



Resource Mobilization – Proposal Writing, Strategic Partnerships & Grant Management

Learning Objectives:

By the end of this module, participants will:

- Understand the concept of resource mobilization and its critical role in ensuring CBO sustainability and growth.
- Master the art of crafting persuasive grant proposals that stand out to funders, with a focus on clarity, structure, and impact.
- Learn systematic approaches to identify, approach, and sustain strategic partnerships with diverse stakeholders (e.g., donors, corporates, NGOs).
- Acquire practical skills in grant management, including budgeting, financial tracking, donor reporting, and compliance with legal and ethical standards.
- Develop a tailored resource mobilization strategy that aligns with their CBO's mission, capacity, and community needs.

Pre-Test (Before Learning)

1. What is resource mobilization?
 - a) Hiring staff for a CBO
 - b) Securing financial and non-financial resources for sustainability
 - c) Marketing a CBO's services
 - d) None of the above
2. A key element of a grant proposal is:
 - a) A detailed budget
 - b) A list of staff salaries
 - c) A social media plan
 - d) None of the above
3. Strategic partnerships are important because they:
 - a) Reduce the need for fundraising
 - b) Provide long-term support and collaboration
 - c) Replace digital tools
 - d) None of the above
4. Grant management includes:
 - a) Ignoring donor requirements
 - b) Tracking funds and submitting reports



- c) Writing new proposals only
 - d) None of the above
5. Which of these is a common funding source for CBOs?
- a) Crowdfunding
 - b) Government grants
 - c) Corporate sponsorships
 - d) All of the above

Lesson 1: Understanding Resource Mobilization for CBOs

1.1 What is Resource Mobilization?

Definition: Resource mobilization is the strategic process of identifying, securing, and managing both financial resources (e.g., grants, donations, sponsorships) and non-financial resources (e.g., volunteers, equipment, expertise) to support a CBO's operations and mission.

Scope: It goes beyond fundraising—it's about building a sustainable ecosystem of support. This includes tapping into local resources (e.g., community contributions), national opportunities (e.g., government programs), and international funding (e.g., global NGOs).

Examples in Kenya:

- A CBO in Siaya mobilized local farmers to donate maize for a school feeding program, supplemented by a small grant from a county government.
- A Nairobi-based youth CBO raised funds through M-Changa crowdfunding while securing pro bono legal advice from a law firm.

1.2 Why Resource Mobilization Matters for CBOs

- **Financial Stability:** Diversified income reduces reliance on erratic donor cycles.
- **Scalability:** Access to resources allows CBOs to expand programs.
- **Credibility:** A strong resource base signals reliability to donors, partners, and communities.
- **Community Ownership:** Engaging local stakeholders fosters trust and long-term support.
- **Adaptability:** Resources enable CBOs to respond to crises with agility.

Kenyan Context: A 2023 study by the Kenya Community Development Foundation found that 60% of CBOs lack a resource diversification plan, leading to closure within five years.



Lesson 2: Writing Winning Grant Proposals

2.1 Key Components of a Grant Proposal

- Executive Summary: A 200-word overview of the project—why it's needed, what it will achieve, and funding requested.
- Problem Statement: Use data and narratives to highlight the issue.
- Objectives & Activities: Specific, measurable goals and detailed steps.
- Budget: Break down costs with a contingency for unexpected expenses.
- Impact & Evaluation: Define success metrics and tools for measurement.
- Organizational Background: Showcase CBO history, achievements, and team expertise.

2.2 Tips for a Compelling Proposal

- Research Donors: Tailor proposals to funder priorities.
 - Be SMART: Goals should be Specific, Measurable, Achievable, Relevant, and Time-bound.
 - Combine Data & Storytelling: Mix statistics with compelling beneficiary narratives.
 - Clarity Over Jargon: Use plain language for maximum impact.
 - Proofread: Errors erode credibility; ensure thorough reviews.
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Lesson 3: Building Strategic Partnerships

3.1 What Are Strategic Partnerships?

Definition: Mutually beneficial, long-term relationships with entities that provide resources, expertise, or networks.

Types:

- Financial: A bank sponsors a CBO event.
- In-Kind: A printing company donates flyers.
- Expertise: An NGO trains CBO staff in grant writing.

3.2 Steps to Identify and Engage Partners

1. Research: Identify potential partners (e.g., LinkedIn, NGO websites, county stakeholder forums).
2. Pitch: Prepare a concise 3-minute pitch emphasizing mutual benefits.
3. Negotiate: Agree on deliverables and expectations.



4. Maintain: Provide quarterly updates, invite them to events, and publicly acknowledge contributions.

Lesson 4: Grant Management for Accountability

4.1 What is Grant Management?

Definition: The systematic process of overseeing awarded funds—ensuring they are spent as planned, tracked accurately, and reported transparently.

Components:

- Budgeting: Allocate funds per activity.
- Compliance: Adhere to donor rules.
- Reporting: Submit financial and narrative updates with supporting documentation.

4.2 Tools and Best Practices

- Budget Tracking: Use Google Sheets to monitor expenses.
- Reporting: Submit detailed impact reports supported by photos and receipts.
- Compliance: Follow donor guidelines strictly.
- Transparency: Share financial summaries with stakeholders.

Assignments & Discussions

Assignment: Develop a 2-page resource mobilization plan:

- Goal: Raise KES 300,000 in 6 months.
- Grant Idea: Proposal for a women's health project (KES 200,000).
- Partnership: Pitch to a local bank for KES 100,000 sponsorship.

Discussion Prompt: "What are the top 3 barriers to securing grants or partnerships in Kenya (e.g., competition, lack of skills), and how can CBOs overcome them?"

Post-Test (After Learning)

1. Resource mobilization includes:
 - a) Only financial resources



- b) Financial and non-financial resources
 - c) Staff recruitment only
 - d) None of the above
2. A strong grant proposal should NOT:
- a) Be aligned with donor goals
 - b) Include vague objectives
 - c) Have a clear budget
 - d) Show measurable impact
3. Strategic partnerships benefit CBOs by:
- a) Eliminating the need for grants
 - b) Providing resources and credibility
 - c) Reducing community engagement
 - d) None of the above
4. Grant management ensures:
- a) Donor accountability and transparency
 - b) Increased staff workload
 - c) Elimination of fundraising
 - d) None of the above
5. Which tool can help track grant spending?
- a) Instagram
 - b) Google Sheets
 - c) TikTok
 - d) Canva