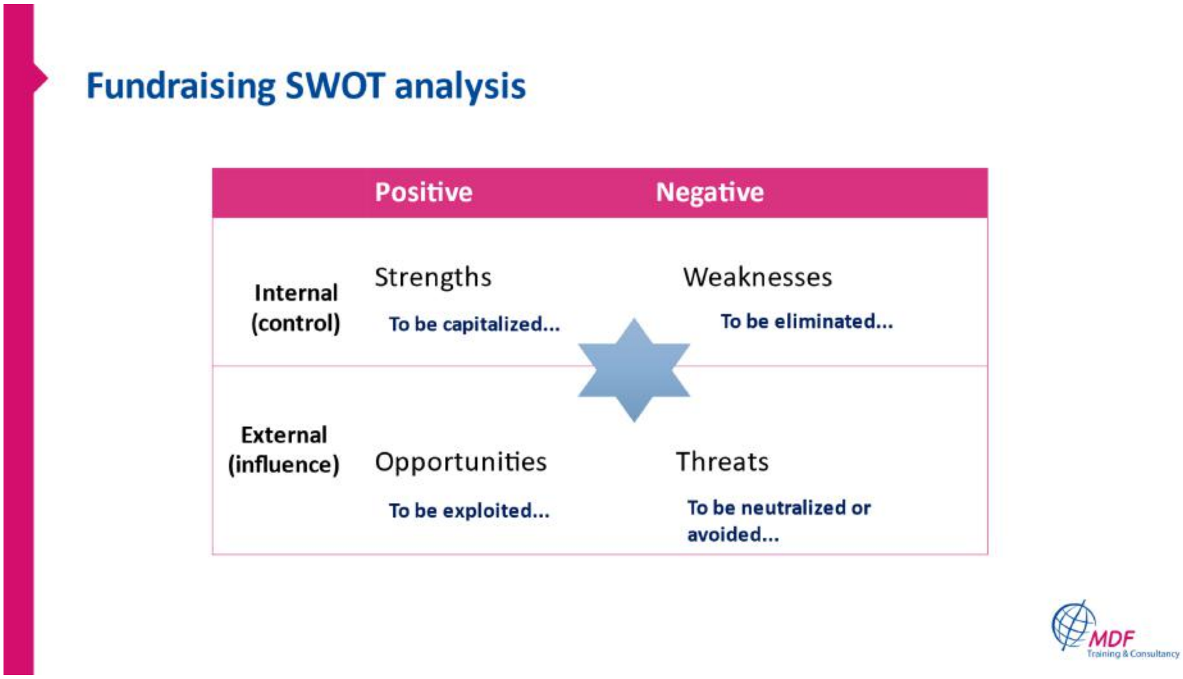
SWOT Mapping and Analysis in resource mobilization

Here we divide the process into:
- ✓ SWOT mapping
- ✓ SWOT analyzing

2.2 SWOT Mapping

There are templates / handouts in the Annex of this guide. In the SWOT map, we identify the following:

- Internal strengths and weaknesses - what in your current **systems, staff, skills, strategies**, **support** is helping or hindering your fundraising?
- External opportunities and threats- what in terms of **policies, trends, relations and your competition** is helping or hindering your fundraising?



The strength and weaknesses mapping are internally driven. They are intrinsic and the organization has control over it. These strengths can be claimed and acclaimed by people who engage with you such as beneficiaries, donors, society at large etc. The same applies to your organization weakness it is intrinsic and you need to reflect deep to project them.

Example 1. Strengths and Weaknesses

Internal Factors	
Strengths	**Weaknesses**

Systems • Well established country office • Partnering with local actors (for presence) **Skills / staff** • Skilled staff in fund management • Skilled in access to finance • Skilled in resilience building • Skilled in inclusive agricultural value chain development • Skilled in digital solutions for agriculture & finance **Support** • Support from regional office ort on strategic issues including compliance, connection with donors and FR in general • Fund Management manual • Faith literacy and ability to work both with faith based and secular organizations • Good donor connections with some donors (give names!) • Part of NGO forum **Strategy** • Country-specific multi annual strategic plan available for this year • No longer term strategy / vision available	**Systems** • No system to sufficient information about donor policies, overheads and unclear what can be provided or what NNGOs need • Lack of clear project monitoring plans and system in place • Lack of systems which enable to get timely institutional audit • Limited nr of good practices to show to donors (no written, visually attractive track record) • Limited area/sectors of focus • Currently, only few stable donors, only bilateral donors in our system. • No strong anti-corruption policies and mechanism in many NGOs • No stringent security policies **Skills / staff** • Limited in-house experts (much use of consultants) • High turnover of staff in NGOs in South Sudan • Limited in-house quality proposal writers • Limited communication capability • Lack of business development person Limited gender expertise • Lack of communication person • Writing skills are not very good (no native English speaker in-house) • Emerging team (many new staffs) **Support** • Lack of reserve funding for operations • Limited support in quality funding proposal development • Lack of matching grant • Smaller portfolio which is not attractive for bigger donors such as xxx (name) • Lack of networking with other private sector, corporate donors. **Strategy** • Lack of country specific fundraising strategy • No thorough understanding what is needed in-country and which donors are funding in-country • Limited local presence in the regions

Opportunities and Threats

These are structurally driven and are externally determined and inhibit your capability to resource mobilization. Opportunities could be in terms of policies, trends and other contextual factors that are of interest to your organization, to help build new partnership, seek new grants and find new donors. These are outside your direct control. Threats are detrimental to your organizational work and you have limited influence to dislodge them but they are equally important when drawing your strategy.

Example 2. Opportunities and threats

External Factors	
Opportunities	Threats

Policies ● Alignment of thematic focus and priority topics with major donors' interest (e.g. food security, agribusiness promotion, youth employment) ● Funding opportunities for digital solutions ● National policies / roadmaps on improving digitalisation ● Availability of funding opportunities for youth employment ● Existence of NGO legislative and laws **Trends** ● Increased interest of donors in development-emergency nexus programming ● The Grand Bargain initiative, stipulated that at least 25% of funding should go to national NGO ● Global trends towards blending funding (grant with investment) ● Good awareness of donors about our work and expertise in 'hot topics' **Competition** ● Only a few NGOs with strong expertise in our topics (e.g. access to finance) ● Other NGOs have limited/no experience in guarantee fund management	**Policies** ● Tendency among donors to move towards providing bigger funding to few big NGOs **Trends** ● Decreasing funding base by traditional donors ● Lot of NGOs in South Sudan, limited funding ● Increased requirement for matching grant ● Increasing global crisis including COVID-19 pandemic ● Less conducive environment for digital solutions in South Sudan ● High operational costs in South Sudan, and a lack of flexibility to cover all the administrative costs of running an organisation ● 25% target of Grand Bargain not achieved, with the vast majority of humanitarian funding being directed and used by INGOs and UN agencies. ● Ongoing political instabilities in the country ● Donor interest in more technical assistance (TA) support, in stead of grants ● All donors and intermediaries are risk-averse and do not want funds to be used inappropriately, requiring stringent anti-corruption and security policies. **Relations** ● Previous dissatisfaction by some donors, due to delay in our institutional audits ● Strong relations between donors and preselected NGOs, difficult to 'get in' **Competition** ● Increased competition over funding opportunities, many NGO and INGOs in South Sudan ● Policies on overheads vary and there is no clarity on what should be provided or what NNGOs need ● Major competition from NGOs Y, Y Z (give names!) ● XX competitors have stronger profile than us on emerging topics (e.g. agricultural production, farmer organization, capacity building, women empowerment)

Now understanding these concepts let us try to make a SWOT in Fundraising. But first, let us reflect on the following case study.

Let us see this case- below

RMF Microcredit projects and the New Bill

Resource Mobilization Facility (RMF) is a local NGO with special focus on women and youth empowerment through microcredit and micro financing. RMF was registered several years ago and established five partnerships with major donors. By the end of its second year RMF was managing $200 thousands. This year RMF is managing over $700 thousands in grants in support of its pro-poor and poverty alleviation projects. RMF had a wide range of beneficiaries who speak well of these projects while many youths and women look forward to RMF poverty alleviation projects for credit and employment.

The problem with RMF is high staff turnovers and most of the established records of its implementation and showcasing the impact of its interventions incomplete. Some of the stories of success are lost in the process of staff turnover and the inability of RMF to retain staff and therefore losing institutional memory. Many donors who operate in the area are sympathetic and are willing to channel support through MRF but the absence of documented evidence of success sometimes make such possibilities untenable.

As RMF started putting its house in order, there is a new bill under consideration by the government in relation to local organizations funding micro-credit. RMF's Advocacy Officer Mr John Taban who was conversant with the new bill wrote a report that if the bill is passed, almost half of RMF project activities would be shut down. This would also affect staffing within the organization. The bill includes provisions authorizing the local Community Development Fund Officer who operates under local government to be directly responsible to select beneficiaries. Mr John Taban is worried that the selection would be on political basis, not need-based and this may encroach on RMF core value of neutrality and a pro-poor principles.

Mr John Taban fears that the local authorities wish to lobby politically through micro-financing activities by making poverty alleviation projects part of government social protection but mostly as mobilizing instrument for the ruling party. The new bill has the potential of interfering with beneficiaries, donors and implementing agencies. RMF's main concern is that if they could not comply with the new bill there would be others who can fill the gap from competitors who share similar project interest.

Reflection

Taking the case of RMF to make a SWOT analysis
Identify the Strength, Weaknesses, Opportunities and Threats –internal versus the external factors

2.3 The SWOT analysis

A SWOT map is only useful if it is analyzed. From the analysis we will derive a specific and very useful set of actions.

There are four key questions to be answered:

1. How can you use strengths to take advantage of opportunities?
2. How to overcome weaknesses which prevent you from taking advantage of opportunities?
3. How can your strengths reduce the probability of threats?
4. What can you do about weaknesses to make threats less likely?

Going back to our case study about RFM, can you answer the following two analytical questions?

- Take one strength: how can you use it to overcome an opportunity?
- Take one weakness: how can you overcome it to make a threat less likely

What advice are you able to give to RMF Manager to improve on the organization performance?

@ **Now it is time that learners do their SWOT exercise. Trainers can go to the learning platform Block 2. SWOT and follow instructions there. Alternatively, find the SWOT templates in the Annexes of the training guide.**

Example 3 SWOT analysis action plan

1. How can you use strengths to take advantage of opportunities?

1) Developing a capacity statements on our expertise to make it visible to potential donors (names) ..
2) Organizing field tours for donors with warm connections
3) Organizing of thematic events to demonstrate and raise awareness about our expertise
4) Targeted invitations of potential donors at office setting to pitch what we have
5) Country level communication about our achievements
6) Design strong anti-corruption policy and statements
7) Offline publications and dissemination of track records
8) Promoting our expertise among like-minded development organizations for possible joint programming specially to tap into resources among donors with which we have limited connections; e.g. to access USAID or other US based funding
9) Working with private companies who would like to make investments by leveraging on our contacts
10) Work on our guarantee fund management and technical assistance to tap on the current trend/ interest by donors
11) Capitalizing the experiences from the Disaster risk reduction to develop humanitarian -development nexus planning

2. How to overcome weaknesses which prevent you from taking advantage of opportunities?

12) Improve the proper use of our knowledge management system to document our knowledge
13) Improve on the visibility of the same.
14) Having a communication person in office (part-time), instead of only at HQ
15) Build in costs for key positions such as business developer, communication or M&E personnel in all possible new project/proposal developments
16) Setting aside budget for proposal writers for quality proposal development
17) Reaching out to non-bilateral and funders and selling our products for widening our donor base
18) Pilot innovations and then scale-up
19) Use existing projects/programs to extract products and methodologies / approaches to market
20) Continuously to perform a competitor analyses and strategize on how to deal with it; e.g. joining in meetings, webinars, etc.

3. How can your strengths reduce the probability of threats?

21) Digital solutions as a solution to covid crisis / crisis, bearing in mind that our context is not yet very conducive for internet-based solutions
22) Advocacy for digital solutions and its environment
23) Making use of our connections with XYZ Fund (give name) to tap into resources related to …. (e.g. themes like climate change, renewable energy, boosting efficiency in the use of energy)
24) Keeping on documenting the impact of delay in generating our institutional audits for the top management to make adequate investment to address the challenges
25) Keep on communicating with our donors the reasons for delays to keep their trust in us

4. What can you do about weaknesses to make threats less likely?

26) Joining hands with some of our stronger competitors for joint programming instead of competing with them (give names)
27) Continue to reach out to our main competitors (give names) to look for complementarity
28) Developing a capacity statement on our expertise and joining hands with other reputable NGOs to jointly access a bigger volume of funding from bigger donors. This should be done proactively and consortiums need to be formed before the opportunities arise.

Star tip: there may be overlap between the four questions, or you may doubt under which questions certain actions should go. Well: it does not matter! The point is to generate specific, concrete actions, regardless of the category or question number.

BUILDING BLOCK 3. THE PROJECT /CLIENT MATRIX

Duration:

Training: 2 hours
Self-paced: time to write the PC matrix: 1 to 2 hours

In this block, trainees will learn how to work with the Product/Client matrix. This is a mapping tool that will help how organization position themselves strategically in the complex landscape of funders and donors. It will enable them to understand if there is scope to expand their current project portfolio with existing and new funders, or they have to venture into new projects and products.

In this block, we use yet another tool: the PC-Matrix - Product / Client matrix, or also called: The Project / Donor matrix.

3.1 What is a PC matrix?

A PC matrix, or Product/Client Matrix is used to strategize the best ways to enter the donor funding 'market'. You are now going to analyze your existing portfolio of projects/products. What are the main projects your organization is implementing now, or in the past? Who is funding these? You need to ask yourself: are your existing donors likely to continue their funding? Or do you need a new set of funding partners?

There are four strategic questions you need to ask yourself:

1. Who is funding my current existing projects? Is there scope to expand with the same existing funders? -> write those in MP (market penetration)
2. What are the potential new projects and products you could deliver, to our existing funders? -> write those in PD (product development)
3. Do you know any new donors, that may fund the existing type of projects you already do? -> write those in MD (market development)
4. What are your ideas about new projects and interventions that could be funded by new donors? -> write in D (diversification)

For this exercise, only write 'new donors' which you already know.

Start Tip: be very specific when writing your projects, and donors. Give names. Not: Education Project, but: Strengthening Curricula and Teachers in Refugee Camps. Not: EU, But: The EU Education in Emergency Fund

	Our existing Project / products	New projects/ products we envisage
Existing Markets Development Sector Government Private sector	Market Penetration (MP)	Product Development (DP)
New Markets Development Sector Government (GOV) Private sector (be specific, give names	Market Development (MD)	Diversification (D)

Exercise: we are going to make a PC matrix. You can find the template in the Annex also

3.2 Steps to make the PC matrix

1. Map out all your existing projects
2. In some cases, you can also single our specific products, project components, approaches or services you deliver in a project
3. Map out your existing donors and funders, be specific, give names. Think about public and private sector donors.
4. Also list potential new project ideas, pilots or new products / services you can deliver (aligned to the needs of beneficiaries)
5. Make a list of new, potential funders **that you know of already**, active in your sector
6. Allocate to the quadrants.

3.3 Know your strategies

How to 'penetrate' the funding 'market

Once we mapped out our existing and new projects and products, and their respective (potential) funders, we can distinguish four strategies:

1. **Market penetration (existing projects to existing donors)**: we approach our current funders and see if there is scope to expand our current projects with them. For example, we ask for extensions, or we duplicate current projects into new geographic areas, or with new target groups.

2. **Product development (new projects to existing donors** based on the relations we have with our donors, we propose new projects and products to them. Obviously, our track record and relations have to be excellent, to convince the funders to continue with us)
3. **Market development (existing projects to new donors),** once we have a good impact record and satisfaction by our beneficiaries, we can propose our existing project (same or fine-tuned) to new funders.
4. **Diversification (new project to new donor)**. In our efforts to continuously innovate and remain relevant, we can develop new project ideas and pitch those to new donors.

We will come back to this matrix and draw conclusions, when we develop the final strategy plan (after block 6).

@ **Trainees now need to make a PC matrix. Trainers can go to the CFS learning platform, Block 3 PC Matrix, and follow the instructions. Alternatively, trainers can find the templates in the Annex to this guide, and the steps in paragraph 3.2**

BUILDING BLOCK 4. THE CASE FOR SUPPORT (C4S)

Duration:

Training: 2-3 hours
Self-paced: time to write the case for support (approx. 2 hours - depending on writing fluency)

In this block, trainees will learn how to write their Case for Support (C4S). This is an essential part of the resource mobilization strategy. It is a short (2 or 3 page) document that explain very sharply who they are, how they differ from other INGOs, how they will position themselves to funder, and why they need and deserve the support of a funder.

Working on your case for support (C4S) requires you think about a number of issues. Firstly, remember that most funding agencies receive huge volumes of applications. Capturing donor interest is one essential skill you must sharpen, if you wish to survive the competitive resource mobilization landscape. Survival is for the distinctive.

When writing your C4S you need to ask what makes your organization unique and stand out. How different are you from CSOs or NGOs? We need to deeply reflect more on what makes us stand out and briefly present it in the C4S. We need to convince our potential donors of why it is important to support our organizations.

This builds on the previous two blocks, in terms of knowing our organization in and out. The SWOT will also help.

4.1 What is a Case for Support

In this block, we're going to make the C4S: the so-called Case for Support. This is a short document that tells prospective donors what your organization hopes to accomplish with their funding, and why the donor should support you.

There are six questions you need to reflect on. Then write them in a concise and easy-to-read way.

1. What is your ‘Why’. Why do you exist, what do you believe in? Already we did this in block 1.
2. Which specific problems are you addressing?
3. What are your Unique Selling Points?
4. What are your core values?
5. What is your proof of impact?
6. What do you need and why?

4.2 The problems you address

It is important to briefly and concisely describe the problems you tackle. This is not to be confused by a full problem analysis, a context analysis, or problem tree that you develop in a proposal.

It a brief summary of facts and figures that directly link to why your organizations exists, and why you do what you do. An example is presented in the sample below.

4.3 Your Unique Selling Point (USPs)

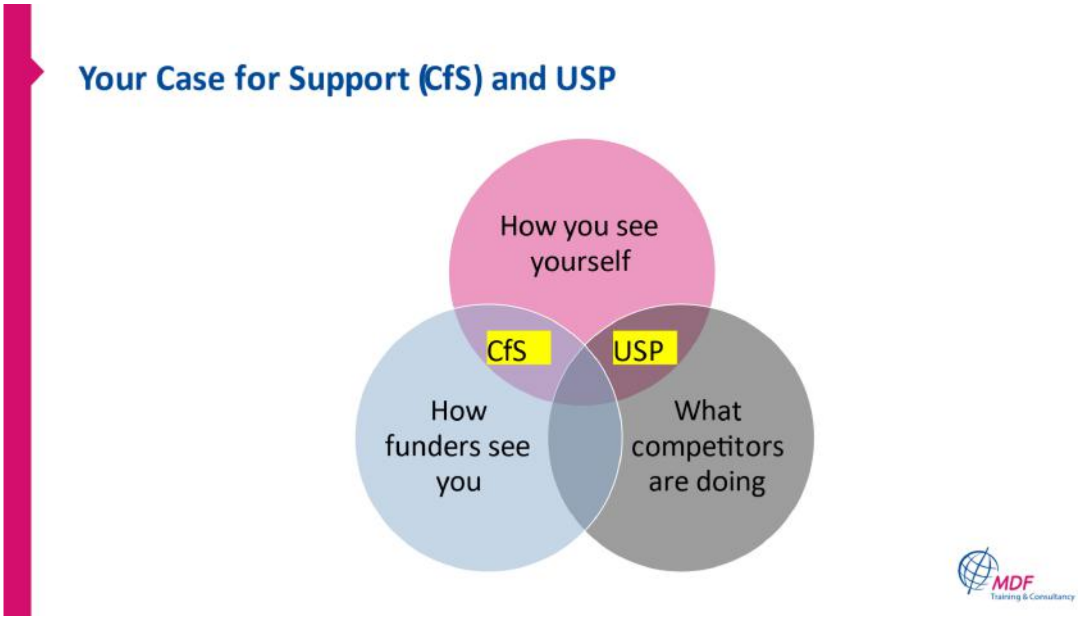
A USP is a statement about your organization that expresses the thing(s) that makes your organization different (and better!) than your competition.

To help you think about the USP: think about your own organization. How you see yourself? What are you really good at? What makes you special, different from what other are doing? Then compare yourself to other CBOs/NGOs that are working within your sector. What others are doing? What makes your organization stand out?

In other words: what is your Unique Selling Point (USP)?

It is about things like:

- The be ‘the largest’, to be ‘the first’
- To be evidenced-professional (systems, structure)
- To work in remote access difficult to access by others
- To have access to very specific target groups (e.g. IDPs, child soldiers, HIV babies, refugee teachers, migrants’ workers)
- Have an excellent reputation, or a well-known logo
- Existing partnership with reputed organizations (for example with UN agencies)
- Have specific, unique, tested expertise (for example in agro-technology, health systems strengthening)
- A particular approach or method (for example a digital innovation, a specific finance approach)
- Rewards, awards and certifications (e.g. ISO)
- To be pioneering or piloting
- To have an outstanding track record
- To be innovative, front running



Remember this should be plausibly evidenced and substantiated. Convincing others your reputation is excellent requires more than speaking out yourself. You need to attest to your values, reputation, professionalism.

When it comes to achievements, think about how your achievement is acclaimed rather than claimed. Please do not exaggerate this. For it to be substantiated it must be a combination of what you claim, what other acclaim and what donors would ascertain.

Start Tip: a USP is a statement you choose to embrace that differentiates your organization. It shows how your projects and approaches differ from other NGOS in your field (your competitors). It is not just a copy of you mission statement, but clearly explains how you are different (and better! 😊).

4.4 Your core values

The case for support should also reflect the core values of your organization. Core values are principles or beliefs that your organization views as being of central importance. They express what you stand for, how you want to be perceived by others, including the donor.

You can probably find these in your vision and mission statement.

But we need to make them explicit. How does your organization ‘translate’ these values into specific work approaches, target groups, target areas, deliverables etc.

Description of key values often start with ‘we’.

See some examples below:

- **Compassion** – we appreciate and stand by the most vulnerable women farmers, and those who work so hard yet still can't make ends meet.

- **Equality** - we promote equality of women and men farmers. We protect their livelihood through equal and fair access to markets, price, inputs and loan facilities.

- **Stewardship** – we strive for responsible management of people, planet, and money for the next generations of youths, by seeking durable farmer solutions that have no negative impact on the environment.

4.5 Our proof of impact

Obviously, every donor or funder is looking for sustainable impact. Remember that donor organizations are also accountable: to their own government, their parliament, the taxpayers, and ultimately their country's populations.

Donor organizations like bilateral agencies or UN agencies, also must report on the impact their programs have.

So, if you want to convince a donor to support you, you will need to show that you can make, and have already made, an impact in the lives of your target groups and beneficiaries.

You will have to show results. Demonstrate quantitative numbers and qualitative stories or case studies to back up your impact claim. Of course, you must mention your sources.

Your M&E system becomes crucial: it is with M&E data that you can show and proof your results and impact.

Now it time to start writing your Case for Support. Go to the learning platform Block 4. C4S and follow instructions there. Alternatively, find the C4S templates in the Annex, and an example below.

4.6 Writing tips

Before you start, we'd like to share some writing tips:

- Use simple language (not academic)
- Use first person ('we', and 'our NGO')
- Short sentences
- Avoid jargon and too many acronyms
- Say it in your own words
- Avoid copy and paste

- Mention sources where needed

One commonly made mistake is to believe that we must write in very formal, almost academic writing style to donors.

This is not the case. The people reading your case for support may not have a lot of time. They like to read text that is short, to the point, and easy to read.

In block 6 we will learn more about how to write convincingly, yet in easy to read styles.

It is important to align your proposals and concepts to existing frameworks and policies. The South Sudan National Development strategy vision 2040, the UN Sustainable Development Goals and the African Union Seven Aspirations and Seven Agenda. See Annexes for more information

Example 4. Case for Support

Example - study only, do not copy

Fictive case of NGO XYZ, working in South Sudan on agro and food security.

1. 'Why' - what we believe in

It is incredibly unfair that the majority of the world's hungriest people are actually farmers. More than 50 million smallholder farmers, mainly women and youth, in South Sudan are locked in annual cycles of hunger, unable to grow enough food to feed their families. NGO XYZ believes that having sufficient, affordable and nutritious food is a basic human right. Therefore, we support smallholder women farmers and agripreneurs to become more food secure and create better livelihoods.

We strongly believe in the power of youth and women as agents of change. We are passionate about the potential of women to reach children and wider communities for better nutrition. We engage youth in new agro-technologies but also encourage them to safeguard farming traditions.

We are passionate about facilitating partnerships between farmers, agri-businesses, (local) authorities and the markets. We see this as a catalyst for durable change. We advocate for better policies and practices at county level. As such, we to support value chain development (soya, maize, poultry and sorghum) and to assist farmers and small business grow.

2. The problems we address

South Sudan is importing tons of food. Its vision is to be less reliant on imported food. We support the South Sudan National Development strategy vision 2040 to transform current agricultural systems. The current small scale farming system suffers from insufficient yields, poor inputs (seeds, finance, and technologies), major post-harvest losses and lack of preservation techniques. This results in low value addition, causing low prices and a negative impact on food safety.

Moreover, only very few smallholder farmers can raise their voices to influence their situation. They have very little resilience to climate problems, like droughts and locusts invasions.

3. Our Unique Selling Points

Our NGO, as a faith-literate organization, is aware and respectful of different beliefs. We are accepted in many communities because of our shared faith-base. We successfully engage with religious and indigenous leaders, and with inter-faith councils. They are often influential in advocating sustainable change within their communities.

Our approach is holistic. For example, we see the issue of 'nutrition' as a need to work with women and communities at many levels: livelihood creation, cash income generation, vegetable cultivation, nutrition classes, awareness raising on food habits. And cooperation between women's groups. In our advocacy work we embrace partnerships by stimulating dialogue, we promote and align to SDGs, and we build capacity and evidence to promote food and nutrition security.

We have a large network of partnerships in our region, with local (and national) governments, with CBOs and NGOs, with informal coalitions, networks, and with private sector.

Our view on 'poverty'

We don't like the term 'poor'. We believe in the resilience and resources of our target groups. We promote equality through resource-sharing, better representation of those with no voice, and reducing their risks caused by climate change or natural disaster. We work with their existing resources and encourage them to manage them well.
We stand in solidarity, not in 'charity', shifting from seeing people as 'poor' to seeing them as resourceful.

4. Our Core values

Through our work as a faith-literate organization, we promote our core values as follows:

Compassion – we appreciate and stand by the most vulnerable (women) farmers, and those who work so hard yet still can't make ends meet.
Justice - we promote equality of women and men farmers. We protect their livelihood through equal and fair access to markets, price, inputs and finance &/ loan facilities.
Stewardship – we strive for responsible management of people, planet, and money for the next generations of youths, by seeking durable farmer solutions and policies.

5. Our proof of impact

We have a track record in Equatoria, Bar -El ghazel and Upper Nile regions. We have previously supported over 12,000 vulnerable farming men and women, who have now graduated out of poverty. Our latest impact study showed a 20% to 35% increase in income of the farming households. Stories we collected from mothers confirm that extra income has made them more resilient, and at least 20% has spent extra income of better food for their children (see NGO XYZ Independent Impact Assessment 2019 by MDF Training and Consultancy).

6. What we need and why?

NGO XYZ seeks funding to continue our work with smallholder farmers, women and youth. We want to carry on building their resilience, promote better representation, and reduce their vulnerability. This directly contributes to improving food and nutrition security in South Sudan. We wish to strengthen their voices in their ongoing advocacy efforts.

We seek funding to scale-up our projects in to create more youth and women (agri) entrepreneurship for better nutrition security. This is fully aligned to the African Union vision for 2063.

We have the staff, skills, models and partnerships to expand to other regions in Africa where we can make an impact.

BUILDING BLOCK 5. DONOR MAPPING AND ANALYSIS

Duration:

Training: 2 – 3 hours
Self-paced: depending on how extensive the donor mapping is, this can take up to 8 hours or more.

Note: Donor mapping is a continuous task.

In this block, trainees will learn the importance of really knowing and understand their potential funders. Why do funders give, what motivates them?

You will learn where to find information about different types of funders and how to analyze this information. Only then will they know how to match themselves to the donors needs, while also taking into account their own capacities and mandate.

5.1 Different types of donors and funders

Donor and funders come in all shapes and sizes. We distinguish three main categories:

1. National government (public funds)
2. Institutional donors
   - Multilateral & UN
   - Bilateral and INGOs
3. Foundations, Private sector (including public-private partnerships) & Philanthropists

Table 1. Donor categories and characteristics

Type	Characteristics
National Govt	• National governments have public funding from their national budgets (e.g. education, health etc.) • National government can have specific, targeted funding for example from World Bank in specific sectors.
Multilateral	• Donor agency receiving funds from multiple member countries • The funds come from contributions from each member country

UN agencies	• Have restricted budgets and make fewer donations than in the past • Carry out research, training and development activities • Mandated to support government but often beyond • Strong in Humanitarian support
Bilateral & INGOs– from one country to other	• Use public funds from their country to finance a development program of another country • Some allocated fixed % of their GDP to humanitarian or development funding • Can be from government to government, but also partner with (I)NGOs • Have offices in-country, or operate through Embassies
Foundations	• Financed with the profits of commercial companies or by donations from wealthy individuals. • Often more interested in funding innovative projects than 'traditional' donors
Private sector	• Businesses worldwide increasingly acknowledge their social responsibility (example mining companies by law set aside 2% of their net profits for social projects) • Public- Private Partnerships -> collaboration between government and private companies, examples in water, waste management, telecom, training
Investors and Philanthropists	• Philanthropy investors, venture capital, angel investors (see www.APN.com) • High Net Worth Individuals -> rich individuals who have a personal foundation

We are pretty sure you know many examples in each of these categories. But for private companies, investors and philanthropists, it will require some extra reflection in the context of South Sudan. What hinders such opportunities?

Type	Examples from South Sudan
National Govt	
Multilateral / pooled	World Bank, AFB, EU / ECHO Health Pool Fund South Sudan Humanitarian Fund
UN agencies	• WFP, UNICEF, FAO, UNDP, UNFPA, UNESCO, UNMISS, UNEP, UNHCR

Bilateral & INGOs– from one country to other	• USAID / OFDA • DFID • GIZ • NORAD • DRA (Dutch Relief Action) • Swiss SDC • Sweden SIDA • Japan JICA
Foundations	• Strome foundation • Bill & Melinda Gates foundation • Fistula Foundation • Edukans Foundation
Private sector	
Investors and Philanthropists	• Philanthropy investors, see www.APN.com) • High Net Worth Individuals

5.2 Donor research: D-portal

The International Aid Transparency Initiative (IATA) keeps a data base called the The D-Portal. It is a great resource. It tracks donors and funding streams in humanitarian and development fields. You can find active projects, planned projects, ended projects in your country.

Just a note: not all donors are reporting, so there may be information missing.

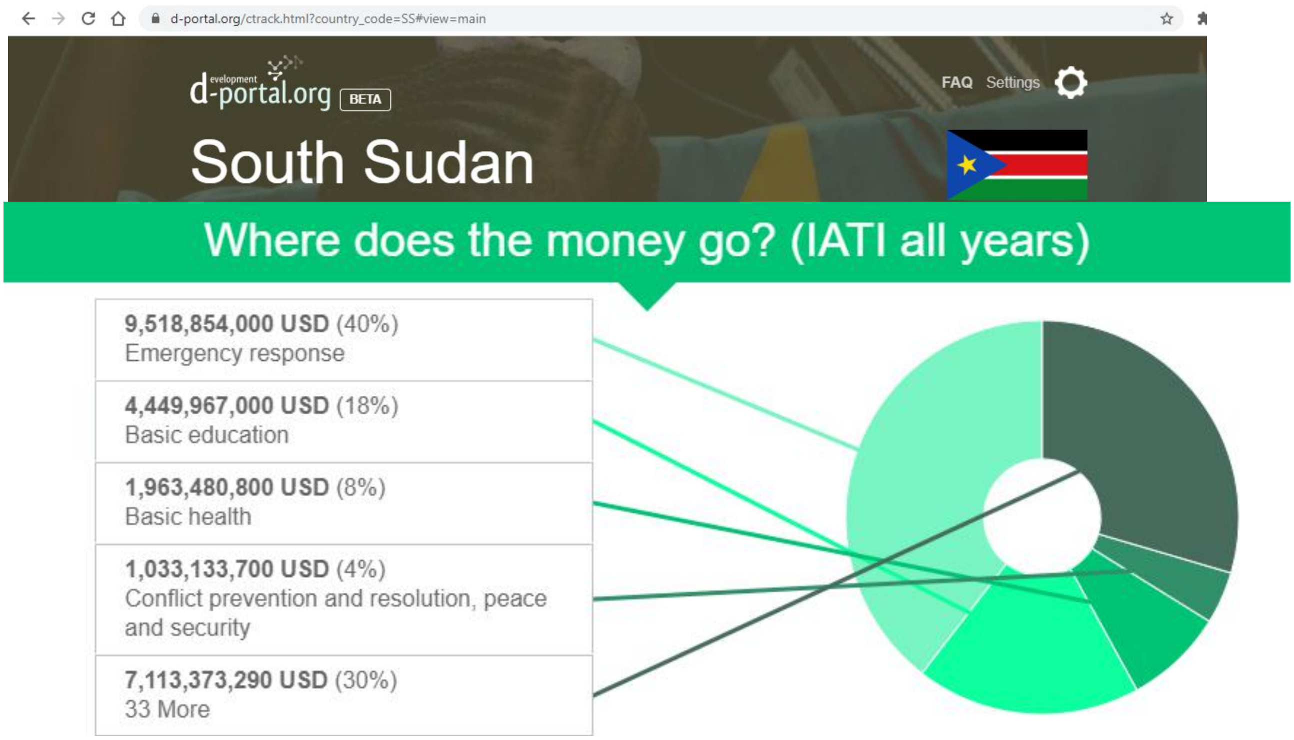
That said, it is still very useful to browse through this database

Here is the link

https://d-portal.org/ctrack.html#view=search

To familiarize yourself and trainees with the database, we can do the following assignment:

1. Which top 3 sectors are funded in South Sudan? (past and future)
2. In your sectors, who are top 3 funders?
3. Research one or more specific funders you don't know well yet (for example. EKN, BMGF, WFP). What kind of projects are they funding? Is it relevant for your sector?



5.3 Why funders give

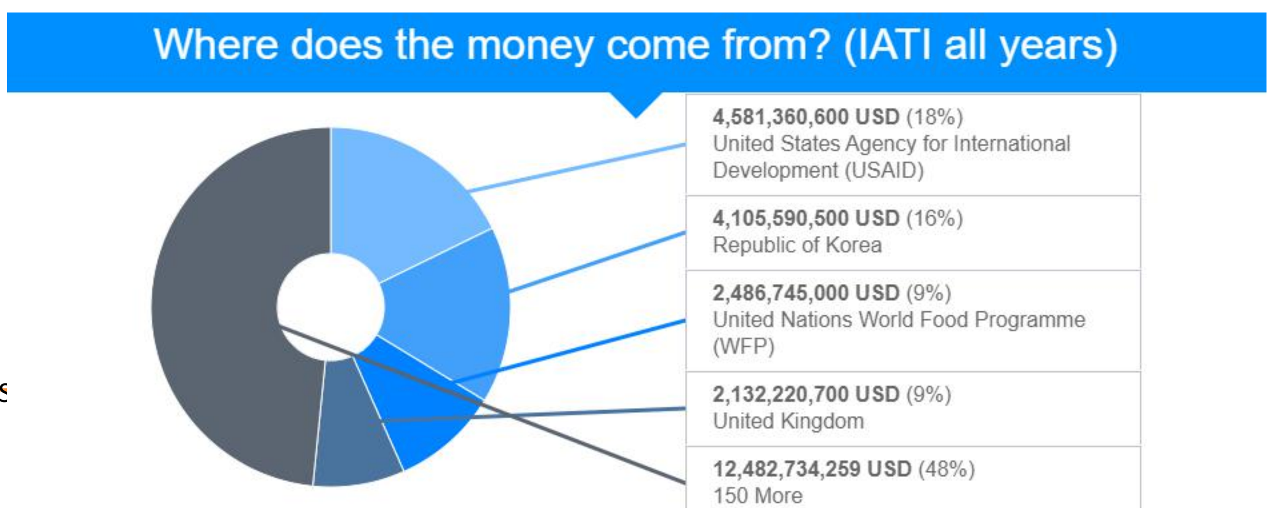
It is not enough to just know about a donor. We really need to comprehend the donor. Every funder or donor, whether individual or institutional, has its own reasons to fund.

It is highly important to understand their motivation.

Put yourself in the shoes of a funder. Try to understand their needs. Ask yourself: why does this donor fund projects? What is in it for them?

Trainees need to discuss and ask participants to fill in the template in the annex (template 6).

Below are some examples of why different funders give.



1. Government
Need: information, get ideas on topics, use info to inform policies and strategies
Winning over hearts and mind of people. Moral duty, politician re-elections, contribute to SDG s and hold up international agreements, have visibility, provide services, create jobs

2. Multilaterals
Have their own political agenda, e.g. including security agenda (e.g. to get information), SDG target to contribute to as global players, stimulate trade for their countries/regions (e.g. EU), to generate good will / image, to do good. UN: Commit to the Grand Bargain, UN also to sustain themselves. WB: bankable projects, interest generation, stimulate economic growth.

3. Bilateral donors
Diplomatic / political relationships, to advance their countries business interests, to stimulate investment opportunities (aid to trade), allocate a % to foreign assistance (OECD), moral obligation to assist the less fortunate, visibility to be seen to do good, to 'win hearts and minds' of people, to get information / intelligence, influence policies, export 'their ideologies' plus support marginalized groups, stimulate their own economy (e.g. grain donations).

4. Foundations
Have good image / good visibility, to be seen giving, to promote their (business) interests, to generate new ideas / challenges. To get tax breaks, to 'solve world problems', Because of their mandate or belief or faith.

5. Pvt companies
Make profits, sell products, positive reputation, credibility (we're doing good stuff), Corporate Social Responsibility, risk mitigation, increase marketing, expand markets, use existing networks, find new clients. innovate, tax relief.

6. Investors, philanthropists, high net worth individuals
To make profit / interest, an individual is emotionally moved by someone's story, to mark key moment in life – anniversary, death, birth, birthday etc, to leave a legacy, to be 'seen' to give.

5.4 Ways to find funding opportunities and useful resources

Below we share some tips on how to scout for funding opportunities. We can find a lot online, but often it is more effective to have a personal network.

- Use network of partners to get early ‘warnings’ about upcoming opportunities. Do the same for them.
  - South Sudan NGO forum and clusters
  - Ask similar organizations where they get their funding.
  - Direct contact with the INGO or UN agency
  - Newspapers
  - Professional and personal networking.

- Use **online sources and tender platforms**
  - Most donors give information on upcoming calls -> track their websites and sign up for their newsletters
  - Many have their own tender platform, e.g. Vergabenmarktplatz, In-Tend, UN-Women e-tendering platform
- Case study: Funding to local humanitarian actors South Sudan case study (see https://www.odi.org/sites/odi.org.uk/files/resource-documents/12469.pdf)

Useful links & resources

- https://open.unido.org/projects/SS/donors
- https://fts.unocha.org/
- Funds for NGOs https://www2.fundsforngos.org/
- UK international Development Platform. www.bond.uk.org
- www.commongrantapplication.com/
- Philanthropy awards
- Devex.com WorldBank e-consultant platform https://wbgeconsult2.worldbank.org/wbgec/index.html
- Reliefweb.int
- Pelican
- Assortis.com
- Unjobs.org/dutystations (see who does what)
- EU funding opportunities for NGOs / The European Social Fund
- https://ec.europa.eu/esf/home.jsp

5.5 Make your own donor map

Scanning and tracking of donors and opportunities is time-consuming. A donor map or database is useful. But only if it is customized to the mandate, sectors, country and funding capabilities of your own organization.

Find a sample of a donor mapping tool **here** in Google Docs. You can customize it and continue to scout.

https://docs.google.com/spreadsheets/d/1sEWzz-Kv6TFBJlii4i20ILbiLkkPm0rPLHd0hf2Dkqw/edit#gid=0

5.6 Go or No Go

There are so many opportunities out there. But which one do you pursue? Since you have limited time and staff capacity, you need to choose wisely - for those opportunities where you stand the best chance of winning.

Looking at your organization's mission, vision and strategy, as well as that of your (potential) donors can help you in making that decision, among other criteria.

We have made a checklist to help you assess Go, or No Go?

When you have found an interesting opportunity, or a Call for Tender (or Request for Proposal), scan through the checklist to decide whether to go for this opportunity or not.

Go / No Go Criteria	Yes / No	Remarks / summmary
Knock-out Criteria (if any of those answer "no", no reason to go for the opportunity)		
1. Can we comply with the eligibility criteria?		
2. Can we deliver: do we have (access to) the right (technical) people available to do the interventions we will propose?		
3. Do we have enough time to prepare a proposal? (time until deadline – or date to send off the proposal)		
4. Can we provide all documents asked for?		
5. Does the assignment / call fit within our thematic and geographic areas?		
Cost		
6. Is there a reasonable balance between costs and benefits e.g. the time we have to invest in the proposal writing process in relation to the size and interest of the project presented?		
Capability		
7. Do we have any questions about the Guidelines or Terms of Reference? If so is there time to ask them? (Deadline requests for information)		
8. Do we think the Guidelines make sense? (Expected outputs of the project / assignment – budget - time frame)		

Capacity		
9. Do we have sufficient references and staff working in these areas of expertise. If no, can we team up with others?		
10. Do we have sufficient capacity in the organisation? If not, can we team up with organisations with complementary expertise?		
11. Are we an attractive partner for others?		
Competition		
12. Do we know our competitors? What dis/advantages do they have compared to us? Would we increase our chance if we team up with one or more competitors?		
13. Do we have a relevant track record to present? If not, team up?		
14. Are we financially competitive enough?		
15. What is our image with the client/donor? Can we do it alone or would we seek additional expertise?		

BUILDING BLOCK 6. PITCHING AND PROPOSING

Duration:

Training: approx. 2 + 2 hours = 4 hours

This is excluding the time to write a proposal. That is not part of this RM training.

In this block, trainees will learn how they can present their organization and their causes, briefly and to-the-point, to potential funders. This is called a pitch. They will also learn tips and trick on proposal writing. But note: this is not a training on how to write proposals, that is another course.

6.1 Pitching to a potential donor

By now you know fully who you are, and what you want from a donor. But how are you conveying that message? How to write in simple yet convincing language?

What will you say when you have an opportunity to pitch? You will need to practice so you can pitch with confidence.

Why is it important to prepare a pitch?

- It allows you to simplify your project ideas, so that it is understandable for people that have never heard of it.
- You are forced to think about your project from your audience perspective, this will allow you to find flaws or points of improvement.
- When practicing a pitch enough, it provides you bite-sized text for conversations with donors and other organisations that you might want to inform.

How to prepare a pitch?

First of all, make sure you connect to your audience. The information you provide in your pitch can be very well explained, but if the receiving person does not feel engaged, it will not be effective.

Therefore, it is advisable to:

- Introduce yourself.
- Show that you know the donor, what is their vision and how does your project align or contribute to this vision?
- Ask a question to engage the donor.

Secondly, keep it simple:

- Tell the most important aspect about your project and your organization
- Leave the details out, there should also be some space for the audience to wonder. This will trigger their curiosity.

- Try not to rush, people do not understand what you are saying when you talk fast. Adjust the content to that 1 minute.

Thirdly, be clear what you want to get out of this:

- Propose a meeting if you want to discuss your project further.
- Ask for contact details if you want to send more information.

Note: this is an individual assignment

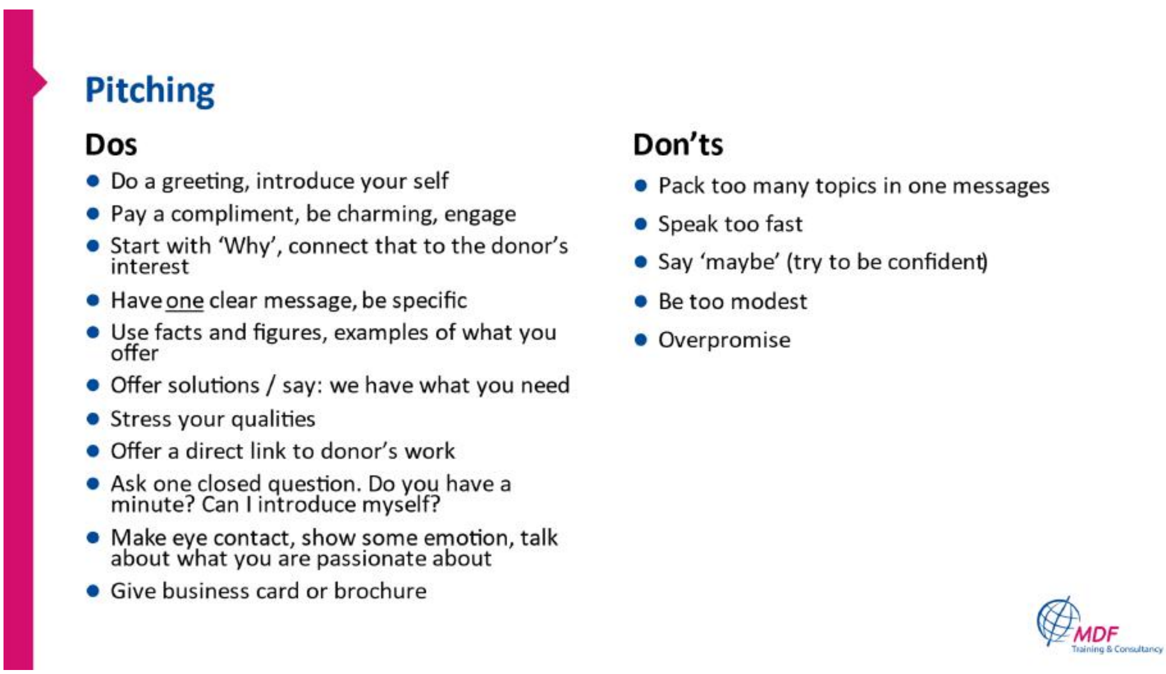
For this activity, these are the steps to follow:

1. Prepare a pitch of **maximum 1 minute** about your project or organization using the tips that you have received
2. Pitch live pitch or prepare a video of your pitch
3. Pitch during the training session **(1 minute)**.

It cannot be more than one minute! After each individual pitch, there will be a feedback session

Pitch session reflection questions:

- What went well in the pitch?
- What can be improved?



6.1 Proposal writing tips and Golden Rules

Some say writing is an art. Others say it is a skill. We believe that good writing can be learned. But it takes practice and a lot of feedback.

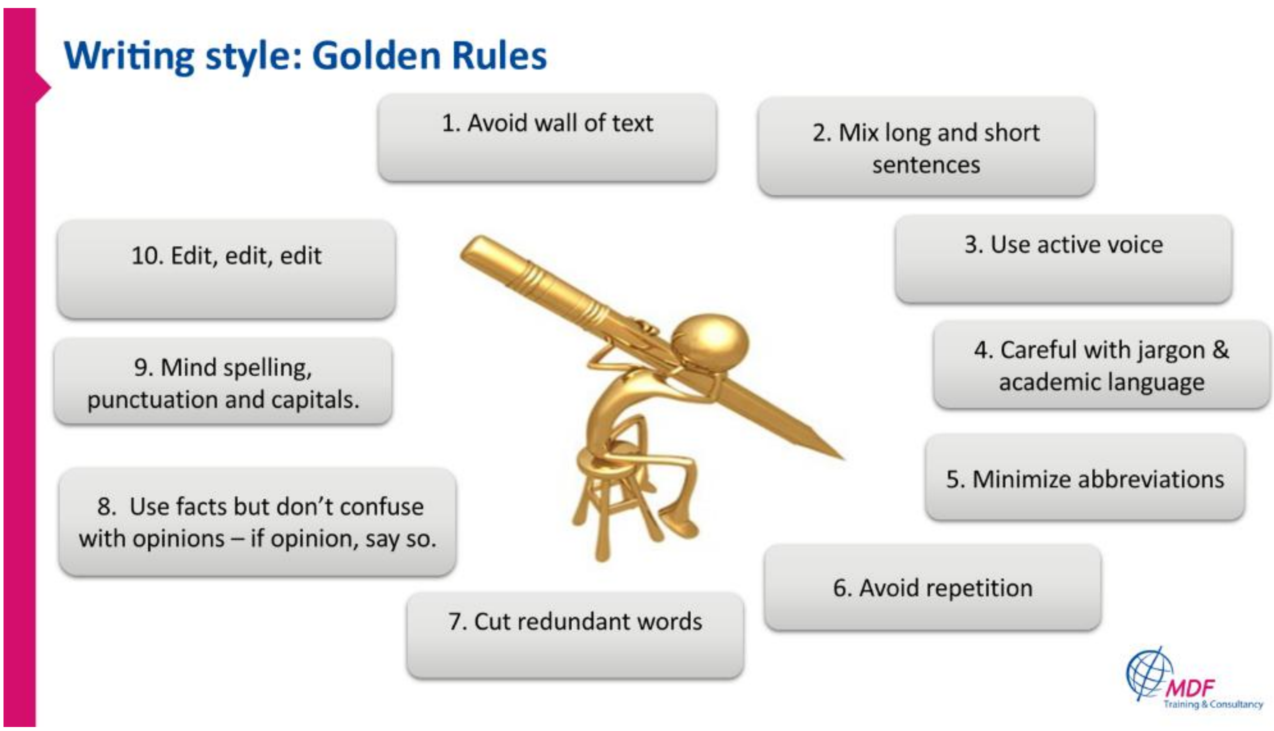
What do donors want?

They like clean, neat, coherent and easy-to-read proposals
They do not like long, repetitive, academic, formal, third person writing.

Sometimes proposals are technical, but they should still be readable.

It is up to the writer to help the reader through the proposal. Make it easy on the reader by:

- Adding a Table of Contents (ToC)
- Use easy to read font (e.g. Arial 11)
- Chapter names and subheadings
- Bullet points, boxed and bold words
- Page numbering
- And…attractive visuals!



Go to the CFS learning platform, block 6: Pitching and Proposing. In the Writing tips, there are Powerpoints slides, with examples and mini exercises for the

Golden rules of writing in strong and simple language

BRINGING IT ALL TOGETHER: THE RESOURCE MOBILIZATION (RM) STRATEGY PLAN

Duration:

Training 1 hours
Self-paced: filling in the RM plan: 2 to hours with support from trainer.

Now that all the inputs into a resource mobilization strategy are done, we can put it all together in one concise plan: the RM plan. In this last block, trainees will work to write their RM strategy, and it will have very specific action points as well.

In the annex, find the RM strategy (template 7). for trainees to fill in. That is their final activity.

ANNEXES: TEMPLATES

Template 1 Why – How Much – Whom

Your Why *What is the core belief of your NGO, what lies at the heart of what we do and what we are passionate about?*		
How much *What is your fundraising target, how much you aim to raise (in USD) for this year (short term), and for next 2 years. To cover your operational costs and implement programs*		
Who *Who should be involved from your organization in fundraising and resource mobilizaton*	**Name / position**	**Role**

Template 2. SWOT MAP

Strengths – things that are already in place in our organization that can help our FR strategy	Weaknesses – things we do <u>not yet</u> have in place in our organization
• Skills • Staff • Systems • Strategies	• Skills • Staff • Systems • Strategies
Opportunities – external factors in our country or region that help our fundraising	Threats – external factors in country or region that hinder our fundraising
• Policies • Trends • Competition • Relations Other	• Policies • Trends • Competition • Relations Other

Template 3 SWOT analysis

1. How can you use strengths to take advantage of opportunities?
2. How to overcome weaknesses which prevent you from taking advantage of opportunities?
3. How can your strengths reduce the probability of threats?
4. What can you do about weaknesses to make threats less likely?

Template 4 The PC Matrix

	List your existing projects/ products below	What are potential new projects/ products you could deliver?
To existing donors / funding partners • Development Sector • Government • Private sector		
To new donors / funders you know and could you approach? • Development Sector • Government • Private sector		

Template 6 Why Funders Give

Funder type	What do they need, why would they give
1. Government	
2. Multilaterals	
3. Bilateral donors	
4. Foundations	
5. Pvt companies and investors	
6. Philanthropists	

Template 7. The RM plan

RESOURCE MOBILIZATION STRATEGY

Organization:

Date:

Time frame of this strategy:

.

Why we need a fundraising strategy?

We identified the following reasons:

Our fundraising target

2021: xxx USD
2021: xxx USD

Staff involved in resource mobilization and fundraising

Name	Position	Specific role

SWOT Analysis and actions

Based on your SWOT map, list the SWOT actions need to start and boost you fundraising activities.

SWOT Action plan

SWOT action	Who will implement	By when	Resource needed?

Conclusions Product – Client matrix

Draw conclusions from your PC matrix. Which fundraising strategies will you pursue mostly, in the next year or two? The table below will help you define your strategies.
You can have all four but remember you SWOT and what is feasible.

Existing donors / existing products/ projects Strategy: MARKET PENETRATION **Fundraising strategy**: widen + deepen (scale up) our existing projects, and ask for extensions / up scaling with existing donors.	**Existing donors / new products** Strategy: PRODUCT DEVELOPMENT **Fundraising strategy**: develop new concept notes, proposals with new or upgraded ideas and pitch to existing donors.
Existing products / new donors Strategy: MARKET DEVELOPMENT **Fundraising strategy**: extract / upgrade the 'products' / approaches you deliver currently in your existing projects, explicitly describe them (capacity statements), find new partners to match to new donors in your field.	**New donors / new product / project** Strategy: DIVERSIFICATION **Fundraising strategy**: design new project and develop new potential and pilots, and match to new donors in that field.

Case for Support (C4S) – separate document

- Your 'Why'. What do you deeply believe in?
- The problem(s) your organizations addresses
- Your unique selling points
- Your core values
- Your proof of impact
- What you need, why and how it links to the donor's priority

The Case for Support will be used when approaching new potential donors and partners. It shows priorities and what you can deliver. It can be used to write concept notes and proposals. It does however, each time, need to be adapted to match any specific donor or sector requirements.

Opportunities and funders

What are new opportunities and funders found during your donor mapping?

Type	Name
1. National government (public funds)	
2. Institutional donors	Multilateral
	Bilateral
Foundations	
Private sector	
Philanthropists	

Does your organization have a donor mapping?

- Yes
- No

Who is responsible for updating and disseminating the donor map?

Name: …….

Overall conclusion

Annex: The African Union vision 2063

An abridged summary of the Africa Union Vision 2063[1]
The African Union Vision 2063 aims "*to build an integrated, prosperous and peaceful Africa, driven and managed by its own citizens and representing a dynamic force in the international arena*"

The Seven Aspirations of Vision 2063
Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development—Africa will finances and manages its own growth and transformation (the Africa We Want)

Aspiration 2: An integrated continent, politically united based on the ideals of Pan Africanism and the vision of Africa's Renaissance—Africa will emerge a united, strong, sovereign, independent and self-reliant continent that realizes full economic and political integration.

Aspiration 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law— Africa will have a deepening culture of good governance, democratic values, gender equality, respect for human rights, justice and the rule of law.

Aspiration 4: A peaceful and secure Africa—Africa will emerge as a peaceful and secure continent, a conflict-free continent with harmony and understanding among communities at the grassroots level.

Aspiration 5: An Africa with a strong cultural identity, common heritage, values and ethics—Africa, as the cradle of human civilization, is custodian of a cultural patrimony that has contributed enormously to human progress.

Aspiration 6: An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children— Africa will be a continent where all citizens will be actively involved in decision-making in all aspects of development, including social, economic, political and environmental. Africa will be a continent where no child, woman or man will be left behind.

Aspiration 7: Africa as a strong, united, resilient and influential global player and partner—Africa will emerge as a strong, united, resilient and influential global player and partner with a bigger role in world affairs.

The Seven Agenda
1) A prosperous Africa (*An Agenda for Development, education, nutrition, health, innovation, economic growth and environmental sustainability and technology*)
- 1.1. High Standard of Living, Quality of Life and Wellbeing (improved Human Development Index)
- 1.2. Well Educated Citizens with the right Scientific Technology and Innovation
- 1.3. Healthy and Well-nourished citizens
- 1.4. Transform economies
- 1.5. Modern Agriculture for increased productivity and production
- 1.6. Blue Economy (Ocean) for accelerated economic growth
- 1.7 Environmental sustainability

2) An Integral Continent Politically United (A *Policy Agenda of Pan-Africanism*)
- 2.1 United Africa – Federal or Confederate
- 2.2. Continental Financial and Monetary Institutions are established

[1] Background Note on Agenda 2063: The Africa We Want https://au.int/sites/default/files/documents/33126-doc-01_background_note.pdf

2.3. World Class infrastructure criss-crosses Africa

3) Good Governance, Democracy, Human Rights, Justice and the Rule of Law (*An Agenda for increasing freedoms, human development, governance and democratization – an advocacy agenda and building string citizenry, civic culture and civil society*)

3.1. Democratic values, practices, universal principles of Human Rights, Justice and the Rule of Law
3.2. Capable Institution and transformative leadership

4) A Peaceful and secure Africa (*An Agenda for freeing Africa from fear i.e. secure communities and secure environments)*

4.1. Peace, Security and Stability
4.2 A Stable and Peaceful Africa
4.3. A Fully functional and Operational Africa Peace and Security Architecture

5) Strong Cultural Identity, Values and Ethics *(An agenda of building endogenous (solutions coming from contexts) resilience)*

5.1. Africa cultural renascence

6) People Drive Development (*An agenda of increased voice, building resilience and participation)*

6.1. Full gender equality
6.2. Engaged and empowered youth and children

7) A Strong and an informed global player and partners (*An agenda for networking, Global exchange and partnership)*

7.1. Africa as a major partner in global affairs and peaceful co-existence
7.2. Africa takes full responsibility for financing development

Annex: Sustainable Development Goals (SDGs)

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