

# **FHA Iran resource mobilization Policy**

## **Definition of Resource:**

The human (skills, knowledge and concepts) and goods like money, materials, information, energy essential for attaining the objectives of an organization or individual is called Resource. As a result, the human (members, board and employees) that do not contribute to achieving our Association's mission cannot be regarded as 'Resource'.

## **Definition of Resource Mobilization:**

Resource Mobilization is a process, which will identify the resources essential for the development, implementation and continuation of works for achieving the organization's mission. In real terms, Resource Mobilization means expansion of relations with the Resource Providers, the skills, knowledge and capacity for proper use of resources.

Resource Mobilization does not only mean use of money but it extensiveness denotes the process that achieves the mission of the Organization through the mobilization of knowledge in human, use of skills, equipment, services etc. It also means seeking new sources of resource mobilization and right and maximum use of the available resources.

Studying the various structure and areas of Resource Mobilization, it is to seeking out resources that are essential and can be used to achieve one's mission and it maximum use. There are mechanisms that can be used to develop and expand relations with the resource providers (NGOs, Government, Private Sector, Community or any organization) and receive resources . the importance of Resource Mobilization becomes less and questions are raised on the proper use of available resources. But the definition of Resource Mobilization will become meaningful only when the leadership of any organization rises above the role of running only the donor's program under ones organization and envisages sustainability of the organization. Resource Mobilization will be meaningless for the NGO leadership that has not thought of making the organization sustainable. Because, resource mobilization does only mean to receive resources more running the donor's program, it a self-respectful step to develop the organization, to provide continuous service to the community and become self-reliant. Resource mobilization collects resources from the various resource providers by expanding the relation of the Organization, which in turn brings down the financial risk, gives diversity to the program and enhances the managerial capacity of the program.

## **Importance of Resource Mobilization for FHA Iran**

1. To diversify and expand resources.
2. To formulate an independent budget in order to break the tradition of running the specific programs of any donor agencies only. To spend in the program of the Association's liking.
3. To decrease dependency on others.

4. To save oneself/lessen the chance of becoming contractors of foreign donor agencies.
5. For sustainability of the Association and program.
6. For maximum use of domestic capital and skills.
7. To expand deep relations with the stakeholder and community.
8. To make a good image of the FHA and expand relations.
9. To fulfill responsibilities towards the community.
10. To run programs based on the genuine needs of the community and to advocate for such programs.
11. To disseminate the good practices of the FHA.
12. To develop new thinking and challenge the old traditions.
13. To enhance the dignity of one's FHA.

### **Features of FHA Resource Mobilization**

1. Resource identification.
2. Identification of resource provider.
3. Knowledge and skills to resource mobilization
4. Identification of mechanisms to receive the resources.
5. Expansion of relations with the resource provider.
6. Right use of resources.
7. Human skills, service, information, equipment.
8. Seeking out new resources for FHA.
9. Thought of association sustainability.
10. Lower financial risk.

### **Reasons for the requirement of resources for the FHA Iran:**

In order to:

- continue with its work and achieve the works and targets.
- begin or plan for new work.
- enhance or maintain relationship with the community, individuals, government organizations, private organizations or donor agencies.

### **Various types of Resources for FHA Iran:**

#### **Money/Cash:**

Wealth/Cash is essential in order to run the existing programs, pay cost of goods and to carry out new works. Wealth/Cash can be increased through various means like membership fees, grant received as per or without request, local fund, donations and various other sources such as other NGOs or external funding, receiving fund from philanthropist.

#### **Technical Assistance/Cooperation:**

Every Organization will not have people essential for carrying out various types of activities, project and programs. Apart from that, every organization may not have the necessary fund to appoint essential efficient employees.

Technical cooperation can be made by any Organization by providing the amount essential for appointing such efficient employees for a special project or the efficient employee helping for a fixed timeframe.

Some organizations provide technical cooperation through trainings.

The main source of technical assistance of FHA Iran are SARO, volunteers and members by various skills.

### **Human Resources:**

FHA Iran will require people/personnel to ensure that the Organizational role and works are fulfilled. For essential human resources, the association will make different provisions. The Organization can appoint some permanent employees while the remaining appointments are made as per requirement.

The permanent employees are taken as internal resources of the Organization while employees appointed for a specific time period such as consultants are regarded as external resources. FHA Iran utilizes dedicated and regular volunteer and member groups in order to fulfill the need of human resource.

### **Physical Goods:**

They are physical goods resources. For example, the association's activities or availability of the project are taken ahead together by the tools. It is essential for the Organization to spend on such goods in order to train on main activities of the project/organization. Examples of resources like office tools, furniture, training tools and raw goods, vehicles and other machines have been classified under the physical goods.

FHA also receive goods such as raw food (rice, meat) for its service delivery centers.

### **Free Service and Facilities:**

A non-profit-making Organization gives many physical goods, service, and facilities only in minimum cost. As a result, provisions for free services in the Project/Organization should be made through community support. Apart from this, other Organizations provide the non-profit-making Organizations to use these facilities (e.g. Computer, telephone, Photocopy Machine, and Internet). Which is a form of free facility.

### **Kinds of FHA Iran Resource Providers:**

- 1- International Planned Parenthood Federation, South Asia Region
- 2- International Organizations such as UN agencies: UNFPA, UNHCR, UNAIDS, UNICEF, UNDP
- 3- Governmental Organization: Ministry of Health and Medical Education, Universities of Health sciences and Medical education all over the country.

4- Private sector such as Keyhan bod, Pol Ideal Pars

5- Donors

6- Foreign countries Embassies in Iran

7- European Commission

8- National NGOs, network

9- Individuals (Family)

10- Municipalities

11- Community, Civil Society, Women Groups.

**VARIOUS TYPES OF FHA Iran means resources:**

In general terms, Resource is understood as materials, goods or services that help fulfill the Association's needs. Materials, money, human (man and woman), means and time are Resources that are used by Group, organizations and individuals to fulfill their objectives.

Resource is required by every kind of organization to fulfill its objectives. It is essential to know the type of resource, its normal availability and the estimated cost to attain the require resources in order to carry our works as per the objectives of the Organization.

On the basis of this information, the primary plans of resource mobilization should be established, checked and if needed repeated.

Reasons for the requirement of resources for the FHA of Iran:

☐ **مبلغ مخارج و کسب و کار در مجموع و کسب و کار نهایی در تمام مدت انجام کارها.**

☐ **توجه به نیازهای مالی و انسانی در طول زمان و در تمام مراحل کارها.**

☐ **توجه به کیفیت کارها و هزینه های آنها در تمام مراحل کارها.**  
Government Organizations, Private organizations or donor agencies.



**EXAMPLES OF LEVEL/CLASS OF RESOURCES:**

Physical goods: Office equipment, training materials, vehicles, furniture, raw food and materials

Human Resources: Regular volunteers, free consultancy, consultants, advisors

Money: Grant, money of the project for the organization's support, membership fee, free service and facilities.

Other including: Office space, tools, training facilities, transportation, publication and printing, technical cooperation, trainings, contributions to the program, contributions to the development of the Organization, support from experts, scholarships.

## **FHA of Iran Resource Mobilization Strategy**

### **Mechanisms of FHA Iran Resource Mobilization**

- 1- Design resource mobilization plan
- 2- Need assessment for resource
- 3- Identification of resources.
- 4- Recognizing of donors
- 5- Preparing and Submitting grant proposals:

to various NGOs, Government, National and International Organizations.

- 6- Lobbying and follow up the request
- 7- Contract with the donor
- 8- Describing the importance of the program to donors
- 9- Feesback and regular reports to donors
- 10- Regular follow up the project
- 11- Using the Association special events for fund raising: Using the Association special events for fund raising

These events are ways of receiving money which will be carried out by NGOs relating to the field or community. These occasions will be held in order to celebrate any special festivals. The occasions be related to the programs. For example, World AIDS Day would be a cultural event, exhibition for assistance..

#### 12- Publishing the history of the Organization:

Publication of good practices and achievements having an impact on the resource providers. Resource Mobilization is a courageous work. Anyone will not provide resources easily. In this connection, it is said that instead of hoping for anyone giving you resources, you need to fully prepare yourself for receiving resources. Rather than thinking of getting resources by begging for it, resources can be received by selling your Organization's good practices, work, history etc.

#### 13-Expanding relations:

Organization with a successful resource mobilization receives resources from friends than others. We should try to have more meetings and expand our relations with the possible donor agencies.

#### 14- Personal meetings:

For resource mobilization, we must conduct personal meetings with friends and resource providers, invite them to social occasions and accept their invitation as well.

#### 15- Membership Campaign:

Membership campaign is one important mechanism of resource mobilization. By increasing its membership, the FHA expands its relations with membership from people with different capacities, and can mobilize every resource with them for the mission of the organization. For example, giving membership to the key persons of the country (Honorable members). Distribute members as representatives of the various sectors of the society.

#### 16- Partnership:

Partnership is another mechanism of resource mobilization. Partnership will help exchange the resources between two or more organizations. Specially, if new or small organizations join hands with similar organizations there will be possibility of extensive mobilization of the resources at the local level and international resources. Many types of resources will be mobilized if such partnership is forged between the private sector and NGOs or among various sectors.

#### 17- By raising fees:

An Organization can raise fees by selling its technical skill and expertise to other organization, example of this are: becoming resource person of a training, raising fees from visitors to your Organization for the time given, and raising fees from individuals or organizations coming to your Organization for research.

#### 18- Internal Mobilization:

Those in possession of mediums like hall, equipment (photocopy, telephone, fax) etc. tries give them on rent and make appropriate use of the available resources.

#### 19- Producing audio visual materials:

FHA Iran have been carrying out resource mobilization by developing information, education and communications materials as per the requirements of other NGOs. Such Organization publish the report, guidelines, posters, leaflets and visual materials for other organizations.

#### 20- NGO based in the city:

FHA Iran can give its building on rent and gather resource.

Similarly, our Association purchase the handicrafts prepared by our targeted groups (Mikhak, Kaj) and sell it with some profit. Even with all these skills and opportunities, for resource mobilization, NGOs have to expanded relations and request for assistance from all.

#### 21- Self Contribution:

The most effective tool of resource mobilization is self-contribution. Before collecting resources from other organization, it would be good for every organization to start some work from self-contributions. An organization beginning with self-contribution can win the trust of the resource providers quickly.

So, it would be appropriate to leave the tradition of starting any work after receiving resources from others and begin with self-contribution. Even if there is absence of big source or skills,

organizations should begin programs to mobilize the community to run small programs (observing various occasions) and raising awareness/advocacy.

#### 22- Details of contribution:

Presentation of the detail report of existing contributions (source) and its achievement would be a very effective mechanism of resource mobilization for NGOs mobilizing internal and external resources. NGOs working in a transparent manner with resource providers, targeted group and stakeholders can quickly win the trust of resource providers. NGOs without a detail report of their existing resources and not presenting cannot achieve much comparative success in resource mobilization.

#### 23- Mobilization of local resource:

In point of view, almost all NGOs depend on external resources. But mobilization of local resources is one effective mechanism of resource mobilization. An organization that can extensively use local resources/its relations at the local level, would be profound and transparent, as every organization has to be community-based for external resource mobilization. In order to mobilize local resources, the organization has involve the community in every phase of the program, from writing proposals, holding three-months and biannual evaluation meetings, periodic review with the stakeholders, social auditing, distribution of progress reports and analysis of the views of the stakeholders while formulating the organization's strategic plan. If NGOs share their every program, policy and regulations and budget with the community and the stakeholders, then it can win their trust and this will be of a big help in resource mobilization. In this context, for mobilizing local resources any organization will have to work as follows:

- a) Develop a strategic plan to work in the community
- b) Take the community as a friendly force.
- c) Formulating programs based on the real needs of the community.
- d) Seek out possible resource providers at the local level.
- e) Organize meetings of different phases with the local resource providers (private, government, NGO, and individuals.
- f) Submit the project prepared with the community and advocate for it.
- g) Appoint local skills persons to the Organization's working committee and as employees and make the appointment with proportionate representation of caste, gender etc.
- h) Empower the community and make it competent to advocate and collect resources for its issues.
- i) Discuss the progress of the project with the community and the stakeholders continuously and receive their feedback and implement it.
- j) Inform the community and stakeholders also about the budget, policy, and programs.
- k) Mobilize community and stakeholders at the local level.

#### 24- **Forming of Resource Mobilization Committee.**

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#### 25- **Program based on the genuine needs of the community:**

Even if the organization uses all the mechanisms none of the mechanism would be effective if the organization does not formulate and implement programs based on the genuine needs of the community.

## **26-Advocacy**

Advocacy has been proved an important mechanism among the mechanisms of resource mobilization. A farsighted organization skilled in resource mobilization receives resources by advocating on the wish of the donor agencies and their issues of concern.

Meeting with those having access to resources : Whether formal or informal, a meeting is an important mechanism in the field of resource mobilization but all meetings may not be effective from the resource mobilization point of view if policy makers or those with access to resources are not present. So, a meeting for resource mobilization should also be held with people having access to resources or in the decision making level like executive director, politician, religious leaders, heads of industry/factor and businesses.

## **27- List of Resource Providers:**

FHA Iran requiring resources should prepare a list and address (directory) of the resource providers at the local, regional, national and international level and communicate accordingly. Directory is one proved mechanism of resource mobilization. After preparing the directory or finding an already-prepared directory, e-mail, URL, telephone, fax etc. should be used for formal or informal communication and information about them should be collected, time should be fixed for organizing meetings and exchange the publications of the organization.

## **28- Case study and success stories:**

Resource mobilization is a skill to sell one's achievement and commitment towards the future. If the case study of the programs carried out by the organization is distributed to the possible resource provider, stakeholder and community, then the trust towards the organization will increase and also help publicize the organization. The more publicity and expansion of relations, the possibility of resource mobilization will also increase.

## **29- Use of Media:**

The world today is a network of information and communications. Media persons and various media work to build this network. For resource mobilization every organization should take the support of the media for all its work including for its achievement, future plans and expansion of relations. In this connection, the NGO should work together with the media in reaching its issues, achievements and plans to the resource providers.

## **30- Enhancement of internal capacity:**

Internal capacity building is one important mechanism of resource mobilization. As resource mobilization is a continuous process, it would not be appropriate for any organization to always depend on others for resource mobilization. The organization should enhance the capacity of its office-bearers for this purpose.

For appropriate use of available resources, it should also develop internal policy and regulations, a committee, sub-committee and all equipments of management. In this context, essential capacity like skills of writing a proposal, expanding relations, auditing and formulating policy.



### **31- Provision of advisors and ambassadors:**

For resource mobilization, people with access to resources or individuals with experience in the sector should be appointed as advisors or ambassadors. Such individuals will facilitate access to resources within and outside the country and help collect resources by advocating the organization.

Such individuals may be individual with technical skills (like: proposal writing, expanding of relations) in resource mobilization and also may be people renowned in the national and international level, actors and singers are the good examples.

### **32- Income Generation:**

Among the various mechanisms of resource mobilization, income generation is also one important mechanism. Every organization should adopt every measures for income generation as per the its policy and regulations. Such schemes of local income generation would be sustainable and would, to some extent, help the organization to stop itself from becoming a parasite. For income generation, the FHA Iran can carry out various activities. The list of some of the possible activities is given below:

- a) Raising membership fees: With such fees, the NGO can run necessary programs for the development of the organization or formulate programs for the development of the targeted community.
- b) Contribution of Employee: By abiding by the labour law of the country, the NGO can (with the consensus of the employees) allocate a certain amount from the remuneration as contribution (donation), but a separate account should be maintained of such contribution. This amount can also be spent on the development of the organization or of any target community. At the end of the year (at the annual general meeting) the income and expenditure of such account should be presented before all the employees, community and stakeholders.
- c) Technical support fees: NGO may send their office-bearers or employees as resource persons to other organization for technical support and may deposit some certain percentage of the remuneration they get to the organization development fund. Such technical support may include resource persons for training, facilitator during formulation of policy, providing special information and skills in other programs, OA on the organization development and plan formulation, etc.
- d) Equipment/machinery: The NGO can make some income by renting its photocopy machine, projector, phone, fax, Internet, TV, camera, vehicle or other materials like chairs, table, utensils etc.
- e) Training Hall (Space): NGO can also make income by renting its training hall.
- f) Resource Centre: NGO can develop themselves as source of training center and sell various trainings. Income can be generated from the participants of such training.

- g) Study/research Fees: NGO can charge fees to local and foreign students coming for a study in their respective area and also exchange information and expand relations for the study.
- h) Sale of Handicraft: FHA service delivery centers(Mikhak and kaj)clients prepare some handicrafts for sale.
- i) Personal contribution: NGO can collect contributions at the local level from businessmen, traders, employees and people with the capacity of making some donations.
- j) NGO organize various cultural programs at the local/regional/national and international level and organize exhibition/fair to sell its publications or sell them during other exhibitions.

### **33- Constitution of Technical Committee:**

Constitution of technical committee is also a strong mechanism of resource mobilization. The Organization can develop a committee of its technical employees based in the program, health, education, income generating, construction etc. and of other national and international technical staff and advocate and collect resource for such programs.

### **34- Expansion of donor agency:**

Expansion of donor agencies is one of the mechanisms of resource mobilization. Resource mobilization does not only mean to collect resource from any donor for a long time but also to get resources from as many and diverse donors as possible. Resource mobilization from various kinds of donors will decrease the financial risk.

### **35- Network building/participation:**

One of the most important mechanism of resource mobilization is to build network or participate in the already existing network and exchange information and resources.

### **36- Addressing the issue of transparency:**

Resource mobilization is not only be limited to resource mobilization and use or management of received resources but is directly related to the organization's image and culture. The organization with a transparent, participatory and accountable style of working can expand its relations and contact quickly and everybody would like the activities of the organization.

**37- National Governments:** National Governments are responsible for essential services like health, education, transportation etc. So, they provide salary, treatment service, transportation and education. They provide grants for special services and are responsible to take approval of the development and policy of the outline of the programs and the working policy.

### **38- Businessmen/Organizations/Private sector:**

They provide assistance in the form of donations in the areas of their liking. It takes time to develop relations for this type of assistance and apart from this, the additional assistance is made from the business point of view.

### 39-Individuals:

Individuals may be the possible group of resource partners. They can mobilize assistance by mobilizing the assistance of friends, relatives, colleagues, by taking activities together ahead and by increasing advocacy. They can provide cash, volunteers, goods or services in the form of resources.

### 40-Other Groups:

Many people are affiliated to specific groups interested in religious belief, education, employment, social work and games. They will have the capability of assisting in the form of volunteer service.

### Tips and guide on writing proposal:

1. Prove that you have a significant need or problem in your proposal.
2. Deliver an answer to the need, or solution to the problem, based on experience, ability, logic, and imagination throughout your proposal. Make sure your proposal describes a program/project for change.
3. Reflect planning, research and vision throughout your proposal.
4. Research grants makers, including funding purposes and priorities, and applicant eligibility.
5. Determine whether the grant makers' goals and objectives match your grant seeking purposes.
6. Target your proposal to grant makers appropriate to your field and project, but do not limit your funding request to one source.
7. Contact the grant maker; before you write your proposal, to be sure you clearly  
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8. Present your proposal in the appropriate and complete format, and include all required attachments.
9. State your organization's needs and objectives clearly and concisely. Write well. Do not waste words. Use active rather than passive verbs. Use proper grammar and correct spelling. Be clear, factual, supportable, and professional. A well-written proposal is a key  
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making process.
10. Be clear about why you are seeking a grant, what you plan to do with the money, and  
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persuasive and unique proposal.
11. Always cover the following important criteria: project purpose, feasibility, community need, funds needed, applicant accountability and competence.
12. Answer these questions: Who are you? How do you qualify? What do you want? What problem will you address and how? Who will benefit and how? What specific objectives will you accomplish and how? How will you measure your results? How does your  
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goals and objectives?
13. Demonstrate project logic and outcome, impact of funds, and community support. Be specific about broad goals, measurable objectives, and quantified outcomes.

### Guide on writing grant proposal

In general, the cover letter is followed by the cover sheet, the narrative, budget, qualifications of your organization, conclusion and appendices, as follows:

1. Cover letter (Overview of funding request)
2. Cover sheet (Executive summary)
3. Narrative, needs assessment, goals and objectives, methodology, evaluation
4. Budget (Administrative & program costs)
5. Qualifications (Applicant credibility)
6. Conclusion (Summary)
7. Appendices (Support materials)