CBRM by Design

Capacity Building in Resource Mobilization at IDRC

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Acronyms
AERC African Economic Research Consortium
ALF Annual Learning Forum
ANSAB Asia Network for Sustainable Agriculture and Bioresources (Nepal)
CBRM Capacity Building in Resource Mobilization
CDS Centre for Development Services (Egypt)
CERAPE Centre of Study and Research on Economic Analysis and Policy (Congo)
D.Net Development Research Network (Bangladesh)
ERNWACA Education Research Network in West and Central Africa
GKP Global Knowledge Partnership
KADO Karakoram Area Development Organization (Pakistan)
NGO Non governmental organization
PBDD Partnership and Business Development Division
ODA Official development aid
PO Program officer
RM Resource mobilization
RDS Red de Desarrollo Sostenible (Honduras)
SAFRG South Asian Fund Raising Group (India)
TOT Training of trainers
ToC Theory of change
WIEGO Women in the Informal Economy; Globalizing and Organizing
1 What is Capacity Building in Resource Mobilization at IDRC?

The International Development Research Centre’s (IDRC) Partnership and Business Development Division (PBDD) initiates, builds and maintains key relationships with donors and other institutions committed to the long-term development of Southern research capacities. Given its extensive experience with partnership development and the mobilization of resources for IDRC, staff and senior management encouraged PBDD to adopt a more explicit role in strengthening the fundraising capacities of IDRC’s research partners.

Thus, PBDD’s Capacity Building in Resource Mobilization (CBRM) began in 2003 with a pilot workshop in Bangkok, Thailand and an official launch in 2004. CBRM is intended to provide targeted, timely and relevant resource mobilization capacity building assistance to its partners through training, technical assistance, and mentoring.

1.1 Rationale

Financial sustainability is a cornerstone of any healthy organization, including those engaged in research for development. Yet, a number of factors have made it difficult for many of IDRC’s research partners to become financially viable and sustainable. Dependence on project funding undermines organizational sustainability, not to mention ownership over research priorities. Since most donors typically focus their support on one-off projects, development research organizations struggle to find predictable core funding. This, in turn, inhibits an organization’s ability to establish long-term forward-looking research agendas since it is engaged in “responsive” research on issues of interest to donor agencies. Securing funding for development research can be a significant challenge in the best of times. Recent shifts in the distribution of ODA have left some regions of the developing world with far less development assistance than others. Many IDRC research partners can no longer rely on funding from traditional sources, leaving them less secure than in the past.

Consequently, there is a need to build capacities and re-direct resource mobilization (RM) strategies to a broader range of public and private, local, regional, national and sub-regional sources of funding, with innovative partnering and fundraising techniques. Typically, projects are implemented with minimal focus on what will happen to partner organizations once a project comes to an end. Measures to ensure an organization is financially sustainable over the long-term are often overlooked by international donors.

Given these realities, IDRC has found there is great demand for RM capacity building among its research partners, but not surprisingly, there is a deficiency of appropriate market supply. The existing RM training sector of private consultants is mainly focused on promoting approaches and methods developed in Northern contexts. Furthermore, there is a lack in RM methods appropriate to the specific work and products rendered by development research networks and organizations. CBRM was, therefore, launched to address the particular needs of Southern-based development research organizations and networks.

1.2 Resource Mobilization Defined

Although sometimes used interchangeably, the concept of RM is much broader than that of fundraising. “Resources” can be both financial and non-financial. While raising funds is certainly a large part of the resource mobilization process, it also involves mobilizing other types of resources, such as human and physical. For PBDD, becoming financially sustainable is not just about having the ability to raise money; it is also about being strategic in the advancement of an organization and its relations with contributors. RM involves the efficient use of non-monetary resources (e.g. staff, boards of directors, volunteers, network members, strategic partners, media connections and reputation), in order to mobilize other resources, such as funds, from a variety of donors (e.g. local sources and the private sector), in-kind contributions, and increased visibility. For example, Venture for Fund Raising, a long-time collaborator in the program,
defines resource mobilization as “a strategic process that is grounded in effective organizational management, brought to life by creative communication and maintained through nurturing stakeholders relationships” (Venture 2009: 3) and refers to fundraising rather than fundraising (Venture 2005: 2). In short, CBRM means much more than simply helping partners raise funds.

PBDD views CBRM as an entry point for broader organizational development. “RM is dependent upon, and reinforces strategic planning, communication strategies and management practices” (PBDD, MENA Regional Strategy).

Although the impetus for change may come from financial crisis, given the measures that must be taken to promote financial sustainability, the benefits to the organization have the potential to be far greater. As mentioned, resource mobilization is a comprehensive concept that includes fundraising as well as everything else that is required to do fundraising. When implementing RM, organizations are required to engage in discussion, planning and decision-making with respect to:

• Analyzing the organization’s vision, mission and situation in order to better understand its market position or the niche within which it operates;
• Identifying resource expansion needs and setting targets;
• Broadening stakeholder groups;
• Developing a communications strategy with key messages and audiences; and
• Selecting a mix of fundraising vehicles and techniques appropriate for the organization (this will lead to a diversified donor base).

It is assumed that by engaging leadership and staff to reflect on the relevance of their organization vis-à-vis the external environment and by undertaking activities linked to financial sustainability, the organizational capabilities and performance will be strengthened (PBDD Burley 2006 & Généreux 2008). This in turn, strengthens the organization’s ability to fulfill its mission.

1.3 Mission and Vision

CBRM envisions a research for development community which is capable of accessing a diversity of funding sources and other resources so that it may be financially sustainable and able to generate the knowledge needed to address development challenges.

CBRM’s mission is to strengthen the resource mobilization capacity of organizations involved in research for development in order to assist them in establishing their own research agendas.

1.4 Objectives

As stated in PBDD’s original proposal to IDRC’s Forward Planning Fund (2004), CBRM’s mandate is:

To provide training and advisory services that facilitate capacity building in resource mobilization among IDRC research partners (including networks) at various levels and scales.

In order to achieve its mandate, CBRM’s key objectives are:

• To research, refine, develop and test training tools that better respond to training and capacity building needs of IDRC research partners.
• To strengthen resource mobilization capacity and skill sets of IDRC research partners by linking organizational strategic planning to RM and by providing technical assistance and fundraising training.
• To promote the development of expertise in resource mobilization among IDRC research partners.
• To learn from, and influence the resource mobilization sector to better respond to the needs of the research community and related networks in the South.
• To capture lessons learned from training activities and advisory services in order to enrich the entire program and communicate the evolving role of PBDD within the Programs and Partnership Branch.

Another objective relates to how CBRM is expected to impact IDRC Program Officers as well as the way that IDRC administers its research projects. It is hoped that the program will influence thinking within the Centre with regard to the importance of supporting resource mobilization capacity. The ultimate goal is to ensure that capacity building activities are built into research projects in a way that they become part of the normal range of support offered to research partners. This final objective was not explicitly stated in the original proposal to the Forward Planning Fund, but was referred to in the 2005 Monitoring Guide.

2 Who Does IDRC Support?

Through CBRM, PBDD is providing an additional source of capacity building support to IDRC’s research partners, further helping them to attain financial sustainability. Decisions to support particular partners are made by PBDD in consultation with Program Officers (POs). “PO advice will be sought to ensure the program dovetails with Program Initiative (PI) priorities and serves to strengthen key partners and/or those in need” (PBDD 2004: 7). Partners representing a wide-range of IDRC’s program areas have been supported.¹

In addition to building RM capacity in the South, CBRM has also sought to build Southern RM training capacity. Initially, this goal was being accomplished through the use of key regionally-based consultants that have been indispensable to the successful implementation of the program to date. Given time constraints, PBDD has relied heavily on like-minded organizations, such as Venture for Fund Raising based in the Philippines, to help deliver CBRM activities. By devolving responsibility for organizing, facilitating, implementing and following-up on workshops to regionally-based consultants, PBDD has helped to build local expertise in development research RM where previous experience barely existed. (see Box 1).

In 2007, in an effort to increase the program’s reach, PBDD launched CBRM training of trainers (TOT) workshops to further expand the pool of qualified Southern-based RM for development research service providers.

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¹ For example, partners from RPE, EEPSEA, MIMAP, Pan Asia, SEP, SECRTS, UPE/PURE, SUB/UDB, SISERA, Acacia, TEC, GEH, ENRM, GGP, and Telecentre.org have attended CBRM workshops.
3 What is the approach?

3.1 Principles

There are a number of principles that have guided the approach used to deliver CBRM:

- **IDRC Partners.** Support is offered to existing IDRC research partners\(^2\) who are identified by program officers as those which require assistance to help achieve their longer-term sustainability and viability.

- **Tailored.** CBRM interventions – or opportunities – are tailored to the specific needs of IDRC partners. Given the wide range of types of organizations and networks that work with IDRC, needs assessments are conducted prior to a workshop or advisory service in order to help ensure the right type of support is being provided.

- **Flexible.** A number of modalities can be used depending on the needs of IDRC partners, ranging from workshops to advisory services, mini-grants, and mentoring. Further, PBDD has the freedom to finance other types of support if deemed more appropriate.

- **Regionally-based.** Capitalizing on the presence of PBDD officers in five of IDRC’s six regional offices (i.e. ASRO, ESARO, MERO, SARO & WARO), PBDD has adopted localized strategies designed in close consultation with program staff based in the regions as well as those at headquarters). The localized strategies reflect differences in the funding environment, the stages of economic development in the region, the nature of research partners’ organizational and governance structures, and the level of readiness of the regional office to undertake CBRM activities.

- **Program fit.** The proposed outcomes, objectives and activities must fit within the program’s overarching objectives as outlined in section 1.4 above.

- **Organizational readiness.** To help ensure activities are successful, organizational readiness is assessed jointly by members of the organization in question, as well as POs and PBDD. As much as possible, CBRM seeks to work with the leaders of the organization (e.g. Executive Director) since they are best positioned to encourage and facilitate change. Without such leadership support, change is usually difficult to achieve.

- **Client ownership.** As a result of its flexible, tailored and regionally-based approach which also engages leaders within an organization, CBRM is able to successfully promote client ownership and responsibility over key activities and outcomes Interventions are designed collaboratively, with practical hands-on learning in mind. When appropriate, leaders are encouraged to involve staff to help generate a sense of collective ownership over change.

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\(^2\) Although consultants and trainers being trained for the purposes of delivering CBRM are not IDRC research partners.
3.2 Modalities for Program Delivery

There are a number of modalities available to PBDD for the delivery of CBRM. Below is a brief description of each.

Workshops

Training workshops are considered the main entry point for the program. To date, PBDD has organized and/or financed 21 CBRM workshops (including three pilot workshops) which have been attended by over 230 institutions and 340 individuals. These workshops have been held in all of the regions in which IDRC is active. From a cost perspective, 48 percent of all CBRM spending (nearly $900,000) has been spent on workshops and related expenses (see Figures 1-4 in Annex I and Table 1 below for a list of all the workshops, including information on where they were held and for which partners).

PBDD has found that to be effective, workshops should:
- Engage senior members of organizations responsible for strategic planning at the organizational or program level, and those of whom represent their organization for partnering purposes;
- Be based on the results of well crafted and analyzed needs assessments of trainees and include training tools and pedagogic materials suitable to the specific organizational environment of the research organization (see Annex II for an example of a training needs assessment form);
- Plan for post-training monitoring and evaluation for both trainers and trainees. Trainers assess the effectiveness of the workshop in order to learn about strengths and weaknesses and to take corrective action. Trainees reflect upon changes in their organization’s financial stability, identify enabling and disabling factors influencing resource mobilization, and re-assess their learning needs (PBDD 2004).

While the topics covered in each workshop vary, below is an example of objectives for the SEEDs workshop held in Colombo, Sri Lanka, facilitated by Venture for Fundraising in February 2006:

The resource mobilization workshop was designed to enable the participants to:
- Define RM as a management process that involves organizational management, communication and relationship building;
- Determine and/or validate their resource needs by using a resource timeline;
- Identify a broader set of potential stakeholders and learn how to cultivate donor relationships;
- Identify sector trends that will have an impact on the organization’s resource situation;
- Assess their capability to implement a variety of resource mobilization activities;
- Develop an organizational communications plan (define communication objectives, audiences, key messages and appropriate media);
- Use negotiation skills in meetings with donors;
- Improve proposal-writing skills;
- Apply planning skills by developing a strategic, realistic and organized RM plan;
- Identify the appropriate team and operations necessary to implement and monitor the RM plan.

Table 1: CBRM Workshops

<table>
<thead>
<tr>
<th>Workshop</th>
<th>Location</th>
<th>Dates</th>
<th>IDRC Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pilot 1</td>
<td>Bangkok, Thailand</td>
<td>January 2003</td>
<td>PAN Asia, SUB, CBRNM, MIMAP &amp; EEPSEA</td>
</tr>
<tr>
<td>Pilot 2</td>
<td>Vientiane, Laos</td>
<td>March 2003</td>
<td>ICT4D</td>
</tr>
<tr>
<td>Pilot 3</td>
<td>Lima, Peru</td>
<td>November 2003</td>
<td>UPE</td>
</tr>
<tr>
<td>Mbodiène</td>
<td>Mbodiène, Senegal</td>
<td>May 2004</td>
<td>All partners</td>
</tr>
<tr>
<td>LEAD-Pakistan</td>
<td>Islamabad, Pakistan</td>
<td>Sept/Oct 2004</td>
<td>Pakistan Partners</td>
</tr>
<tr>
<td>IMFNS</td>
<td>China/Indonesia</td>
<td>Sept/Dec 2004</td>
<td>International model</td>
</tr>
<tr>
<td>Workshop</td>
<td>Location</td>
<td>Date</td>
<td>Partners</td>
</tr>
<tr>
<td>----------</td>
<td>----------</td>
<td>------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>2004 forest network</td>
<td>Ottawa, Canada</td>
<td>February 2005</td>
<td>TEC partners</td>
</tr>
<tr>
<td>GEH Senegal</td>
<td>Senegal</td>
<td>March 2005</td>
<td>GEH Sub-Saharan Africa Partners</td>
</tr>
<tr>
<td>MAPPA India</td>
<td>India</td>
<td>April 2005</td>
<td>MAPPA</td>
</tr>
<tr>
<td>Colombo Colombo, Sri Lanka</td>
<td>May 2005</td>
<td>All partners - Asia</td>
<td></td>
</tr>
<tr>
<td>SIMA Tanzania</td>
<td>November 2005</td>
<td>EcoHealth</td>
<td></td>
</tr>
<tr>
<td>Saly Saly, Senegal</td>
<td>November 2005</td>
<td>All partners – West Africa</td>
<td></td>
</tr>
<tr>
<td>MedPlants Nairobi, Kenya</td>
<td>December 2005</td>
<td>SUB</td>
<td></td>
</tr>
<tr>
<td>SEED Colombo, Sri Lanka</td>
<td>February 2006</td>
<td>RPE, SUB</td>
<td></td>
</tr>
<tr>
<td>GKP Colombo, Sri Lanka</td>
<td>May 2006</td>
<td>PAN Asia</td>
<td></td>
</tr>
<tr>
<td>Training of Trainers 1 Cairo, Egypt</td>
<td>March 2007</td>
<td>MENA Trainers</td>
<td></td>
</tr>
<tr>
<td>Training of Trainers 2 Dakar, Senegal</td>
<td>July 2007</td>
<td>West Africa Trainers</td>
<td></td>
</tr>
<tr>
<td>EEPSEA Bangkok, Thailand</td>
<td>October 2007</td>
<td>EEPSEA</td>
<td></td>
</tr>
<tr>
<td>Writeshop-Asia Goa, India</td>
<td>November 2007</td>
<td>Open to all previous CBRM participants in Asia</td>
<td></td>
</tr>
<tr>
<td>Telecentre.org Bangkok, Thailand</td>
<td>April 2008</td>
<td>Telecentre.org</td>
<td></td>
</tr>
<tr>
<td>Jordan Jordan</td>
<td>May 2008</td>
<td>MENA All partners</td>
<td></td>
</tr>
</tbody>
</table>

Workshops are evaluated and feedback is used to continually improve the training sessions that are offered. Needs assessments are conducted beforehand to ensure the trainers’ needs are being met (see Annex II for an example of a Needs Assessment Form).

**Institutional Capacity Building Support**

**Mini-Grants**

The benefits of providing additional support to institutions following a workshop were established early on. Competitive mini-grants ($5,000 to $20,000) were offered as a way of helping participants execute the strategies that were developed in the workshop. This modality was presented to the participants at the end of the workshops to offer them an immediate funding opportunity for the implementation of RM activities. These included:

- In-house training and support for the development of the RM strategy;
- Internal and external organizational situational scoping studies;
- A detailed RM and/or communications strategy; and
- Two or three RM techniques taken forward.

PBDD officers have found that mini-grants are an effective tool to help ensure the up-take of new knowledge and to motivate organizations to think more strategically about resource mobilization. For example, in a number of cases, the mini-grants were used to finance internal workshops, therefore, encouraging broader staff involvement and ownership over RM and organizational change. A good example is the Asia Network for Sustainable Agriculture and Bioresources (ANSAB). After attending two workshops, ANSAB received funding from CBRM to develop an RM strategy aimed at ensuring the long-term sustainability and effectiveness of its programs.

**Advisory Services**

Advisory services have been offered to 25 organizations and networks. Advisory services cost approximately $20,000 and run over a period of 6 to 12 months. Generally a consultant is hired (by IDRC or its partner) to provide support and guidance to the organization as it develops and implements its activities.

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3 This modality was planned in three workshops: Saly (nov2005), Colombo (fev2006), and Jordan, May2008
4 Funding for five activities came from the PBDD challenge fund.
strategic, communications and/or RM plans. As much as possible, consultants work with senior management in an effort to promote change within the organization. However, no two advisory services are the same as they are completely tailored to the particular needs of the organization and depend on their starting point and desired end goals. Below are a few examples of advisory services that have been provided (taken from PBDD Burley 2006 & Généreux 2008):

**ERNWACA**
CBRM provided ERNWACA (who had attended the workshop in Mbodiène, Senegal) with support aimed at:

- Decentralizing the RM capacity from the network coordinator to national coordinators, thus increasing the managerial skill sets at national level;
- Developing and implementing a business plan, a five-year strategic plan, a communication strategy, and an RM plan;
- Including a more active board in strategic and RM planning, creating an RM working group, building a diversified donor base, organizing special events, implementing membership fees, approaching large donors to secure endowments.

**Red de Desarrollo Sostenible en Honduras**
CBRM supports RDS’ RM capabilities by financing a historical study of RDS’ niche and its influence on public policy. The intention is to have the study included in a future communication strategy and RM plan.

At times the line between the two main modalities (i.e. workshops and advisory services) is not always clear. For example, the advisory services provided to Alexandria University’s Faculty of Agriculture in Egypt involved the delivery of two training workshops. When a needs assessment was conducted by the consultant (CDS), it was concluded that the best approach to meet the needs of the Faculty would be through the delivery of a Planning Workshop and a Skills Training Workshop (PBDD El Dabi 2007).

**Chaitanya Project**
Through co-funding provided by IDRC’s Evaluation unit and PBDD, a larger grant (100,000$) was allocated to Chaitanya. A pioneer agency involved in training other non-government organizations (NGOs) and non-profit organizations, Chaitanya is focused on building a databank of resource persons within the sector/domain. As Chaitanya increased their own resource mobilization skills and successes, they developed Manthan, a project which involved the training of 12 community-based partners in RM.

**Mentoring**
A somewhat informal, but critically important modality through which PBDD supports the RM capacities of research partners, is mentoring. PBDD officers (and/or consultants) always support partners by providing them with advice and encouragement. For example, the former Executive Director of ERNWACA noted that PBDD’s Partnership Officer (PO) in WARO influenced ERNWACA representatives by encouraging the network to think strategically about developing the institution. Although representatives had attended CBRM workshops and were implementing many of the strategies, they identified the POs’ mentoring as an instrumental factor in helping the network execute its RM strategy (Touré, June 13, 2008).

**Other Modalities**
In line with the principle of flexibility, PBDD also uses other means at its disposal to help build the RM capacities of research partners. For example, financing was provided to a partner in Honduras to attend a fundraising course offered by Manchester University. As well, scholarships were provided through the South Asian Fund Raising Group to 10 IDRC partners to attend the Asian 18th Annual Fundraising Workshop (Agra, August 2008) and to four Telecenter.org network members to participate in the East-African Fundraising Congress (Mombasa, November 2008).

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3.3 Training of Trainers: Increasing the Reach

It was recognized that a critical mass of RM trainers and consultants in each of the regions was essential to the success of CBRM. To further increase the pool of available RM trainers and to guide existing skill sets of local trainers towards fundraising for development research, a training of trainers (TOT) initiative was launched in 2007. However, as each region had a varied pre-existing range in quantity and quality of RM trainers, it was a challenge to design a TOT approach that would be equally suited to every situation.

The CBRM TOT objectives and activities were expected to:
- Increase the number of CBRM trainers and resource persons who understand how to address the challenges faced by development and research organizations;
- Increase the number of relevant training opportunities offered by these trainers to development-type organizations.

As part of this initiative, scoping studies were conducted in Asia, East and West Africa and MENA, in order to identify potential trainers that could collaborate with PBDD on CBRM.

A three-day TOT workshop was held as a pilot in Cairo, Egypt from March 12-14, 2007. The workshop was intended to meet the needs of the MENA region by training a group of potential RM trainers, as well as providing evaluative feedback on their overall TOT project. A consultant was hired by PBDD to develop the training methodology and tools, which were then translated and adapted. A TOT workshop was subsequently held for West African trainers in Dakar, Senegal, in July 2007.

A different approach was adopted in Asia, whereby, rather than organizing TOT workshops, regional PBDD staff opted for a mentorship approach; i.e. the stronger trainers identified in the scoping study were introduced to IDRC’s work in a setting where their skills could be put to actual use. At the same time, they developed an understanding of RM in the research for development sector and the distinct approach to RM adopted by IDRC (PBDD Chiam & Hay 2007).

Success Stories

**MENA:** The Centre for Development Services (CDS) attended the Cairo TOT workshop and has since been hired by IDRC as a consultant to provide CBRM to Alexandria University’s Faculty of Agriculture. CDS also facilitated a CBRM workshop in Jordan, in May 2008, for all MENA partners.

**West Africa:** An experienced West-African trainer attended the first CBRM workshop in Cairo, and then facilitated the TOT workshop in Dakar. Together with another participant and university colleague, these individuals wrote a paper on institutional philanthropies which was subsequently presented at the International Third Sector Research Association (Barcelona, July 2008). Since then, both have continued to work on a number of consultancies for IDRC.

The RM training module was adapted by a professor of financial management at the University Cheik Anta Diop in Senegal. The module is to be added to an online master degree program on University Governance and Research being offered by the Faculty of Management and Economy. In addition, two other economists who participated in the training, continue to be involved in IDRC projects as trainers and mentors, for others developing RM strategies and communications plans.

**Asia:** The founder of the South Asian Fund Raising Group (SAFRG) in India was invited to attend the CBRM EEPSEA workshop (Bangkok, October 2007). Further to his participation, he facilitated the Telecentre.org workshop (Bangkok, April 2008).

In addition, several Asian partners who completed case studies of their RM journey were invited to speak on a panel at the South Asia Fundraising Group Workshop (Agra, India, August 2008).

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6 In collaboration with Trust Africa
4 How is it Implemented?

Program Management Structure

As per IDRC guidelines, the program is administered in a collegial manner and involves Program and Partnership Officers in the early stages of the research partners’ activity. Both ensure that capacity building activities are in line with IDRC’s wider priorities and the needs of the partners. By seeking the involvement of POs, PBDD also helps strengthen RM skill sets across the Centre. In addition, it helps to raise awareness of the relationship between organizational and financial sustainability of IDRC’s research partners and their ongoing ability to conduct policy relevant research. Some Programs have been very responsive by contributing financial resources and by making important commitments to organize workshops (e.g. EEAPSEE).

4.1 Regional Strategies

As mentioned, strategies for implementing the program have been regionally based. The reasons PBDD chose to implement regional strategies are both ideological and pragmatic. PBDD adopted a decentralized approach which has allowed for the program to be delivered in a manner that best addresses the needs of the partners; which often vary from one region to another. A one-size-fits-all approach simply would not have been as effective. Thanks to its regional offices, IDRC has a presence throughout the developing world and PBDD has representation in five of the six regional offices (activities taking place in LAC are managed from headquarters). As a result, it was possible to adopt a decentralized management structure for the program, and the fact that PBDD has the ability and freedom to tailor CBRM activities to the specific needs of IDRC research partners is one of the major strengths of the program.

4.2 Building Regional Strategies: Internal and External Consultations

Regional strategies are built according to the results of both internal and external consultations. Regional Directors and POs are consulted to identify CBRM priorities, in terms of which partners should be supported and the type of assistance they require. Strategies are also developed to best respond to local RM realities (more on this below). As a result, regional strategies (i.e. modalities and training content) have tended to vary considerably.7

Asia: With the presence of two very dedicated PBDD officers in Asia (i.e. SARO and ASRO), CBRM has been very active since the first pilot workshop in 2003. As indicated in Figure 4 (Annex I), nearly half (49%) of all CBRM spending has been on activities in Asia. The presence of strong training facilitators (e.g. Venture for Fund Raising), has meant that the workshop modality has been used often (see Figure 3). Phase II of the strategy (developed in January 2007) identified the following objectives for the program: 1) develop a pool of RM trainers to assist in the delivery of the CBRM strategy in Asia; 2) build on the accomplishments of the first phase of the CBRM Asia program and maintain the learning momentum of past CBRM trainees; and 3) respond to requests from Program Initiatives to enhance the organizational RM capabilities for their research partners through a variety of modalities (PBDD Chiam & Kelpin 2007).

East Africa: Advisory services have been the modality of choice in this region, and have focused on “depth” rather than “breadth.” PBDD’s Regional Officer concentrated the program’s resources on a few key partners, many of which were also being supported through IDRC’s Institutional Strengthening Program.
Middle East and North Africa: CBRM activities were not undertaken in the MENA region until recently. A Needs Assessment was conducted in 2006, examining the CBRM needs of universities, NGOs/Think Tanks and National Institutes, and the strategy was subsequently developed. To date, one TOT workshop, one all-partners workshop (followed by mini-grants), and two advisory services (University of Alexandria and Yemeni Association for Sustainable Agriculture) have been delivered.

West Africa: CBRM has been rather active in West Africa with its first workshop held in Mbodiène, Senegal in May 2004. The adopted approach has been flexible, i.e. six workshops were held (organized or supported by IDRC), nine mini-grants and advisory services have been completed, a virtual community group on resource mobilization has been established. Also, funds have been granted to support the development of an RM module which is to be added to an online diploma on University Governance and Research being offered by the Faculty of Management and Economy at the University Cheik Anta Diop in Senegal.

Latin America and the Caribbean: With the exception of the pilot workshop held in Lima in 2003, the approach in Latin America has been entirely based on advisory services. A number of institutions have been, and continue to be supported, through CBRM.

4.3 Strategic partners

PBDD has relied heavily on the services of consultants to deliver CBRM. A few of these relationships have developed into what could be described as strategic partnerships that are of mutual benefit to both PBDD and consultants. Venture for Fund Raising in Asia and Centre for Development Services (CDS) in the Middle East are notable examples of these win-win relationships that have developed over time. Individual trainers have also exerted influence on the program; among them is Rhonda Douglas who helped develop the training architecture of workshop for trainers. Rhonda Douglas was also instrumental in helping the African Economic Research Consortium (AERC) develop their strategic plan, and to network Women in the Informal Economy: Globalizing and Organizing (WIEGO).

4.4 Building Blocks, Feedback Loops and Continuous Learning

PBDD has a number of mechanisms and tools at its disposal to help plan activities, monitor results, learn from experience, build on successes, and strengthen knowledge and expertise:

Understanding the field: Due to the fact that CBRM offers tailored services, it is necessary for PBDD officers to have a thorough understanding of the environment in which they are working, and of the particular needs of IDRC’s partner organizations. In Asia and West Africa, studies have been conducted in order to examine patterns of giving and better understand the philanthropic community in those regions. Scoping studies to identify qualified RM trainers have been conducted in Asia, East and West Africa and in the Middle East. Prior to workshops and the development of regional strategies, needs assessments are conducted, and training modules and approaches are developed accordingly. PBDD officers also attend fundraising workshops and events in order to sharpen their knowledge of the latest approaches and strategies for RM.

Monitoring Results and Learning from Experience: PBDD employs a number of strategies to help monitor program results. For example, a number of post-workshop tracer studies have been conducted. The results of these studies have been used to improve future workshops and training activities. Technical reports must be submitted after completing all CBRM activities, helping to document more immediate results. Workshops are evaluated by participants and feedback is used to continually improve training materials. A number of case studies have also been prepared and a “writeshop” was organized in Asia where eight research partners who had received CBRM support prepared their own case studies in which they explored their organization’s journey towards financial sustainability and how their organization’s
were strengthened in the process. PBDD has also dedicated its 2007 and 2008 annual learning forums (ALF) to drawing out lessons related to CBRM.

Building on Success to Build Knowledge and Expertise: One of the guiding principles of CBRM is administrative flexibility. This flexibility has made it possible for PBDD to adopt a building blocks approach to capacity development. For example, a number of partner organizations have been supported through various components of the program and, when appropriate, through other funding sources, such as PBDD’s Challenge Fund, special projects (ISP-Nairobi) or regional funds. This has allowed PBDD to give longer-term support to a number of partners, providing them with appropriate and timely opportunities to improve their RM strategies over time. As an example, M. Bazika, Director of the Centre of Study and Research on Economic Analysis and Policy (CERAPE), attended the Saly workshop (November 2005), which led to a grant from the regional funds in 2006 to help structure the Center. Another grant in 2007 was provided to help CERAPE build awareness within the donor community of Brazzaville. In 2008, CERAPE used its strategic plan to request additional support in order to hire an assistant for the implementation of its RM strategy.

5 What has been accomplished?  

Nearly CAD $2 million have been spent by PBDD to support CBRM activities between 2003 and 2008.  

Since launching the program in 2004, some 350 individuals from over 250 partner organizations and networks have attended a CBRM workshop. 28 advisory service projects supporting 14 research institutions and 12 networks have been funded. That number represents some 10% of the participating organizations at the workshops. The program has also served to support the devolution of IDRC secretariats (International Model Forest Secretariat and Bellanet) transformed into separate independent entities.

Below is an overview of how CBRM has addressed its key objectives:

- **To research, refine, develop and test training tools that better respond to training and capacity building needs of IDRC research partners.**

  As can be observed in Figure 1 (Annex I), 13 research and/or tool development projects have been conducted in order to enhance PBDD’s ability to address the needs of IDRC’s research partners. As mentioned, studies examining trends in philanthropy have been undertaken in West Africa and Asia. A needs assessment study was conducted in the Middle East and North Africa Region to help with the development of an appropriate CBRM strategy for that region. Consultants have also been hired to develop a series of pedagogical tools. These include modules tailored to specific RM needs of development research organizations, as well as a module that examines issues of sustainability for networks. These are but a few examples of the work that has been done to ensure that the needs of IDRC research partners are met.

  Publications for internal and external audiences on RM are now ready for dissemination. These include pedagogical tools for trainers, a reference guidebook by Venture and case studies by seven research partners presenting their RM experience. All will be made available on a public website.

- **To strengthen resource mobilization capacity and skill sets of IDRC research partners by linking organizational strategic planning to RM and by providing technical assistance and fundraising training.**

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8 Please refer to Annex I to view the charts and figures.
9 Note that this figure does not accurately reflect the amount of funds that have been spent on CBRM activities. Oftentimes, the cost of activities is split among PBDD and other divisions within the Centre. Research partners are also often requested to provide some of the funds needed to finance advisory services.
• To promote the development of expertise in resource mobilization among IDRC research partners.

A total of 20 workshops have been organized or supported through the CBRM program since 2004. Of these, seven workshops were aimed at research networks. Furthermore, 12 networks and 16 institutions have benefitted from receiving CBRM advisory services tailored to meet their specific RM needs.

In terms of spending, nearly half of the funds have gone towards supporting activities in Asia, followed by West Africa, Latin America and the Caribbean (LAC), East Africa and MENA (Figure 4), where CBRM strategies were not adopted until later on. Eighteen activities have been supported in West Africa, 17 have been supported in Asia, followed by 14 in LAC, 10 in East Africa and three in the MENA region.

Through various modalities, CBRM has successfully strengthened RM skill sets and has promoted the development of such expertise among IDRC’s research partners. The program has focused on linking RM to strategic planning at the organizational level. Through CBRM, partners have become more conscious of the environment in which they operate. They have been exposed to various RM strategies aimed at diversifying their funding base, and in many cases, have been provided with financial, technical, and even moral support as they embark on the often difficult journey towards financial sustainability. Below are some quotes that point to the influence CBRM has had on our partners in helping them to strengthen their RM capacity skill sets and develop new expertise:

“ANSAB spent a considerable amount of time and energy working on the ‘Resource Centre’ idea to overcome its financial challenge, but not much progress was made to take it forward... For two years, a lot of attention was given to this idea, but slowly the staff lost interest...The momentum was built again after ANSAB's key staff members, including the Executive Director, received a series of IDRC sponsored Capacity Building in Resource Mobilization (CBRM) trainings starting in 2003. These learning opportunities helped shape an effective resource mobilization strategy for ANSAB... ANSAB decided to re-design its organizational framework and orient its entire staff to a ‘resource mobilization’ perspective as against the ‘donor dependent’ mode. With participation of all ANSAB’s staff and key partners in strategy planning workshops, ANSAB re-visited its vision, mission, set its targets and designed activities to be carried out by the organization in a renewed way [emphasis added]” – Shova Adhikari, ANSAB.

“The learnings made in the CBRM trainings proved to be supportive for successful fundraising and the ANSAB team became more confident to approach donors...Ten new programs and projects were funded by different donors...in the aftermath of the CBRM trainings. By 2005-2006 ANSAB succeeded in achieving its goal with the support from donors, partners and communities” – Shova Adhikari, ANSAB.

“Building on the consecutive capacity building exercises, a documentation workshop on RM opportunities and tools was held in September 2006. The final draft of ANSAB’s strategic plan was prepared and RM strategies were shared, which resulted in ANSAB’s 2007-2012 strategy plan. This plan also focused on building a strong human resource capacity on resource mobilization; systemic understanding of RM issues; and, development of ANSAB’s Resource Centre” – Shova Adhikari, ANSAB.

“A resource mobilization workshop organized by the International Development Research Centre (IDRC) in the year 2003 helped in breaking a mindset – that funds can only come from funding agencies – and exposed Chaitanya’s staff to various innovative methods of raising funds. This was the first time that, as an organization, we went to the people, to the community of well-wishers and sympathizers, to ask for funds for one of its activities. A number of activities were organized for fund raising in the year 2003-04, including printing of receipts of various
denominations to raise donations from individuals; contributions from the community; cultural programs by leading artists; as well as the yet untouched area – approaching corporate houses [emphasis added]” – Kalpana Pant, Deputy Director, Chaitanya.

“When news reached about a training workshop on resource mobilization by Global Knowledge Partnership (GKP – an international member based forum supported by IDRC), MITRA decided to send Shalabh for the workshop. It also identified Misha, a program manager with demonstrated potential as a second participant. During the course of the workshop, Shalabh and Misha were exposed to emerging trends of resource mobilization internationally. They were also able to reflect on MITRA’s own approach” – Shalagh Sahai, Founder Director, MITRA.

“Through varied interventions at the organizational and project level, and especially [through] resource mobilization efforts, KADO has learned that if an organization is able to identify the right people, resources and networks, then half its resource mobilization problems are solved. IDRC’s support has also helped build KADO’s understanding on resource mobilization access and outreach to a great extent” – Ghulam Ali, CEO, KADO and Izhari Ali Hunza, CEO, AKRSP, Gilgit, Northern Areas.

“The workshop, held in Colombo in May 2006, was attended by two core directors, also founders of D.Net, and helped build their capacity to formalize the organization’s resource mobilization strategy...Incorporate the learnings...D.Net created a separate program head on “Resource mobilization and partnership development” so that it received the desired attention by the organization” – Mahmud Hasan, CEO, D.Net.

Aside from demonstrating the success IDRC has had in the influencing its partners through CBRM, more than anything else, these testimonials illustrate how the credit for success ultimately belongs to our partners.

• To learn from and influence the resource mobilization sector to better respond to needs of research community and related networks in South.

Through strategic partnerships with consultants such as Venture for Fund Raising and CDS, IDRC has both learned from and influenced the resource mobilization sector to better respond to the specific needs of the research for development community. Venture is completing a practical guidebook on resource mobilization based on the various pedagogical tools developed during the projects (to be published in 2009 with IDRC participation).

Another way in which IDRC is influencing the RM sector is by sharing its experiences. For example, IDRC’s Partnership Officer in South Asia facilitated a panel on “Resource Mobilization for Challenging Causes” at the South Asian International Fundraising Workshop, where partner case studies (quoted in the section above) were presented.

IDRC’s influence on the RM sector has also been expanded through CBRM’s training of trainers initiative.

• To capture lessons learned from training activities and advisory services in order to enrich the entire program and to communicate the evolving role of PBDD within Program and Partnership Branch.

To capture learning, PBDD has favoured the case study approach, though it has also conducted some tracer studies. Numerous cases have been written, both by PBDD and its research partners, which explored the richness of learnings that have been acquired over the years.

10 R. Douglas after a CBRM consultancy with WIEGO, accepted a part-time assignment directly with WIEGO to pursue RM efforts.
These learnings have also been explored through IDRC’s Annual Learning Forum (ALF). For example, the objectives of PBDD’s 2008 ALF were:

- To reflect on CBRM’s contribution to strengthening organization capacities of IDRC research partners; and
- To identify key learning from CBRM programming.

A CBRM website is also under construction. When launched, many of the training materials and learnings will be made available to a wider public. This website will also help situate CBRM within IDRC’s broader efforts in capacity building. A book exploring the relationship between RM and OD is also being written.

6 What have been the challenges and adjustments?

- **Time Constraints**: Lack of time is consistently cited as the most important constraint facing PBDD officers. As there are no staff dedicated to this project on a full-time basis, the level of effort allocated to CBRM activities must be shared with time spent on other PBDD responsibilities. Consequently, PBDD Officers often find they are limited in the amount of time they can contribute to the program. However, support from team members and other IDRC colleagues in the development and implementation of CBRM activities is quite strong and continues to be important to the successful coordination of the program.

- **Lack of Trainers**: In an effort to overcome time constraints, PBDD has turned to consultants to facilitate workshops and provide advisory services. However, PBDD has found there is a lack of qualified trainers for the particular niche that IDRC is addressing. To fill this gap, PBDD “groomed” a few good trainers (i.e. Venture for Fund Raising) and began the training of trainers (TOT) initiative.

- **Monitoring and Evaluation**: Unfortunately, efforts to monitor results have been met with challenges. Although monitoring is done at the individual activity level, time constraints have made it difficult to systematically track results across all activities. Moreover, even if data could be collected systematically, there are questions surrounding the conclusions that could be drawn from such data. While CBRM can certainly be said to contribute to change, success cannot be attributed to the program. As a result, the case study approach has been the one most often used to explore the influence of the program, resulting in largely qualitative evidence being documented. Planning is under way for an evaluation to be conducted in 2009 in order to help document results.

- **Adapting to New Technologies**: Again, as a result of time constraints, the team has had difficulty capitalizing on what ICTs have to offer, both as a fundraising tool and as a communication tool. The power of the Internet to mobilize resources is well known, however, this is not something that has been explored in depth. Moreover, PBDD has found it difficult to keep an updated and animated website alive. Hopefully, once the new website is launched and Project Officers have easier access to training resources, more of them will be inclined to offer RM support to their partners as part of a broader package of capacity building support. CBRM efforts to strengthen organizational RM capabilities are greatly enhanced with PO involvement.

- **Communicating Results**: As clear and honest communication with research partners is key to the management of CBRM activities, PBDD needs to improve on how to demonstrate the effectiveness of CBRM both to IDRC and to a wider external audience. A more coherent and effective communications strategy must be executed. Efforts are being made to fill these communication gaps, but there is still much work to be done in this area.
• *Sharing knowledge:* Finding specific examples of relevance to research partners has been an ongoing challenge. There are countless success stories to tell which are worth sharing with a wider audience. Priority must, therefore, be placed on disseminating results in order to continue to influence the RM sector.

7 What have we learned?

Over the years, PBDD has learned a great deal about capacity building in resource mobilization. In terms of coordinating CBRM activities, PBDD has identified the following successes:

- CBRM is a combination of depth and breadth in coverage; it has developed numerous pedagogical tools and has worked with hundreds of research partners across all regions;
- PBDD has contributed to the momentum of CBRM; for example, research partners are excited about the prospects of engaging in CBRM activities;
- When working with clusters of organizations, it seems that learning and information exchange is greater when organizations are of the same type (e.g. same size NGOs, all research institutes) and from similar geographic regions. PBDD has succeeded in adopting flexible strategies in implementing CBRM for the needs of specific research partners. (See Annex II for an example of a training needs assessment form.)

In delivering workshops, PBDD has found that, to be effective, organizations should:

- Engage senior members responsible for strategic planning at the organizational or program level, and those of whom represent their organization for partnering purposes as they are better positioned to facilitate widespread change within their organizations;
- Plan for post-training monitoring and evaluation for both trainers and trainees. Trainers assess the effectiveness of the workshop in order to learn about strengths and weaknesses and take corrective action. Trainees reflect upon changes in their organization’s financial stability, identify enabling and disabling factors influencing resource mobilization, and re-assess their learning needs (PBDD 2004).

PBDD team members have also identified the following key learnings about programming for organizational change through CBRM:

- Long-term focus is required for organizational development results;
- Strengthening organizational capabilities can be risky. It depends on several factors such as the readiness of an organization to engage and commit time and resources to the process; direct involvement of the executive director; leadership and management; and the influential realities of the external environment and stakeholders;
- Organizational readiness is key to development and change. PBDD, in collaboration with Programs, needs to better identify readiness and work with those organizations where capacity building is more likely to have an impact;
- CBRM is about contribution not attribution; IDRC has influence through CBRM but is not the only factor influencing organizational change of research partners;
- PBDD needs to encourage the building of local capacity in CBRM training and advisory services to help create a critical mass in the regions;
- It is important to recognize that training is only the first step – IDRC research partners often need further support to maximize capacity building efforts;
- Mini-grants are an effective follow-up activity which help research partners to put into practice and internalize the skills and techniques learned during workshops;
- Participatory organizational assessment approaches provide an accurate picture of needs and also help to promote organizational buy-in;
- Finally, working with other donors who are interested in similar capacity building efforts could be a tactic for improving the CBRM approach and scaling-up this initiative.
8 Conclusion

Working with research partners on resource mobilization has been, and still is, a fulfilling experience at PBDD. Capacity building in resource mobilization for locally based research organizations was a new field of work, and flexibility has been a key word. Tailored interventions, adding-up modalities, regional approach, collaborative work with Programs staff to ensure program fit, as well as a focus on organizational readiness, all characterize the design and the implementation of CBRM.

Considering innovative ways to work on the advancement of their organizations by improving strategic positioning, experimenting with new approaches in resource mobilization, transforming their organization to better serve their cause, and reaching out to get the support needed to achieve their mission, has been a challenging journey for our research partners.

In view of IDRC’s overall interest in organizational development, the CBRM experience provides some important lessons. The program will continue to adjust and refine its approach, while capturing and disseminating key lessons learned and tools. It will be interesting to read the report of an external review (2009) which will no doubt provide useful guidance on how to improve such a program, and will contribute the on-going discussion on organizational development at IDRC.
CBRM’s theory of change (ToC) is both inductive and deductive. Clear ideas on how RM could act as an effective entry point for organizational strengthening were articulated from the outset, however, over the years, this thinking has been influenced by PBDD’s experience implementing CBRM. ToCs draw out the underlying assumptions about how certain activities or interventions will lead to change. As a result, theories of change are becoming increasingly popular approaches for evaluators as they provide a framework within which materials related to complex and multifaceted change processes can be organized (Mason & Barnes 2007). In a paper prepared for IDRC’s Strategic Evaluation of Capacity Development, Taylor and Ortiz (2008) developed a ToC to help organize and understand IDRC organizational capacity development results. In this ToC, the following elements are present: a vision of success, preconditions of success and interventions.

The CBRM ToC model (Figure 1) draws heavily from the ToC model developed by Taylor and Ortiz, with a few notable differences. First, instead of “interventions”, CBRM activities will be referred to as “opportunities.” IDRC officers and CBRM consultants are not capacity builders so much as they are capacity enablers. IDRC, through the provision of training and financial support, provides its partners with opportunities for learning and growth. While there is potential for IDRC to influence capacity building outcomes (for example, through mentoring), whether these opportunities actually translate into real change, big or small, ultimately depends upon the efforts of the individuals and organizations receiving CBRM support. As such, one of the major preconditions of success which has been identified is referred to as “organizational readiness.” Organizational readiness encompasses such factors as leadership, and the internal environment of the organization. In short, organizational readiness can make or break any attempt at change.

Referring to Figure 1 below, we can begin to see how CBRM intends to facilitate organizational and financial sustainability. It is a useful exercise to see where we want to go and work our way back. In order to situate CBRM within IDRC’s broader mission, at the top of the model we find IDRC’s overarching vision of success, which is to achieve sustainable and equitable development, poverty reduction and the realization of human rights. While there are a number of factors and strategies that will influence this overarching vision, IDRC – as an organization that funds research for development – believes that a precondition for success is that societies have access to knowledge and local capability to generate, interpret, and apply knowledge. In other words, that research is conducted in developing countries, by developing country researchers, and their research findings feed into policy, resulting in the adoption of more appropriate responses to development challenges (Taylor & Ortiz 2008).

The CBRM vision of success, informed by the program’s vision and mission statements, is that IDRC’s research partners are able to set their own research agendas and achieve their missions. CBRM’s vision of success is also a precondition of success for IDRC’s overarching vision, and therefore contributes to IDRC’s mission by facilitating the conditions under which a stronger research to policy link will exist. Finally, a core assumption of the program - and the raison d’être of CBRM - is that organizations must be sustainable (including financially sustainable) in order to achieve CBRM’s vision of success. The first precondition for CBRM is, therefore, organizational and financial sustainability (pc 1).

Resource Mobilization (pc 2b) and Organizational Development (OD) (pc 2a) are the next preconditions that are assumed must be met before organizations can become organizationally and financially sustainable. This is the crux of CBRM. As has been mentioned, CBRM adopts a comprehensive view of RM - “RM is dependent upon, and reinforces” processes that contribute to broader organizational development. The following capacities contribute to OD: 1) strategic leadership (leadership, strategic

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11 It is also useful to borrow from Taylor and Ortiz’s model since this allows us to better situate CBRM within IDRC’s broader organizational capacity development efforts.
planning, niche management); 2) organizational structure (governance structure, operational structure); 3) systems (human resources, financial management and infrastructure); 4) program and services management (planning, implementing and monitoring programs and projects); 5) monitoring and evaluation; and 6) inter-organizational linkages (communications, networks and partnerships) (Lusthaus et al. 2002, with modifications). They also affect an organization’s ability to mobilize resources. For example, pitching a program idea to potential donors requires good communications. Good communications require a clear message. The message is made clearer if the organization’s mission, objectives and niche are well defined. Strategic planning, monitoring and evaluation, and well managed programs all contribute to this definition. These in turn benefit from strong leadership. And so, processes related to OD, both reinforce and are reinforced by, an organization’s ability to mobilize resources, as is illustrated by the RM-OD feedback loop observed (Fig. 1).

Of course, it is not enough to merely think about a strategy. While the planning exercise itself has benefits, these only go so far unless the plan is actually implemented. Which brings us to the next precondition for success: implementation of strategic communications and RM plans (pc 3). Finally, as was discussed earlier, these plans will not be implemented unless an organization is ready to do so (pc 4). At the bottom of the model, we see where CBRM provides opportunities to IDRC’s research partners. CBRM offers partners opportunities to learn about RM, think more strategically, gain confidence, knowledge and skills, have access to expert advice, receive financial support, guidance and mentoring – these are all opportunities that are offered through CBRM. If an organization is ready, then they will take these opportunities and make the best of them. If they are not, CBRM activities will have a smaller influence, if any. This is why one of the guiding principles in deciding whether or not to support an organization through CBRM is if the organization demonstrates a willingness to invest the time and effort that is invariably needed for changes to be implemented. For an example of how an organization can capitalize on the opportunities created by CBRM, please see the mini-case study in Box 2.

Finally, it is important to note the influence the external environment will have on an organization’s ability to achieve its goals. As noted by Lusthaus et al. “each organization is set in a particular environment to which it is inextricably linked. This environment provides multiple contexts that affect the organization and its performance, what it produces, and how it operates” (23). For example, culture (is there a culture of donating?), macroeconomic policies (e.g. providing tax breaks for charitable donations), infrastructure (e.g. reliable technology), and shifting donor priorities, will all have an affect on whether or not an organization can successfully implement its RM strategy. Given local realities, some strategies that might have been successful for one organization may not be successful for another. And so, the external environment is an important influencing factor that must be carefully considered during the planning phase.

**CORAF / WECARD**

In the early 2000s, the West and Central African Council for Agricultural Research and Development (CORAF / WECARD) was supported primarily by a single donor. Aware of the precarious position in which the network found itself, CORAF’s Executive Director (ED) attended a CBRM workshop in Mbodiène, Senegal.

The messages that were communicated during that workshop resonated with the ED. Realizing that successful resource mobilization efforts depended on forging solid relationships with stakeholders, establishing a valued research niche and implementing a long-term strategy, the network began an extensive strategic planning exercise in February 2006. They held numerous round table meetings to discuss the future of the organization and invited stakeholders to participate, including a number of potential donors that had been identified during a donor scoping exercise. This approach had a number of benefits. First, by seeking the input of stakeholders in developing research priorities, the network ensured that different parties had an interest in seeing the network thrive. Second, the network also demonstrated a level of transparency and responsibility that inspired stakeholder confidence in CORAF. Third, by inviting potential donors and succeeding to communicate with them the importance of the network, CORAF was able to increase its donor base substantially, from one donor in 2004 to six in 2008. CORAF has now begun thinking about how to improve its governance structure and monitoring and evaluation processes to further strengthen the organization (Sérémé, June 24 2008).
Figure 1: CBRM Theory of Change Model

IDRC Vision of Success
Sustainable and equitable development, poverty reduction and the realization of human rights

CBRM Vision of Success
IDRC Research Partners set their own research agendas and achieve their missions

IDRC Research Partners are organizationally and financially sustainable

CBRM Opportunities
Training workshops, advisory services, mini-grants, and mentoring focused on:
- Strategic Planning
- Communications Planning
- RM Planning

External Environment
(Culture, Macroeconomics, Technology, Availability of Organizational Capacity, Capacity Building)
ANNEX II  CBRM in NUMBERS
2003-2008

Figure 1

CBRM: Type of Support Activity, 2004-2008

- Advisory Services: 28 (46%)
- Workshops: 20 (33%)
- Research and Tools: 13 (21%)

Figure 2

CBRM: Type of Organization Receiving Support by Type of Activity, 2004-2008

- Advisory Service: 13 (Institution), 12 (Network)
- Workshops: 16
Figure 3

**CBRM: Type of Support Activities per Region, 2004-2008**

- Asia: 5
- ESARO: 8
- LACRO: 5
- WARO: 8
- MERO: 6

Legend:
- Research and Tools
- Workshops
- Advisory Services

Figure 4

**CBRM: Spending per Region on all Activities, 2004-2008**

(Total Spending = $1,826,770)

- Asia: $881,689 (49%)
- ESARO: $166,606 (9%)
- LACRO: $208,556 (11%)
- WARO: $147,100 (8%)
- Global: $25,000 (1%)
- MERO: $397,819 (22%)

Legend:
- Asia
- ESARO
- LACRO
- WARO
- MERO
- Global
ANNEX III NEEDS ASSESSMENT FORM

Example of Training Needs Assessment Form
Developed by Rhonda Douglas

PARTNERSHIP AND BUSINESS DEVELOPMENT DIVISION

RESOURCE MOBILIZATION WORKSHOP FOR TRADE RESEARCH NETWORKS
OTTAWA, FEBRUARY 15-16, 2005

TRAINING NEEDS ASSESSMENT

This workshop is designed to provide an overview of general principles and tools for effective resource mobilization. We would request that you take a few minutes to answer the questions below to ensure that we are designing training that will meet your needs and expectations. Where possible we would like to do the assessment by phone, with the training facilitator available to talk through the questions with you. The facilitator will be contacting you within the next few days to arrange a mutually convenient time to conduct the assessment interview. (She can be reached by email at rhonda.douglas@sympatico.ca.)

For the purposes of this workshop, resource mobilization is defined as the process of generating the resources (financial, human, material) required for the implementation of planned projects/programs. Within this broad definition, the workshop will primarily address the generation of financial resources.

Participant’s Name: ____________________________
Name for Workshop Nametag: __________________
Participant’s Title: ______________________________
Organization: _________________________________

ASSESSMENT QUESTIONS

1. How long have you been with your network?
2. Whom does your network serve? (Whom do you consider your beneficiaries or clients?)
3. What are the main projects or activities of your network?
4. Please describe briefly the current structure of your network. What is the role of the network coordinator? What is the role of a network member? (Or regional node, or other where appropriate).
5. Do you have a written strategic plan for your network? (Please indicate date this plan was developed.)
6. Do you have a written resource mobilization strategy for your network, either as part of your strategic plan or as a separate document?
7. Do you have a written communications or marketing strategy for your network, either as part of your strategic plan or as a separate document?
8. Whom do you consider your primary target audiences outside your network?
9. How do you reach these audiences?
   Newsletters
   Regular mailings or updates
   Presentations at conferences
   Scheduled meetings
   Other (please describe): __________________

10. What are the products, services and/or activities currently offered by your network?
    Research summaries
    Newsletters
Published studies
Organization of roundtables
Organization of major conferences
Ability to convene private sector corporations and policy-makers
Consulting services
Other (please describe): ___________________

11. What are your current sources of funding? (Indicate all that apply.)
   Revenue from the sales of publications, studies
   Revenue from consulting services
   Revenue from events (conferences, roundtables)
   Membership fees from individuals
   Membership fees from institutions
   Grants from international or US foundations
   Grants from development banks (e.g. Inter-American Development Bank)
   Grants from local/regional public sector institutions
   Revenue from private sector corporations
   Revenue from high net-worth individuals (major gifts)
   IDRC funding only
   Other (please describe): ________________

12. How much additional funding would your network like to generate in the next three to five years?

13. How might these additional resources be spent by your network?

14. Whom would you consider your major competitor(s) for funding?

15. Have you conducted any resource mobilization activities in the past?

16. If yes, can you give an example of a successful resource mobilization activity?

17. If yes, can you give an example of a resource mobilization activity that was not successful?

18. Are there any resource mobilization activities you think would not be useful for your network?

19. What do you consider to be the main challenges in developing a resource mobilization plan or program for your network?

20. Do you anticipate that the development of a resource mobilization strategy for your network might cause or increase tensions within your network?

21. What are your expectations for this workshop?

22. On what aspects of resource mobilization would you most like to receive training?
   Building a case for support
   Identification of prospects
   Grant proposal writing
   Working with private sector corporations
   Developing “benefits” and recognition for donors
   Other (please describe): ________________

23. The workshop is designed as an overview of general practices and tools for effective resource mobilization. Following the workshop, what kind of support would be most useful to you?
   Further reading on resource mobilization issues
   Assistance in building an initial resource mobilization plan
   Assistance with researching additional funding prospects
   Some in-depth training on specific resource mobilization techniques
   Other (please describe): ________________

24. Would you be comfortable sharing your experiences with others in the workshop?
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