

Appendix 1

**A Handbook on Local Resource Mobilization for NGOs and
CBOs**

TRAINING MANUAL

By Latifa Sekajingo

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INTRODUCTION

PREAMBE:

The biggest challenge facing NGOs/CBOs in Tanzania is resources. NGOs/CBOs single out lack of funding almost to the exclusion of all else as their primary problem. This is often cited as the reason for delays, inability to meet development targets and failure. Most NGOs/CBOs do not include long term financial sustainability in their strategic plan.

Indeed, few organizations have ‘financial sustainability’ as a major component of their strategic orientation. Even fewer organizations, including those seeking to establish endowments, make specific mention of domestic resource mobilisation as a strategy and a basis for action. Not many civil society organizations seem to believe in local sources of funding and other forms of support from local institutions.

This manual was designed to assist local NGOs/CBOs staff and members to use Local Resource Mobilization approach when mobilizing resources for their projects.

Goal

The main goal of this training manual is to build the capability of the CBO on local resource mobilization.

Objectives

The specific objectives of the manual are:

1. To increase the knowledge and skills on Local Resource Mobilization approach to the staff and members of the CBO
2. To help the CBO to develop a financial sustainability strategy

TARGET GROUP

This manual is targeting primarily all CBO staff and members

APPROACH

The teaching methods applied in this manual will involve lectures and group discussion.

Timetable

Time	Topic/Event	Responsible person
08.00 – 10.00 am	Introduction	Facilitator
10.00 – 11.00 am	Session One: Topic 1	Facilitator
11.00 – 11.30 am	Tea break	All
11.30 – 01.00 pm	Topic 2:	Facilitator
01.00 – 2.00 pm	Lunch break	All
2.00 – 3.00 pm	Session Two Topic 1	Facilitator
3.00 – 4.00 pm	Topic 2	Facilitator
4.00 – 5.00 pm	Topic 3	Facilitator
5.00	closing	All

SESSION ONE

Topic 1: A CONCEPTUAL FRAMEWORK FOR RESOURCE MOBILIZATION

Objectives: To understand the meaning of Local Resource Mobilization approach

Teaching Methods: Lecture

Materials required: Marker Pens and hand-outs

Time required: 1 hour

Lecture

What is resource mobilization?

Resource mobilisation is about an organisation getting the resources that are needed to be able to do the work it has planned. Resource mobilisation is more than just fundraising – it is about getting a range of resources, from a wide range of resource providers (or donors), through a number of different mechanisms.

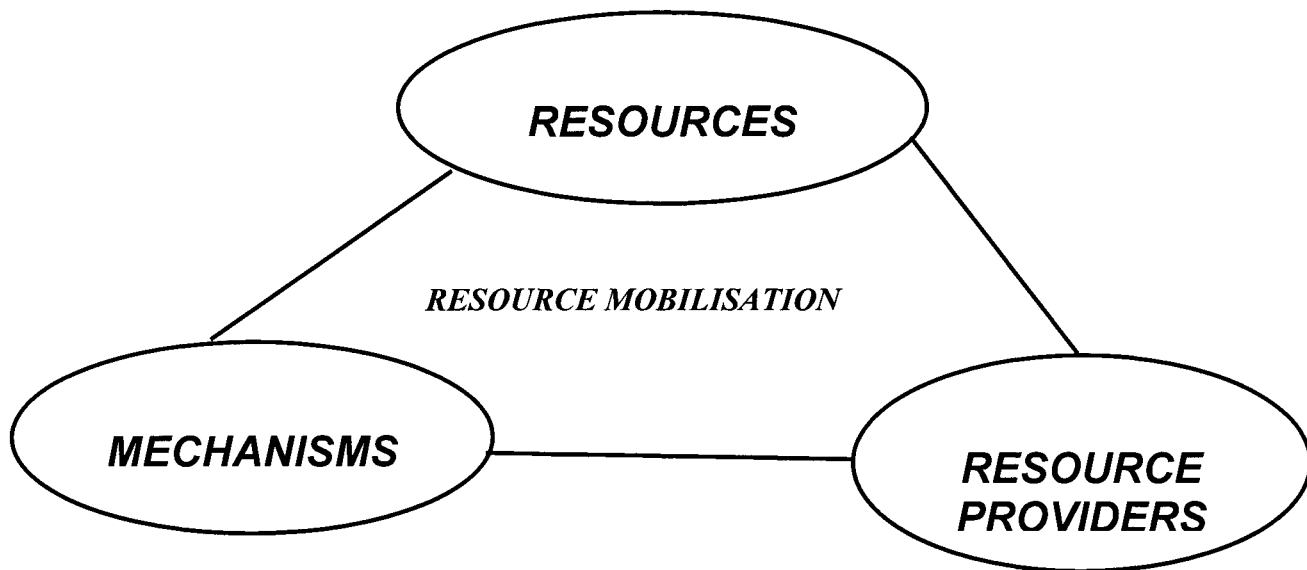
What is local resource?

The term “local resources” refers to financial and non-financial contributions to community improvement projects from local sources, including individual citizens, local government, businesses, institutions or other actors. Local resources not only allow for the implementation of successful community projects, but also contribute to the long-term sustainability of initiatives conducted by NGOs and CBOs by building lasting relationships.

Local Resource Mobilisation describes the activity of finding new ways of engaging resources in the local environment (i.e. funds, people, goods and services) to support an organisation and make it self-sustaining. It encompasses a wide range of strategies going from income generation schemes to locally based fundraising or building volunteer constituencies for example. It finds expression in a variety of fresh approaches which integrate cultural, social and economic contexts.

Resource mobilization is about getting a range of resources, from a wide range of resource providers (or donors), through a number of different mechanisms. Resource mobilisation can therefore be conceptualized as a combination of:

- **Resources:** which are different kinds of things that are needed
- **Mechanisms:** which are different ways of directly getting resources
- **Resource Providers:** which are different people/organizations that provide resources.



Why local resource mobilization?

By mobilizing local resources to support local NGO/CBO both local organization and local contributors benefit in a number of ways:

Sense of ownership: By contributing their time and resources, citizens, institutions, businesses, and others can assume greater ownership of activities that directly contribute to the positive development of their communities. The sense of “ownership” comes from the pride and accomplishment of knowing that they have done their share to make their community a better place to live.

Building social capital — Social capital refers to the value of social networks and the increased willingness of individuals and organizations to help one another as a result of these relationships. By seeking local support, NGOs and CBOs are more likely to build long-term relationships with other institutions and organizations. These relationships contribute to the social capital within the community.

Sustainability — mobilizing local resources increases the sustainability of community initiatives. As relationships and communication between NGO/CBOs and supporters develop, future support is more likely. As members of the community with long-term interests in community projects, local supporters are more likely to continue supporting initiatives than external donors.

Independence — raising resources locally also gives NGO/CBOs more independence and flexibility to implement activities targeting needs that a community finds important. Additionally, local support means that NGO/CBOs do not have to adjust their programs to meet the needs and interests of external donors.

Why not rely on foreign funding?

In many cases, it seems easier to get these resources from prominent donors outside of their communities, including foreign governments and foundations, representatives of multinational companies, and national government office. While it may take more work at the outset, community contributions are a valuable way to strengthen the development organizations in a way that outside contributions cannot. There are many reasons why development organizations should not rely on foreign resources, some of these reasons are:

1. Foreign resources do not build local support for development organizations' work, nor does local supporters. As long as CBO/NGO is seen as being supported by foreign funds, local people will not feel the need to help you with funds or other kinds of support. They will assume that CBO/NGO has money from overseas, and that you can CBO/NGO can buy whatever needed by organization. Moving people from that pre-conception to one in which they feel that the organization's worthwhile work is their support, is very difficult.
2. Foreign resources make local organization politically vulnerable to accusations that the organization is only doing the work because it is paid to do so, or because the organization is obeying the instructions of some foreign power that may have some concealed motives to the detriment of your country. Development is a political process, and foreign funding provides ammunition to detractors.
3. Foreign resources throw into sharp contrast the very basic contradiction that development organizations and practitioners promote and urge self-reliance amongst the groups that they work with, but do not themselves practice what they preach. If self-reliance is an important aspect of development, then the development organizations should pay as much attention to it as the people with whom they work.

The Effect of Foreign Aid

Many local NGOs/CBOs have been shaken into awareness of how precarious their situation is. For a long time local NGOs/CBOs assumed that they would continue to be funded from foreign resources; indeed some local NGOs/CBOs defined themselves as ‘NGOs/CBOs ‘ specifically to attract foreign funding. While it is true that many local NGOs/CBOs have frequently complained about the limitations and frustration of relying on foreign donors, but many of them have not yet decided to do without foreign donors or find alternatives to them.

Many local NGOs/CBOs have been nurtured from birth by funds from foreign sources, often to the exclusion of funds from any other source. They are very dependant such sources, and if the funds from such sources dry up, they are left vulnerable to closure. Very few of these if the funds from foreign donors have been in the form of financial investments that build long-term financial strength – they have nearly always been time-limited funding for specific projects which ceases once the project is over. In addition this, the foreign funds have often been made available with a number of conditions. Some of these conditions have been unhelpful and distracting from the main task of the local NGOs/CBOs.

Topic 2: THE RESOURCE NEED

Objective: The identify different kinds of local resources that can be mobilized

Teaching Methods: Lecture and group discussions

Materials required: Marker Pens, papers, flip chart and hand-outs

Time required: 1 hour

Lecture

What is resource mobilization?

Resource mobilization is more than fundraising. Fundraising is only one part of resource mobilization, which is the process of getting a broad range of resources for an organization.

Local NGOs/CBOs need resources so that they can be effective and sustainable. As organization look for strategies to mobilize resources, they should be guided by these two important principles – and assess the various possible alternatives from these two standpoints.

1. Resources, particularly money, are not value neutral or value free. They bring certain baggage with them depending on their origin and culture. Some Local NGOs/CBOs will have strong reactions to some kinds of resources (like for instance, resources from politicians), but will accept the possibility of resources from businessmen. Other Local NGOs/CBOs will start from different perspectives. The important point is to be open to a range of possibilities and to suspend critical judgment until you have understood them better.
2. The NGOs/CBOs world is likely to change. Some of these changes are already place particularly the drying up of funds from foreign donors. Existing patterns of resources from foreign donors to NGOs/CBOs will likely fall into one or more of the following categories:

- They will not be available to local organizations in the future
- They have significant disadvantages that outweigh their advantages
- They seem less attractive in relation to some other resources.

Therefore Local NGOs/CBOs need to plan before where do they going to get resources before these changes happened. But before planning resource mobilisation work it is useful to spend a short amount of time thinking about the range of resources that organisations can use.

Some of the possible resources which can be mobilized within the community are:

- **Financial resources:** These are probably the key resources that all NGOs/CBOs need to be able to function and carry out their work. Depending on the source, financial resources may be targeted to specific expenses or be used at the NGO discretion. Financial resources can be raised from local citizens, business, local authorities, or other in a variety of forms and through many means, including:
 - Donations of cash
 - Grants from local authorities or other community organisation
 - User fees for participation in various activities
 - Membership dues paid by members
 - Fundraising events
 - Sponsorship of NGOs and/or their activities by local business.
- **In-kind material donations:** can help reduce the costs of implementing an activity significantly. Examples of in kind material donations include:
 - Office supplies needed for the operation of an NGO
 - Building materials for the reconstruction of community buildings
 - Use of a car or other vehicle to transport or visit beneficiaries
 - Sports and recreational equipment for playgrounds or youth programs

- Food and drinks to offer to volunteers or beneficiaries
- **In-kind intellectual services:** can be an extremely valuable contribution for projects that require expensive expert and professional services such as legal, accounting, medical, psychological or counseling.
- **Space:** such as the free use of a room, office building, community center, school or playground for regular or special events.

Instructions:

Participants will be divided into two groups

Each group will be required to make list of resources needed by CBO in detail – for example, money might be split into: money for project; core costs; grant giving, etc.

Each group will present their work.

Topic 3: MECHANISM FOR RESOURCE MOBILIZATION

Objective: To identify different mechanisms for local resource mobilization

Teaching methods: Lecture and Group Discussion

Materials required: Markers, flip chart and hand-outs

Time required: 1 hour

Lecture

Resource mobilization mechanisms

Resource mobilisation mechanisms are the ways that resources can be mobilised from resource providers. Mechanisms are the actual processes of requesting or getting resources – for example, writing proposals, holding a fundraising event). Identifying different resource mobilisation mechanisms is one way for NGOs/CBOs to broaden their understanding of resource mobilisation and diversify their approaches beyond writing proposals.

Many people consider that raising funds from different individuals or organization locally means begging them to give to something that you are committed to, while they may not be. Most people consider that asking funds or other resources to support your organization involves some form of persuasion of otherwise uncommitted or or even reluctant people.

Actually local resource mobilization is offering individuals/organizations a chance to be involved in something worthwhile. It is an opportunity for local people/supporters to involve in their organisation's mission - and the tactic is to offer that chance to those who are likely to be interested in it. Many people in our communities do not know the

importance of supporting development organizations. Therefore the approach which the development organization is using to raise resources is very important. They should not beg but give chance to individuals to participate in their own development.

Some of possible mechanisms in resource mobilization are:

Submitting grant proposals or writing letters to local NGOs, local individual supporter requesting for resources.

Running a small business: the NGO can run small business such as: Selling products like food supplement medicines, condoms and HIV/AIDS counseling books, and selling services like counseling services

Events and actions like fundraising events, demonstrations, music concerts. These events and actions can both raise financial resources and increase public interest in your work.

Face to face: meeting a person face to face and asking for resources

Determining which resource mobilisation mechanisms are realistic is highly context specific and therefore to identify mechanisms that are appropriate to certain communities depend on their culture and attitudes of that community.

Instructions

Divide the participants into groups

Each group will be required to list down different resource mobilisation mechanisms based on the following questions:

Do you have any experiences in local resource mobilization?

Which ways did you use to mobilize the resource

What would you need to consider before trying any new resource mobilisation mechanisms?

Each group will present their work

SESSION TWO

Topic 1: RESOURCE PROVIDERS

Objectives: To know how and who to ask for resources; and what motivate resource providers

Teaching methods: Lecture and Group Discussion

Materials required: Markers, flip chart and hand-outs

Time required: 1 hour

Lecture:

Resource Providers

Before approaching a person and solicit for his/her resources you should consider the following:

What kinds of people are likely to support our mission?

Think whether is a particular group of people within the public who are likely to be enthusiastic about an organization that is working on the particular problem or issue that we concern about. If it is women's emancipation then women and women's organizations are likely to be concerned.

Who should support our mission?

Here you can think of the kind of people who are like to be enthusiastic about your mission, but have not yet been made aware of what can be done, and of what you are doing. This implies some public education and social mobilization before they are ready to be approached for a donation.

Who do we want to support our mission?

Here are talking strategies – what groups within society are important for you to convince of the value of your work? Probably high on many local NGOs/CBOs list would come the business sector and then religion organization and politicians.

You also need to be aware of the cultural traditions in your society but you need not be bound by them.

What motivate resource provider:

Considering what motivates resource providers to give resources, NGOs/CBOs can clearly explain the benefits to providers rather than just ask for resources. This will also help the NGOs/CBOs to identify the possible consequences of accepting resources from different providers and ethical issues involved.

Some of the things motivate resource providers are:

Clear organization mission and vision

Good programmes

Good management

Good human resource

A reputable NGO

Instructions

Divide the participants into groups

Facilitator will ask each group to consider and list down things which motivate resource providers; and identify likely potential local supporters.

Topic 2: Financial Sustainability

Any CBO should think about financial sustainability as vital aspect before starting operating. Sustainability should be integrated into their work their doing, in their programme to make it part and parcel of everything else they are doing. The following might be part of sustainability strategies in any CBO:

- 1. Strengthen fundraising strategies:** develop a committee which will study from the community and other NGOs inside and outside the country on how to raise funds and improve fundraising strategies year after year. The committee will develop and use different ways of raising funds locally and internationally.
- 2. Income Generating Activities:** the CBO can start an income generating activity which is related to what the CBO is working. Example if the CBO is working with HIV/AIDS infected people it can sell food supplementary medicine.
- 3. Publicise CBO services:** the CBO can publicise its services through media like TV, Radio and magazine.
- 4. Networking:** the CBO can collaborate and network with other NGOs doing similar or related works. Through collaboration and networking the CBO can share experience, educate each other, support one another, exchange programmes and if possible share resource.

References

David, W. and Scott, A. D. (2000) *“Foundation Building Sourcebook: A Practitioners Guide Based upon Experience from Africa, Asia and Latin America”* Synergos Publications.

Chikati, J. (1999). *“The Complete Eastern Africa Fundraising Handbook”*. An Institute of Fundraising and Direct Marketing Publication, Nairobi

Dorcas Robinson and Rutha Mutakyahwa (2004), *“An introduction to the non-profit sector in Tanzania”*, Published by Allavida, 55 Bondway London SW8 ISJ.

Norton, M., (1996), *“The World Wide Fundraiser’s Handbook”* 1st Edition, Published by Directory of Social Change London

Appendix 2



CHAMA CHA WANAWAKE KUPAMBANA NA UKIMWI ARUSHA
(WOMEN AIDS CONTROL SOCIETY OF ARUSHA)

P.O. BOX 12845 ** ARUSHA ** TEL: 0741426311, or 077 2507639.

E-mail: Chawakua10@yahoo.com

* OFFICE: Sokoine Road ACT Building 2nd Floor Room No. 205 & 206

Ref: Chaw/Com/216

20th, October 2005

Ms Latifa Sekajingo
Box 3064
Arusha.

Dear Madam,

REF: POSITION FOR FIELD PLACEMENT.

We acknowledge receiving your letter dated 19/10/2005 asking for a field Placement with CHAWAKUA for 18 months.

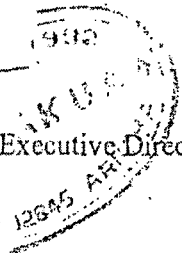
CHAWAKUA has accepted your request for the time applied for, and you will work under the "Planning My Future" Project with the Project Coordinator, where you will act as our Public Relations Officer, with the following responsibilities:

- Will report to Managing Director
- To facilitate collaboration with community NGOs
- To oversee the organization of fundraising activities
- Assist with the curriculum for educational and informational events
- Conduct monthly evaluations

We welcome your hard work and commitment in your placement with CHAWAKUA. We look forward to working with you.

Best Regards,

Asha Mruma
CHAWAKUA Executive Director



Appendix 3

DODOSO LA UTAFITI WA MAHITAJI YA JAMII KWA WALENGWA WA CHAWAKUA

1. Jina:
2. Umri:
 1. 10 – 15
 2. 16 – 20
 3. 21 – 25
 4. Juu ya 25
3. Elimu:
 1. University
 2. Diploma
 3. Sekondari
 4. Msingi
4. Kazi unayofanya
 1. Biashara ndogo ndogo
 2. Biashara kubwa
 3. Umejiriwa
 4. Kibarua
 5. Huna kazi
5. Mafunzo mnayopata yanakidhi mahitaji yenu?
 - a. Ndio
 - b. Hapana
6. Mnakutana na matatizo gani kama walengwa wa CHAWAKUA?
7. Tufanyeje kutatua matatizo hayo?

Appendix 4

Frequency Table

Age of the Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10-15	8	14.3	14.3	14.3
	16-20	22	39.3	39.3	53.6
	21-25	23	41.1	41.1	94.6
	Above 25	3	5.4	5.4	100.0
	Total	56	100.0	100.0	

Education level of respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	University	4	7.1	7.1	7.1
	Secondary	29	51.8	51.8	58.9
	Primary	23	41.1	41.1	100.0
	Total	56	100.0	100.0	

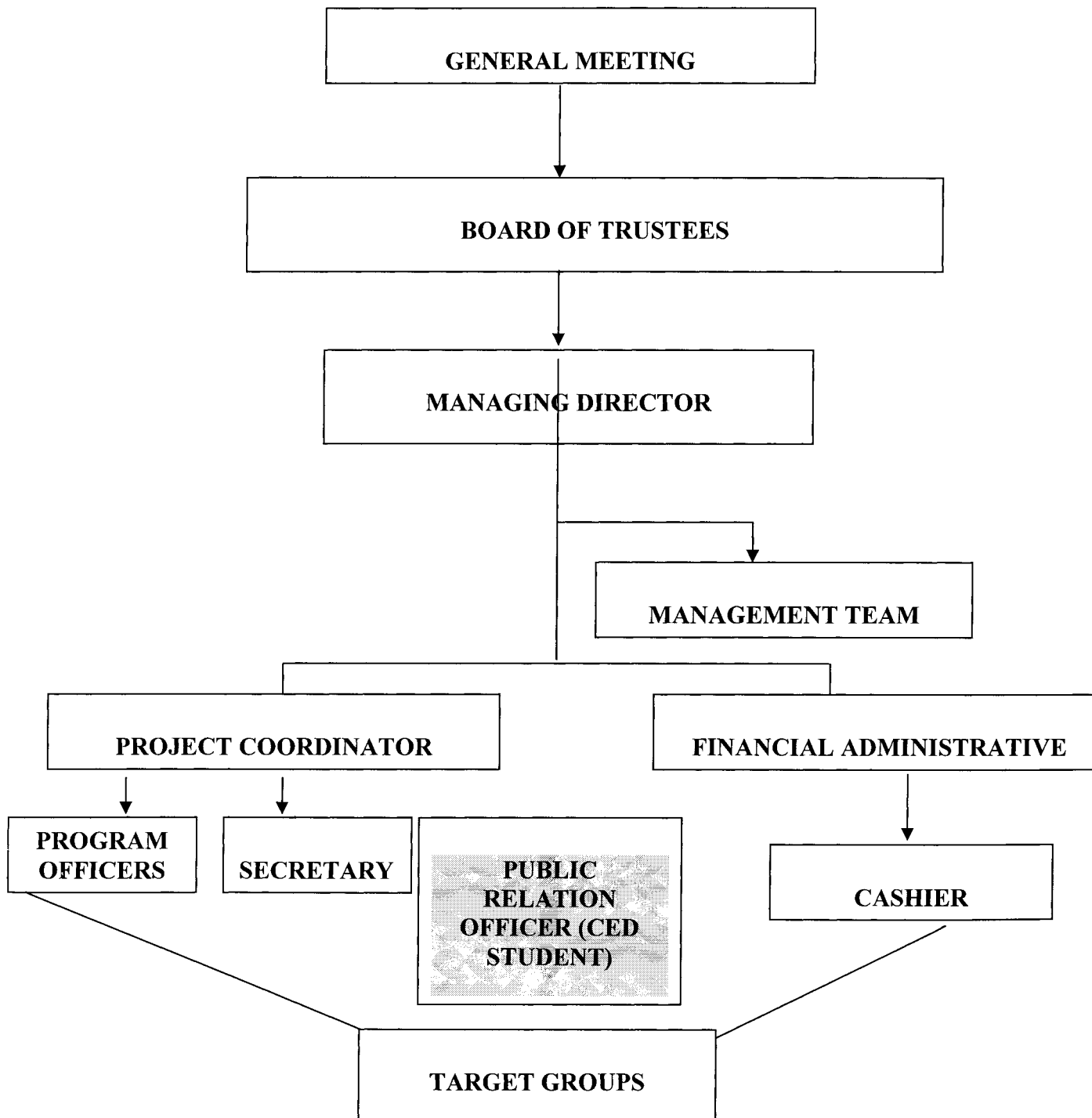
Do you meet any challenge as CHAWAKUA beneficiary?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Capital for small business	12	21.4	21.4	21.4
	CHAWAKUA does no longer deliver services to us	12	21.4	21.4	42.9
	CHAWAKUA does not give allowances to peer educators	2	3.6	3.6	46.4
	Little understanding on HIV/AIDS among peer educators	2	3.6	3.6	50.0
	No challenges	2	3.6	3.6	53.6
	Poor facilities during service deliverance	7	12.5	12.5	66.1
	Stigma and ignorance on HIV/AIDS among people in the community	19	33.9	33.9	100.0
	Total	56	100.0	100.0	

What should we do to overcome the challenges?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	CBO to consider peer educators	2	3.6	3.6	3.6
	Donor	6	10.7	10.7	14.3
	Government to support us	9	16.1	16.1	30.4
	More education is needed to the community	19	33.9	33.9	64.3
	More education is needed to the peer	2	3.6	3.6	67.9
	No challenges	2	3.6	3.6	71.4
	To get a donor and publicise the CBO	16	28.6	28.6	100.0
	Total	56	100.0	100.0	

Appendix 5

CHAWAKUA ORGANIZATION CHART

[illegible]

Appendix 7

PROJECT STAFFING (JOB DESCRIPTIONS)

CHAWAKUA staff includes one Managing Director who supervise the CBO, one Project Coordinator who coordinate program officers, four Program Officer who are working direct with the community, one Project Accountant who is keeping financial records and one project Assistant Officer who is doing all the secretarial works and Public Relations Officer (a CED Student).

Staffs assigned to this project are:

Managing Director: Time work allowance; 80 LOE.

- Will report to the funding agency
- Will report to the CHAWAKUA Executive Committee Meeting
- Help in facilitation at workshops
- Keep communication with ward all project staffs.
- Will solicit funds for the project.
- Will revise all project report prepared Program Officer?
- Will make sure all the report are sent to the appropriate agencies on time
- Conduct monthly evaluations

Project Coordinator: Time work allowance; 100% LOE.

- Will report to Program Coordinator
- Will be responsible for arranging LPS workshops and schedules
- Facilitate at workshops and recruit other facilitators
- Keep communication with ward project assistants
- Help with curriculum for workshops and training sessions
- Conduct monthly evaluations
- Take the minutes in all conducted staff meeting.
- Attends weekly staff meetings

Program Officer; 4: Time work; 100% LOE

- Will Report to Project Coordinator
- One per 2 wards, total of 10 wards.
- Each one will monitor and assist peer educators in their wards
- Be present at workshops in their ward so that the community knows them
- Help arrange venues and times for drama group performances
- Help peer educators with accurate information
- Produce monthly report and inform program officer
- Write monthly evaluation on the programs
- Attends weekly staff meetings

Program Officer; 4: Time work allowance; 80% LOE

- Will Report to Project Coordinator
- One per wards, total of 6 wards of Arusha City
- Each one will monitor and assist peer educators in their ward
- Be present at workshops in their ward so that the community knows them
- Help arrange venues and times for drama group performances
- Help peer educators with accurate information
- Produce monthly report and inform program officer
- Write monthly evaluation on the programs
- Attends weekly staff meetings

Project Accountant: Time work allowance; 80% LOE.

Will report to Project Coordinator

- Manage CHAWAKUA and project accounts
- Set up financial systems to accurately account for institution's funding
- Prepare monthly and annual financial implementation reports as required by AYA
- Disburse funds for project activities in line with systems requirements
- Attends weekly staff meetings

Assistant Finance Officer: Time work allowance; 100% LOE.

- Will be responsible for all project cash petty money
- Will record all cash transactions
- Will be responsible for miner cash payments
- Will prepare all purchasing order for the project.
- Will attend weekly staff meeting.

Project Assistant Officer: Time work allowance; 100% LOE.

- Report to the Project Coordinator
- Type all correspondence between the program staff and outside community.
- Compiling all the monthly evaluation.
- Help with preparation of workshop and activities materials and supplies
- Responsible for petty cash in the cash box.
- Attends weekly staff meetings

Public Relations Officer: A CED Student

- Will report to Managing Director
- To facilitate collaboration with community NGOs
- To oversee the organization of fundraising activities
- Assist with curriculum for educational and informational events
- Conduct monthly evaluations

Appendix 8

BUDGET				
Activity	Required Facilities	Estimated Cost	Funded by	Actual amount
Visit CHAWAKUA office	Transport, Meals and Communication	50,000	CIT	48,000
Conduct Community Need Assessment	Transport, Meals, Communication and Stationary	150,000	CIT	400,000
Develop a training manual	Transport, Meals, Communication and books	120,000	CIT	220,000
Conduct Training on LRM	Transport, Meals, Training materials, Communication and Stat.	400,000	CIT	440,000
Conduct monitoring and evaluation	Transport, Meals, Communication and Stationary	20,000	CIT	60,000
Total Budget		740,000		1,168,000
CIT - Compassion International Tanzania				

Appendix 9

MONITORING LRM PROGRAMME QUESTIONNAIRE

Name _____

Position _____

1. To what extent was material provided to you during the programme are relevant to the programme?

Excellent

5	4	3	2	1
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 Poor

If you have scored 3, 2 or 1 please comment why you give this rating

2. To what extent have you understood LRM approach?

Excellent

5	4	3	2	1
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 Poor

If you have scored 3, 2 or 1 please comment why you give this rating

3. To what extent do you feel you have learned from the programme?

Excellent

5	4	3	2	1
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 Poor

If you have scored 3, 2 or 1 please comment why you give this rating

4. To what extent did the instructor answer the questions in a clear and satisfaction manner?

Excellent

5	4	3	2	1
---	---	---	---	---

 Poor

If you have scored 3, 2 or 1 please comment why you give this rating

5. The training manual was clear and easy to read and understand the contents?

Excellent

5	4	3	2	1
---	---	---	---	---

 Poor

If you have scored 3, 2 or 1 please comment why you give this rating

Appendix 10

EVALUATION QUESTIONNAIRE

Please consider LRM programme and complete the following. Be completely honest in your assessments and answer the questions. If you have any question please you can ask the administrator.

Name _____

Position _____

1. Have you started using LRM approach in your CBO?

- Yes
- No

Circle the right answer

If yes, what have you done and if no, why?

2. Are the contents of the manual relevant to the actual implementation of the LRM approach?

- Yes
- No

Circle the right answer

3. To what extent has this programme help to enhance your ways of mobilizing resources?

Excellent

5	4	3	2	1
---	---	---	---	---

Poor

4. To what extent have your skills in LRM improved or increase as a result of the programme?

Excellent

5	4	3	2	1
---	---	---	---	---

Poor

5. To what extent do you recommend other CBOs to use LRM approach?

Excellent

5	4	3	2	1
---	---	---	---	---

Poor

6. What is your overall rating of LRM programme?

Excellent

5	4	3	2	1
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Poor

Appendix 11**PROJECT EVALUATION****FOCUS GROUP DISCUSSION QUESTIONS**

1. What have you learned from the LRM programme?
2. Are the contents of the manual understandable and applicable to our community?
3. What else do you think if will be included in the manual will improve it?
4. Do you think the fundraising event will be successful?
5. What made you think that way?

Appendix 12

EVALUATION RESULT

Frequency Table

Do you use LMR approach?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	10	100	100	100

Is the manual relevant?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	10	100	100	100

Did the training help in Resource Mobilization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	5	50	50	50
	Excellent	5	50	50	100
	Total	10	100	100	

Did the training improve your skills

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	5	50	50	50
	Excellent	5	50	50	100
	Total	10	100	100	

Do you recommend other to use LMR?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	10	100	100	100

Overall rating

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	5	50	50	50
	Excellent	5	50	50	100
	Total	10	100	100	

Appendix 13

MONITORING RESULT

Frequency Table

Material relevant to training

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	5	50	50	50
	Excellent	5	50	50	100
	Total	10	100	100	

Understood LRM

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	5	50	50	50
	Excellent	5	50	50	100
	Total	10	100	100	

Learned from the training

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	5	50	50	50
	Excellent	5	50	50	100
	Total	10	100	100	

Instructor Answer Questions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	4	40	40	40
	Excellent	6	60	60	100
	Total	10	100	100	

Is the LMR manual clear

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very Good	3	30	30	30
	Excellent	7	70	70	100
	Total	10	100	100	

Appendix 14

<p>PROJECT TITLE: <i>LOCAL RESOURCES MOBILIZATION FOR SUSTAINABILITY OF COMMUNITY DEVELOPMENT PROJECTS</i></p> <p>BY LATIFA SEKAJINGO JANUARY 07</p>	<p>INTRODUCTION</p> <ul style="list-style-type: none">Local resource mobilization is one of the ways of giving opportunity to community members to participate in their own development and reducing dependency ratio on foreign aid.
<p>INTRODUCTION</p> <ul style="list-style-type: none">CHAWAKUA (Chama cha Wanawake Kupambana na Ukimwi Arusha) is a Non Government Organisation started in 1992 and officially registered in 1994 under registration No: SO 8153. CHAWAKUA has one project called “Planning my future”.	<p>INTRODUCTION</p> <ul style="list-style-type: none">“Planning my future” project intends to empower youth ‘age 10 – 24’ in Arusha Municipal on Adolescence Sexual Reproduction Health (ASRH) and educate them on how to protect themselves from being infected by HIV/AIDS.It is operating in six wards within Arusha Municipal. The wards are Levolosi, Ngarenaro, Sekei, Unga Limited, Sombetini and Daraja mbili.
<p>PROBLEM IDENTIFICATION</p> <ul style="list-style-type: none">The researcher conducted a focus group discussion with 5 board members and 5 staff of CHAWAKUA to identify the main problem facing the organization. The participants listed out many problems and then prioritized them; lack of funds became the core problem. To them if they had funds all other problems will be solved.	<p>PROJECT GOAL</p> <ul style="list-style-type: none">The project goal was to examine how local resources can be mobilized to support community development projects for financial sustainability.

PROJECT OBJECTIVES

- To explore the availability and accessibility of local resources.
- To widen the knowledge and improve the skills of CHAWAKUA members and staff on local resource mobilization.

LITERATURE REVIEW

Theoretical Literature Review:

- There are different authors who wrote a lot about resource mobilization. One of them is Michael Norton.
- According to *Michael Norton* (2003): Resource mobilisation is about an organisation getting the resources that are needed to be able to do the work it has planned. It is about getting a range of resources, from a wide range of resource providers (or donors), through a number of different mechanisms.

LITERATURE REVIEW

- Resource mobilisation can therefore be conceptualized as a combination of:
- **Resources:** which are different kinds of things that are needed.
- **Mechanisms:** which are different ways of directly getting resources.
- **Resource Providers:** which are different people/organizations that provide resources.

LITERATURE REVIEW

• Empirical Literature Review

Twisema S. Muyoya is one of the African Author who did a research on Resource Mobilization. According to *Twisema S. Muyoya* (2002): The biggest challenge facing NGOs in eastern and southern Africa, and elsewhere in sub-Saharan Africa, is resources. NGOs single out lack of funding almost to the exclusion of all else as their primary problem. This is often cited as the reason for delays, inability to meet development targets and failure.

LITERATURE REVIEW

Policy Review:

- Community Development Policy (CDP) June, 1996 encourage local resource mobilization.
- The policy aimed to enable Tanzanians to bring about their own development by working to improve production so that they may have increased income which will enable communities to build a better life through self-reliance and the use of locally available resources. This is the only way poverty can be eradicated in the country.

RESEARCH METHODOLOGY

Sampling

- The population of the study was 56 local CBOs/NGOs in Arusha Municipal.
- A purposive sample was selected among the 58 local NGOs/CBOs in Arusha municipal.
- A total of 30 people were selected for focus group discussion and interview.

RESEARCH METHODOLOGY

The research methods includes:

- Face to face interview
- Focus Group discussion
- Documentary Review

FINDINGS

The result revealed that:

- Local resource mobilization approach has been used by CHAWAKUA and many other local NGOs in Arusha municipal.
- Local NGOs are depending on both local and foreign resources to support program activities.

FINDINGS

- The dependency ratio on source of resources is 34% for local resources and 66% foreign aid.
- 22% of foreign donors have dropped since last year.
- There are a lot of resources available in our communities to support local NGOs.

FINDINGS

- Some of the challenges during local resource mobilization are:
 - People are still mentally dependant on external aid thus make it difficult to see resources that are surrounded them.
 - Public ignorance on the importance of supporting development activities.
 - Local NGOs do not get support from the public because some of NGO staff/members are individually dishonest and not committed to what they are doing.

FINDINGS

- These challenges make difficult for local NGOs to access local resources.
- 85% of surveyed local NGOs had planned to start financial sustainability strategies but not yet started. That means the issue of financial sustainability for local NGOs was not priority in their strategic plans before due to easily accessibility of foreign funds.

IMPLEMENTATION

Input Indicators:

- A consultation meeting was conducted with five CHAWAKUA staff and five board members to discuss on how to raise fund locally.
- A field visit was conducted at Daraja Mbili center to see the impact of the problem to youth (beneficiaries).

IMPLEMENTATION

- A training manual on local resource mobilization was prepared.
- A training on Local Resource Mobilization was conducted and 20 local NGOs representatives attended the training.

IMPLEMENTATION

Output indicators:

- A training manual on Local resource mobilization is ready for use by CHAWAKUA and other local NGOs
- Trained staff from 20 different local NGOs of Arusha municipal had acquire a knowledge on LRM approach

MONITORING

What was Monitored:

- Time of activities and budget.

Activities monitored

- Number of visit to CHAWAKUA field centers.
- Number of participants attending LRM training.

MONITORING

- Number of training on Local Resource Mobilization conducted.
- Budget: The amount of money spent in each activity.

EVALUATION

- Evaluation was conducted mid-term and terminal.
- Evaluation was done to check impact and sustainability.

SUSTAINABILITY

- The training on local resource mobilization was aimed at equipping project development workers with skills and knowledge on sustainable resource mobilization strategies.
- The training manual will guide CHAWAKUA staff and other development workers on how to develop a strategic plans on sustainable resource mobilization.

Conclusion and recommendations

- Local resource mobilization is one of the most essential missing ingredients in the efforts of ensuring financial sustainability of local NGOs. Thus it is very important for local NGOs to adopt local resource mobilization approach.
- The Researcher recommended that government, media like Radio, Television and Magazine should support local NGOs by educating the community on the importance of supporting local development organizations.

Conclusion and recommendations

- Some of the high learning institution, including CED program should develop a topic/syllabus on local resource mobilization strategies.