



**INCLUSIVE
SECURITY**



Mei Snyder

MODULE SEVEN

Mobilize Resources

**Advocacy for
Inclusive Security
Curriculum**

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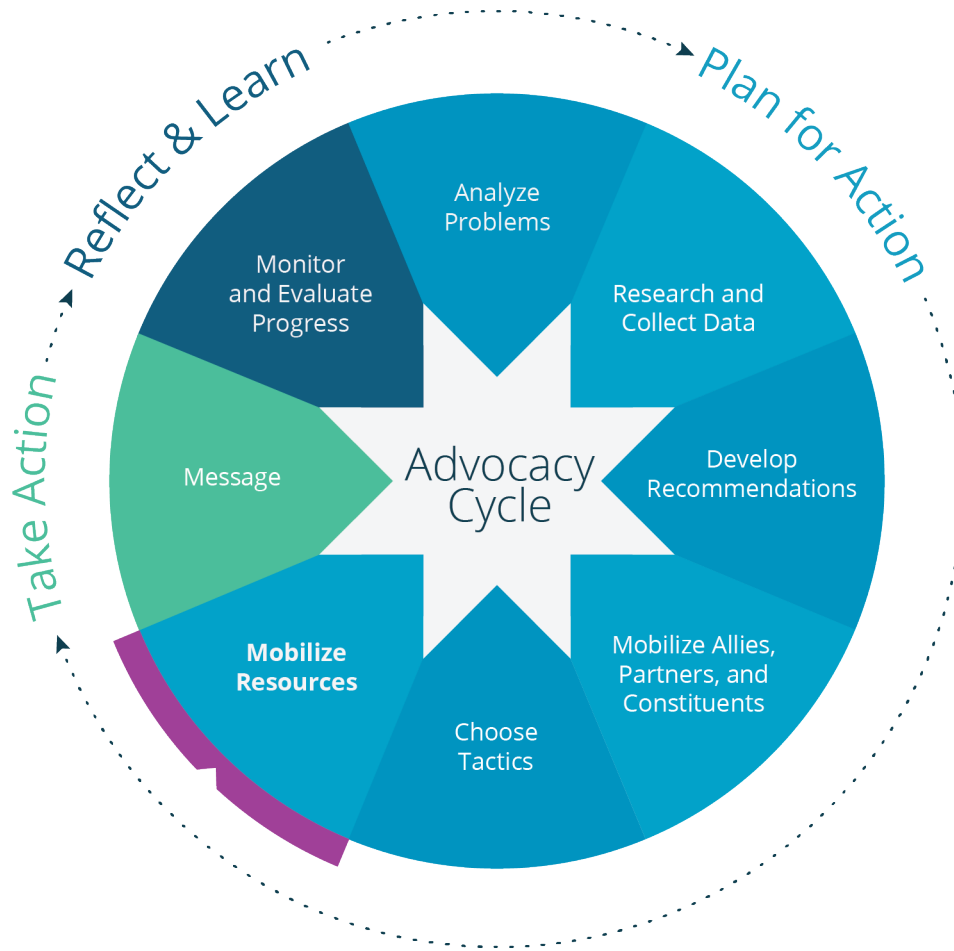
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MODULE OVERVIEW: Mobilize Resources

Learning Objectives

Participants are able to:

- Assess and measure their existing resources.
- Create strategies for leveraging and building on their existing resources.
- Identify their resource gaps and devise strategies to address them.

Evaluation Procedures

Pre- and post-workshop evaluations

Time Frame

6 Hours 25 Minutes

Background for Facilitator

Advocacy requires access to resources. A resource is anything that can be used to achieve something else and can include not just money, but also time, relationships, skills and technical expertise. Good planning includes an assessment of the resources needed carry out planned activities in order to achieve planned goals. This module first builds an awareness of the landscape of resources participants have access to. It will provide a number of approaches for mobilizing resources, from fundraising for advocacy to taking stock of often overlooked assets like relationships, networks, time, technical expertise and commitments to work together. This module will also provide participants with opportunities to practice messaging to funders about making the funding landscape more accessible to women's organizations. The annex includes a detailed list of resources for additional information.

Background Resources

- Foundation Center. *Accelerating Change for Women and Girls: The Role of Women's Funds*. New York: Foundation Center, 2009. www.womensfundingnetwork.org/wp-content/uploads/2014/03/womens-funds2009_highlights.pdf.
- National Democratic Institute. "Fundraising." Last modified February 2016. www.ndi.org/dcc-fundraising.
- Global Fund for Women. *Fundraising for Change*. San Francisco: Global Fund for Women, 2015. Accessed September 13, 2016. www.globalfundforwomen.org/wp-content/uploads/2015/09/2015-Fundraising-Handbook.pdf.
- AWID. "Where is the Money for Women's Rights?" Last modified May 2016. www.awid.org/witm-toolkit.

Time	Type of Session	Title
2 minutes	Presentation	Introduction to the Module
60 minutes	Activity	Understanding Resources
60 minutes	Activity	Identifying Resource Gaps
90 minutes	Activity	Mapping External Resources
60 minutes	Activity	Working with Donors – Developing Recommendations on Funding Practices
90 minutes-3 hours	Activity	Building Relationships and Making a Pitch – Donor Roundtables
20 minutes	Discussion	Resource Mobilization Beyond This Module
2 minutes	Presentation	Conclusion
45 minutes	More Time: Activity	Mapping Additional Sources

Mobilize Resources

Key Takeaways

Resources are both tangible and intangible.

A resource is anything we can use to achieve something else. Tangible resources are things we can touch and feel with our hands like money, land, materials, equipment, etc. Intangible resources are things we can't touch with our hands like time, energy, ideas, spirit, relationships, networks, status, skills, information, etc. Tangible resources are often distributed less equally than intangible resources.

Every individual and organization has resources to leverage.

As you map your advocacy resources, think about what you have as well as what resources you need. You can leverage your existing resources to illustrate to potential donors why they should partner with you and support your advocacy strategy.

Resources can come from local, national, and international sources.

Although international donors may be one of the most common funders for women, peace, and security advocacy, there are a number of additional sources that are often overlooked. Resources from local and national sources can be financial, in-kind, or intangible.

Women's organizations are perpetually under resourced and donors need to hear constructive feedback about these constraints.

There is clear evidence that women's organizations play a critical role in stabilizing conflict-affected societies. Yet, women's organizations continue to be under resourced. Delivering constructive recommendations to donors on how to improve their practices and funding allocations is necessary to bring attention to this issue.



Presentation 7.1 Introduction to the Module

Background for Facilitator

This section introduces the purpose and learning objectives of the module.

Facilitator Talking Points

- Resources are what we use to conduct advocacy. A resource is anything that can be used to achieve something else. This can include everything from money to staff, knowledge and skills, connections, relationships, networks, and time. We are going to explore ideas and strategies for thinking about resources, and hopefully making this part of your advocacy work feel possible.
- We'll consider a range of tangible (e.g., money, land, materials, equipment) and intangible (e.g., time, energy, ideas, relationships) resources needed to conduct effective advocacy, as well as how to cultivate relationships in order to grow your resource base.
- After this module, we hope you will be able to:
 - Assess and measure their existing resources.
 - Create strategies for leveraging and building on their existing resources.
 - Identify their resource gaps and devise strategies to address them.

Materials Needed

None

Learning Objectives

Participants are able to understand the purpose and learning objectives of this module.

Time 2 minutes

Activity 7.2 Understanding Resources

Background for Facilitator

In this activity, participants will have an opportunity to discuss their experiences with mobilizing resources and funds for advocacy and expand their understanding of what we mean by “resources.” Taking the time to do this can significantly expand participants’ understanding of individual contributions as well as the sum of their collective power.

Since relationships are a significant intangible resource, this can be a great time to revisit and refine the actor mapping process in Module 4: Develop Recommendations with an eye toward resources.

There are two options for running this activity. Option 1 can be a useful exercise to help individuals and groups realize their own strength and power. This is perhaps the most important objective of this activity. Option 2 can work well with groups from the same organization/platform or the same geographic area. With these types of groups, the activity becomes practical and helps participants feel like their advocacy objectives are achievable.

Both Options 1 and 2 assume that participants have chosen an advocacy goal (see Module 2: Analyze Problems) and have created an advocacy action plan (Module 6: Choose Tactics) in advance. If this is not the case, you can easily adapt it to the context.

It can also be helpful to make this activity more specific by identifying a common topic. For instance, if the group’s advocacy is contingent on a specific topic related to the peace process, do a resource mapping related to that topic since resources will change depending on the subject

Materials Needed

Flipchart; markers; tape; post-its; presentation slides; [Mapping Resources](#) handout

Learning Objectives

Participants are able to identify the different kinds of resources they have available to achieve their advocacy goals.

Time 60 minutes

Facilitator Talking Points

- What comes to mind when we think about “resources”?
- A resource is anything we can use to achieve something else. **Tangible resources** are things we can touch and feel with our hands like money, land, materials, equipment etc. **Intangible resources** are things we can’t touch with our hands like time, energy, ideas, spirit, relationships, networks, status, skills, information, support and endorsements, etc. For example, public support for your advocacy campaign in the form of endorsements from important people or signatures on a petition is a significant resource.

Resource

Anything we can use to achieve something else.

Tangible resources

Things we can touch with our hands (money, land, materials, and equipment). These tend to diminish with use.

Intangible resources

Things we cannot touch with our hands (time, energy, ideas, body, spirit, relationships, networks, status, skills, and information). These tend to increase with use.

- When a donor agrees to provide “in-kind” support, instead of giving money to buy needed goods and services, the goods and services themselves are given. In-kind support can be a tangible or intangible resource.
- Different kinds of resources behave in different ways. Some resources grow when they are being used and some of them diminish. For instance, when money is spent, you have less of it. But when you “use” relationships and networks, those tend to strengthen when you put time and energy into them. It is important not to discount intangible resources, as they are powerful tools for advocates. We often hear that time is an even more precious resource than money (though clearly both are nice to have!).
- Money is probably the first thing that comes to mind in a conversation about resources. And, talking about money is hard in many contexts. Consider this quote from a member of the Association for Women’s Rights in Development (AWID):

“Our conflicting relationship with money, which is influenced by our own personal relationship with it, affects the manner in which we relate to money in our work, in our organizations and in the spaces for coordination, spaces for movements. Furthermore, our perception of scarcity undermines our creativity and increases competition and fragmentation, finally resulting in a significant weakening of the collective strength needed to bring about the major social change that we are proposing.” – Lydia Alpízar Durán¹
- Are the issues in this quote familiar to you? Are there other issues on this larger scale that come up for you and colleagues when you think about the resources you need for advocacy work?
 - [Sample answers: Competition between similar groups/organizations, undue influence from donors, difficulty accessing resources from large donors due to reporting requirements, concern about accepting funds from certain sources, difficulty asking for support, resenting the role of money in our society, high awareness of the gap between rich and poor]
- There is clear evidence that women’s organizations play a critical role in stabilizing conflict affected societies. In 2015, the UN Security Council passed UN Resolution 2242, which seeks to improve implementation of the women, peace, and security agenda. UNSCR 2242 highlights the crucial contribution of women’s organizations – including those working at the grassroots level – to conflict resolution and peacebuilding and calls on UN member states to develop dedicated funding mechanisms and increase their contributions to women’s organizations at the local level.²
- Despite the clear contributions of women’s organizations to stability and peacebuilding, they continue to be perpetually underfunded. Between 2012 and 2013, only 2% of the aid for gender equality in fragile states was designated to peace and security programming. The majority went to education, health, and the social sector broadly.
- In this session, we will explore a range of resources that can help to support policy change relating to women’s inclusion. While money and other tangible resources are important, we will expand our thinking to include intangible resources which can be even more valuable in terms of conducting advocacy.

1 Global Fund for Women, *Fundraising for Change* (San Francisco: Global Fund for Women, 2015), www.globalfundforwomen.org/wp-content/uploads/2015/09/2015-Fundraising-Handbook.pdf.

2 Radhika Coomaraswamy, *Preventing Conflict, Transforming Justice, Securing The Peace: A Global Study on the Implementation of United Nations Security Council Resolution 1325* (New York: UN Women, 2015), wps.unwomen.org/-/media/files/un%20women/wps/highlights/unw-global-study-1325-2015.pdf

Instructions

Option 1: Individual/Pairs Activity

Distribute the [Mapping Resources](#) handout (see annex). Ask participants to complete the handout based on the resources they can contribute to their specific advocacy goal as they have defined in previous activities. Remind participants that everyone has a different set of resources to offer and that everyone may not have resources in every category. After 15 minutes, ask participants to share and discuss in pairs.

Option 2: Group Activity

Divide participants into small groups (preferable if members of each group work/will work together after the workshop or are from the same context) and distribute the [Mapping Resources](#) handout (see annex). Give each group at least six flipcharts and markers. Have participants use as many flipcharts as needed for the kind of resource mapping they want to conduct. Each flipchart should have one of the following resource headings from the worksheet (e.g., relationships, networks, skills, tangible resources, time, or technical expertise) and two columns labeled “Have” and “Need.”

RELATIONSHIPS	
Have	Need

Participants should individually consider their own contributions, write them down on each flipchart (this can also be done on post-its or directly on the flipchart), and observe the contributions of others. If participants are not sure where to begin, give some examples that are relevant to the context and their advocacy work. Encourage participants to be as specific as possible. Ask them to write their name or initials next to their contributions, so connections can be made. When participants are done writing their contributions, give groups 5-10 minutes to review the flipcharts and see the sum of their collective resources.

If all participants are from the same context or organization/platform, you can use one set of flipcharts for the whole group.

Debrief

Discussion Questions

- What was it like to map your personal resources and to see the resources of your colleagues?
- Did anything surprise you? What connections did you make?
- How is this exercise useful to your work?

Facilitator Talking Points

- Many of the resources you listed are tangible (things we can touch and feel with our hands like money, land, materials, equipment, etc.), but there are also a number of intangible resources (things we can't touch with our hands like time, energy, ideas, relationships, networks, status, skills, information, etc.).
- Hopefully this exercise expanded your understanding of your own and each others' potential contributions to your collective work. We are all much more connected and well equipped than we think and it's important to start the process of resource mobilization with a deepened understanding of what we can individually contribute.

Activity 7.3 Identifying Resource Gaps

Background for Facilitator

While the previous activity looks at resources more broadly, this activity has participants consider how to specifically resource their planned activities. This section will take participants through the process of looking at their [Advocacy Action Plan](#) (from Module 6: Choose Tactics) in resource terms, plugging in the resources identified in the previous activity and identifying what resources are still needed.

It is important to adjust the template for this activity ahead of time since groups' needs will differ depending on how formal their platform is and what they want to achieve.

Participants must have a completed [Advocacy Action Plan](#) in order to complete this activity (see Module 6: Choose Tactics).

Materials Needed

Completed [Advocacy Action Plan](#) from Module 6: Choose Tactics; presentation slides

Learning Objectives

Participants are able to identify how the resources they have relate to their plans for advocacy and identify gaps they still need to fill.

Time 60 minutes

Facilitator Talking Points

- An Advocacy Action Plan is a snapshot of your advocacy strategy. It requires you to get really specific about how you are going to make your plans happen and the resources you will need to achieve your advocacy goal.
- Once you have a completed [Advocacy Action Plan](#), the next step is to **put your action plan into resource terms**. We will begin by plugging in the resources we mapped in the previous activity and then devise a plan for how to get the rest.
- Resource needs are context specific. Depending on your advocacy goal, your advocacy tactics, your operating environment, etc., your resource needs will be different. The type of advocacy platform or organization you have can also create different resource needs. If you have a more formal coalition, it is likely that you will need dedicated staff and office space to keep things running. If you have a less formal network, it might be more appropriate to rely on rotating volunteers from the core group to take on many of the activities required to keep things running. The kind of resources you are able to mobilize will also be different depending on the structure of your platform or organization.
- In addition to the resource categories we discussed in the previous activity, additional categories and considerations include:
 - **Staffing:** Will your advocacy platform pay dedicated staff? To what extent will members of the platform volunteer their time? Who will carry out the planned activities? Who will coordinate among members? [*Facilitator note: See Module 5: Mobilize Allies, Partners, and Constituents for more information on platform creation.*]

- **Office space:** Will there be a dedicated office? Or will the work take place out of one organization's space?
 - **Convening space:** Do you need spaces for events? Are there venues that you might be able to get access to for a small fee or get donated?
 - **Communication:** How will you get your messages across? Are there things you can get donated like airtime on TV or radio and advertising space in newspaper? Can you get website design or graphic design donated?
 - **Materials:** What do your activities require? Consider things like printing, banners, t-shirts, etc.?
 - **Transportation:** Do you need to get people to your rally or event? How can you make this as easy as possible?
-

Instructions

Divide participants into small groups (ideally individuals who developed the action plan together). Ask participants to take out their completed Advocacy Action Plan handout from the previous module and draw their attention to the resource column next to each activity.

Explain that the main focus of this activity is to start considering all the resources that their advocacy plan requires. The goal is not to develop a budget or worry about specific values of resources at this stage. The purpose of this activity is to get specific about how they can conduct their planned activities with resources they already have and to identify what resources they need to mobilize in order to make the remaining activities possible.

Ask participants to consider all the resources they mapped in the previous activity. They should discuss which of the resources correspond with the needs in their advocacy action plans. Remind them to be realistic and specific.

Once groups have mapped their available resources, have them consider what gaps still exist: What resources are needed to complete the action plan?

Debrief

Discussion Questions

- What is it like to look at your action plan from a resource needs perspective?
- What are some additional resource needs or potentially hidden costs of advocacy work in general?



Activity 7.4 Mapping External Resources

Background for Facilitator

In this activity, participants will map and explore potential sources for resources in their context and determine priorities for further research.

There are contexts where asking for resources/fundraising at the community and even the national level is not an option because of a variety of constraints. In fragile states, external donor support make up the bulk of resources available for advocacy work. Part One of this activity provides an opportunity to discuss the norms and practices related to local forms of fundraising and resourcing.

Consider amending the talking points depending on participants' familiarity with sources for external funds and resources (e.g., for more experienced groups, you can skip the information about the main sources of grant funding for advocacy work).

Prior to the activity, draw the table from the [Mapping External Resources](#) handout (see annex) on a flipchart – one per group. You may consider editing the list of examples of sources to make it relevant to the context you are working in. This is a general list that is relevant in many places, but doing some research beforehand or having participants add to the list will make this session more useful to them.

For groups who have a background in fundraising/resourcing and are familiar with the sources they are assessing, consider adding an activity to further refine decision making around certain sources – see Activity: Mapping Additional Sources in the More Time section.

Materials Needed

Flipchart; markers; presentation slides; [Mapping External Resources](#) handout

Learning Objectives

Participants are able to identify potential avenues for building resources at the community, national, and international levels and prioritize different sources in relation to their goals.

Time 90 minutes

Facilitator Talking Points

- External funds and resources can come from community, national, and international sources. Though it varies widely from place to place, seeking resources locally may be an option to consider. We're going to explore the relevance and implications of leveraging local resources within your context.
- **Types of resources** that could be available in your local community or country:
 - In-kind contributions (e.g., office or meeting space, materials and equipment, technical assistance, volunteer time): Soliciting in-kind gifts can be valuable in many ways. Your platform might receive research, training or other technical assistance from an embassy. A business might donate office equipment. An individual might offer food for an event.
 - Financial donations from local individuals
 - Financial donations from local businesses
 - Financial donations from local government

- **Potential sources:**
 - **Individuals in the community/country:** Friends/family of platform members, community members in general, community leaders, people that member organizations have served, supporters of member organizations
 - **Local/national businesses:** Especially those familiar with the work of platform members or that have specialized interests in the advocacy topic (e.g., women owned-businesses)
 - **Community organizations:** Houses of worship, indigenous foundations (often religiously affiliated), local/national charities, local service organizations
 - **Media:** donating air time on television or radio, advertising or coverage in newspapers
 - **Governmental organizations:** National/regional/municipal government agencies (e.g., specialized grants for education/outreach)
 - **Embassies:** Many embassies have self-aid funds/small project assistance programs
 - **Fundraising events:** Raises the profile of your policy issue and helps you reach new donors
 - **Income generating activities:** Selling goods or services (e.g., training, mentoring, research) related to your policy issue can provide income and raise the profile of your advocacy goal

Instructions – Part 1

In small groups, have participants discuss the following questions:

- What are local norms and practices around fundraising locally?
- What are local norms and practices around requesting support or resources?
- What are additional examples you can add to our list?

Depending on the context and time, you may want to facilitate a more in depth discussion in the plenary on these questions.

Facilitator Talking Points

- Many organizations receive in-kind, funding, or other support from international sources, which can include but is not limited to foreign governments and multi-lateral organizations. Donations can include not just money, but also the opportunity to partner and offer time, materials, office space, and other intangible resources as well. The main sources of grant funding or other resources for advocacy work fall into a few categories.
- **Individuals or the diaspora:** Diaspora or expatriate populations (i.e., individuals from your country who now live in the US or Europe but maintain a link with their home community) tend to give in very specific ways, mostly directly to causes they care about in areas of the country that they have family. Outreach for support from individuals or diaspora should be very targeted, just as you would investigate the interests and build a relationship with a potential supporter in your own country.

- **Private foundations:** Private foundations primarily provide donations or grant funding. They are often in a better position to help organizations develop initiatives based on initial ideas and do not always require a completed and justified plan like some other institutional donors (e.g., governmental and multi-lateral institutions). Their funding range is also often smaller than others donors, so they may be appropriate for advocacy projects with smaller material needs.
- **International businesses:** Through their foundations, many international companies provide grants and in-kind support in the countries/regions where they operate or on relevant issues (e.g., women-led businesses with operations in post-conflict countries having interest in gender and peacebuilding).
- **International NGOs:** Many INGOs regularly work in partnership with local organizations and this often includes sharing financial support as well as technical support and networking. Governmental or other grants to INGOs can include small grants for local advocacy initiatives. If your advocacy goals have a multi-year timeframe, it can be worthwhile to invest time in developing relationships with INGOs, understanding which ones best fit your organization and goals. By building these relationships, you can also help them to influence institutional donor policy and funding that supports your areas of focus.
- **Governments, UN agencies, and other multi-lateral institutions:** These institutions can provide funds or other support; often these institutions may overlap with your advocacy targets. In terms of financial resources, these funders have specific countries and areas of focus as well as budgets that they are required to give away each year. Institutional donors will turn down proposals that do not match their stated priorities and criteria. Some explicitly state that they do not fund any type of advocacy. For funders that support advocacy initiatives, there is often a gap between their stated priorities and what would actually be most effective. Local organizations, and civil society more broadly, can influence donors' understanding of issues (such as women's participation in peace and security issues) by providing information about identified needs and discussing their ideas for advocacy programming. There is often room to discuss with donors whether your initiative is eligible to receive funding before you complete the lengthy grant application process. Securing grants from institutional donors can be challenging, especially for new platforms and small organizations, but it is by no means impossible.

CATEGORY	EXAMPLES
Private foundations	International Human Rights Funders Group International Network of Women's Funds (INWF) Women's Funding Network Global Fund for Women Open Society Foundation Asia Foundation Ford Foundation Hewlett Foundation (and other family foundations)
International businesses	Microsoft Google Exxon Mobile Corporation (and other extractive industries) Business for a Better World
INGOs	Minority Rights Women Islamic Relief International Rescue Committee World Vision CARE Save the Children Oxfam Mercy Corps
Governments, UN agencies, other multi-laterals	Australia – AusAid Canada - DFATD US – USAID UN - UNDP, UNICEF, UN Women World Bank OEC

- Finding financial resources for advocacy can take a lot of time. But we know that there are resources available for advocacy work and that collaboration helps secure financial resources. The majority of these mechanisms require a formal grant proposal in order to consider a funding request. The first step before you contact these institutions is to learn about their specific criteria and grant proposal procedures. Understanding their unique funding processes will help you target your fundraising efforts.
- We're going to discuss some things to bear in mind as you consider the funding environment for advocacy and how to secure the financial resources you need. Financial resources for advocacy differ widely depending on the context. We will explore resources you can leverage from the community, national, and international levels.

Instructions – Part 2

Distribute flipcharts, markers, and [Mapping External Resources](#) handout (see annex). Working in the same small groups, have participants brainstorm potential sources of funding or resources at the community, national, and international levels. Who are the donors they know of and what are those donors supporting? Suggest that participants think beyond typical supporters of advocacy work and women's organizations; the purpose of this activity is to brainstorm.

The list does not have to be exhaustive, but should capture what they know about each of the potential sources. Another dynamic to highlight is that in many contexts, opportunities to solicit resources at the community or even national level are limited because resources are so constrained.

Invite each group to present their top three resources for each category. Keep a running list for the group on a flipchart. As the list grows, ask groups to not repeat sources of funding but to add any relevant information or examples of sources already listed. Once you've gotten a substantial list, open the discussion up for reflections.

Instructions – Part 3

In the same small groups, ask participants to identify the top 3-5 funding sources that they want more information about. They should identify who they would want to talk to and the questions they would want to ask.

Debrief

Discussion Questions

- What was your experience of this exercise?
- What did you learn? Do any of the sources surprise you?
- What did you learn from your colleagues about leveraging resources at different levels? Where are there more opportunities? Where are there fewer?

Facilitator Talking Points

- You can use this worksheet as an initial guide to grow your resources. You can seek out additional information to add to the list of sources and refine what you know about the sources listed.



Activity 7.5 Working with Donors – Developing Recommendations on Funding Practices

Background for Facilitator

Civil society organizations, particularly women's groups, are perpetually under resourced. Since donors are often among the list of advocacy targets, it is important to take time to examine this dynamic and consider what the key issues are. Participants will consider global examples and examples from their contexts to create recommendations that address the problem of disproportionate resource allocation. They will also practice constructively delivering these messages to donors.

This activity requires some previous experience with resource mobilization. It also risks turning into a discussion only about the problems related to this subject, which are very important to understand, but as a facilitator, be sure there is enough time devoted to brainstorming solutions and constructive ways to deliver messages.

The recommendation drafting portion of this activity is covered in more detail in Module 4: Develop Recommendations. If participants are new to drafting recommendations, it can be useful to cover this process in more detail.

Be sure to adjust the examples in the [Funding Challenges and Solutions](#) handout (see annex) to the context you are working in.

Materials Needed

[Developing Donor Recommendations](#) handout;
[Funding Challenges and Solutions](#) handout

Learning Objectives

Participants are able to identify the dynamics, opportunities, and challenges associated with working with different kinds of donors and develop recommendations to address the challenges identified in their contexts.

Time 60 minutes

Facilitator Talking Points

- There is clear evidence that women's organizations play a critical role in stabilizing conflict-affected societies. UN Resolution 2242 highlights the crucial contributions of women's organizations – including those working at the grassroots level – to conflict resolution and peacebuilding and calls on UN member states to develop dedicated funding mechanisms and increase their contributions to women's organizations at the local level.
- Despite the clear link between women's inclusion and peace outcomes, women's organizations are perpetually under resourced. In fragile states, external donor funds make up the bulk of funding that is available, making this issue even more critical. A 2011 Association for Women's Rights in Development (AWID) survey of women's civil society organizations found that though the annual income of women's organizations doubled between 2005 and 2010, annual budgets still remained small and those surveyed reported challenges mobilizing resources for planned activities.³

3 Angelika Arutyunova and Cindy Clark, *Watering the Leaves Starving the Roots* (Toronto: AWID, 2013), www.awid.org/sites/default/files/atoms/files/WTL_Starving_Roots.pdf.

Instructions – Part 1

Divide participants into small groups (3-4 persons per group) and have them discuss the following questions related to dynamics with donors. Encourage them to be as specific as possible. (15 minutes)

- What is your experience trying to obtain external resources for advocacy?
- What strategies have worked?
- What are the challenges?

Facilitator Talking Points

- Some strategies for strengthening your chances for obtaining funding:
 - **Mandate/Mission:** There can be a strong “mission fit” with funders of advocacy and supporters of platforms, opening opportunities for partnership in the effort. Many funders of women’s advocacy work are themselves activists.
 - **Proof/Experience:** Working as a platform can be effectively presented as “the sum being greater than the parts” or that a change in policy will have a larger impact than each member group in a coalition continuing to work on their own. Experienced advocacy platforms will stand out in the search for resources if they can show strong organizational systems for transparency and accountability, implement well and demonstrate program impact, and mobilize new and larger groups.
 - **Organizational capacity:** Many international donors are creating flexible funding mechanisms with simplified reporting requirements that allow a broader range of organizations to qualify for funding on a shorter time frame, which can make access to funds much more possible for women’s organizations that are typically smaller and newer. Though this is a new trend in giving, it has gained traction in recent years.
 - **Opportunity/Competition:** Some funders focus primarily on advocacy, even women’s advocacy work in conflict contexts, so you could potentially be competing with a smaller pool of groups.
- Some challenges that can arise in increasing your chances for obtaining funding:
 - **Mandate/Mission:** Many regional, international, and private donors may find advocacy “too political” particularly in times of heightened political or physical insecurity. Others find advocacy hard to measure, so focus on more tangible projects like direct service delivery or public outreach. Civil society organizations can also become donor driven rather than community driven which risks overlooking the issues that are core to community needs. Donors can also focus on numerical targets, contributing to prioritizing quantity over quality.
 - **Proof/Experience:** Many advocacy platforms come together for a specific purpose, where members do not necessarily have a track record of working successfully together and donors often want proof of past capacity or effectiveness.
 - **Organizational capacity:** Funding conditions set by donors can often be very time consuming and require organizational infrastructure that civil society organizations do not have. For example, international donors often have onerous reporting requirements and long timelines for securing funding, which can be difficult to meet if you are a new or smaller organization.

- **Opportunity/Competition:** While governments may have resources to allocate to non-governmental groups, it's often not available for groups engaged in advocacy. As a result, there is often greater competition for advocacy resources as compared to resources available for other types of programming.
- The real challenge is turning some of these problems into actionable recommendations that you can convey to potential donors. Here is one example for the UN Global Study: [*Facilitator note: Distribute Funding Challenges and Solutions handout (see annex).*]
 - **Problem:** Women leaders and women's organizations are perpetually underfunded.
 - **Solution:** Regional organizations, UN entities, and international financing institutions involved in organizing donor conferences should provide meaningful opportunities for women's representatives to participate in these events.⁴
 - **Evidence:** Evidence shows that there is a strong correlation between donor conferences that have clear channels for participation for women's civil society representatives, the backing of gender expertise, and outcomes of donor pledges targeting gender equality interventions. This demonstrates the important role that women's organizations and the use of gender analysis in preparatory planning can play in fundraising for such interventions and for women's needs in particular.⁵
- Since donors are often also your advocacy targets, this next activity will give you the opportunity to draft recommendations on how donors can improve their practices to address these critical issues.

Instructions – Part 2:

In the same small groups, have participants develop specific recommendations for donors on how to achieve the objective: "Women's organizations are fully resourced." Ask each group to choose 1-3 donors and have them draft specific recommendations using the Developing Donor Recommendations handout (see annex). (20 minutes)

Debrief

Facilitator Instructions

Invite each group to share their recommendations. Alternatively, you could facilitate a donor role play so that groups can practice delivering their recommendations (see Module 8: Message for guidance on messaging role plays).

Discussion Questions

- What do we need to consider when delivering these recommendations to donors?
- How can we say them in a way that donors can hear? What should we not say?

4 United Nations Security Council, *Women's participation in peacebuilding: Report of the Secretary-General, A/65/354-S/2010/466* (20 June 2016), available from www.unwomen.org/en/docs/2010/9/women-in-peacebuilding-report-2010.

5 Coomaraswamy, *Preventing Conflict*.

Facilitator Talking Points

- As with any policymaker, it is important to frame your messages as if you are allies in helping them do their work better. You don't want the tone to be accusatory or they will not respond well. But as with any constructive feedback, you want to make sure you are being truthful and realistic as well.
- Building this type of recommendation is very similar to advocacy recommendations. Framing strong recommendations is rooted in research and analysis – knowing what the donor's interests are and what they've already funded – and will help you to couch the recommendations in a way that reflects what is important to the donor.
- For example, if you know that a donor is committed to women's rights and is driven by impact and recognition of their contributions, you might consider:
 - Acknowledging all the great work they are doing in the country and their commitment to women's rights.
 - Recognizing that they are partners in working for a sustainable, peaceful future and they've demonstrated this commitment in so many great ways.
 - Explaining that the feedback you want to share about their donor practices is rooted in the interest of achieving greater impact.



Activity 7.6 Building Relationships and Making a Pitch – Donor Roundtables

Background for Facilitator

In this activity, participants will practice pitching their advocacy work in a way that will make it compelling and interesting to funders.

This activity can be run as an experiential exercise/role play (Option 1) or as an actual donor roundtable in which you invite donors to participate (Option 2). Both can be a great culminating activity for a workshop.

For Option 1, the number of facilitators (and guests that can be pulled in to play donors) will determine the number of donors in the roundtable role play. If possible, prepare at least 2-3 donor roles; these should represent organizations/institutions supporting work in the country. Be sure to choose a relevant mix of roles and interests, including: a UN agency, governmental donor, an embassy representative, a private foundation, and a national/international corporation.

Real life donor roundtables should be designed with the context in mind and this section offers some general guidance. A few things to think about when considering Option 2 in particular:

- Relationships with and among relevant donors:
 - Be sure that you have access to donors who are likely to fund women’s advocacy initiatives and that they are available ahead of time. Often donors will not commit to participating in a roundtable until others are confirmed so it is important to develop and maintain these relationships over time and ensure that you can get one or two to commit initially.
 - Holding a workshop in a capital city will increase the likelihood that there will be representatives from donor agencies available to attend.
- Carefully consider the context:
 - Generally individual meetings with donors are more effective than donor roundtables for a variety of reasons, including the ability to tailor messages to the individual donor, better understand their resources and interests, minimize any potential dynamics between donors like competition, etc. We recommend doing a real donor roundtable only when you don’t have time for individual meetings with all the donors you want to reach.
 - Only choose a donor roundtable when participants have significant experience with both each other and interfacing with donors and specifically the donor community in that particular context.
 - Be sure that participants are adequately prepared and that you will not be doing harm to their relationships. Consider choosing this option only if you’re designing a training series in which you have repeat engagement with participants.

Materials Needed

[Preparing for a Donor Meeting](#) handout; [Roadmap for Requesting Support](#) handout; [Sample Agenda](#) handout; [Sample Background Briefer - Participants](#) handout; [Sample Back Briefer - Donors](#) handout

Learning Objectives

Participants are able to pitch their advocacy projects to potential donors and receive feedback on their pitches.

Time 90 Minutes – 3 Hours

Facilitator Talking Points

- There is a common tendency to regard donors and others supporting advocacy work as a source of resources or as an entity to which you must be accountable. Support and accountability are critical, yet thinking about donors in this way limits the opportunity to benefit as true partners. Seeking funds and other support is simply a different way of mobilizing people to join your cause.
- Building relationships with potential supporters is another kind of relationship building you will want to invest in over the long term. In many cases, donors will also be your advocacy targets already and your asks might include a request for funds or other resources (such as connections/introductions, information, etc.).
- Thinking of potential donors as partners can open many doors for your advocacy effort. For example, it can help to a) educate people about the needs that your advocacy addresses, b) establish a foundation for future advocacy engagement by supporters, c) gather information from additional vantage points useful for your advocacy message and approach, and d) support in influencing a wider group of actors.
- Do you have experience with donor roundtables or pitching your ideas to donors?
- What are some lessons learned from your experience that your colleagues can learn from?
- What has worked for you and what has been less successful?
- In this next exercise, you are going to practice pitching your advocacy plan to potential donors.

Instructions

Option 1: Role Play

Divide participants into small groups (preferable if members of each group work/will work together after the workshop). Explain who the fictional donor representatives are, so they can leverage existing knowledge and respond to known interests. If possible, prepare a briefing document for participants with some information about each “donor representative” (see [Sample Background Briefer – Participants](#) handout in the annex).

Each group should prepare a 5-minute pitch to the “donors” and at least three people from their group should speak. They will have 20 minutes to prepare. Distribute [Preparing for a Donor Meeting](#) and [Roadmap for Requesting Support](#) handouts (see annex).

Check in with participants to make sure they have determined who will be making the presentation and that they have developed a plan to describe their advocacy goal, activities, and resource support request. Encourage them to do a trial presentation in front of their small group.

Begin the roundtable by giving a short welcome address: “Welcome to our donor roundtable! We are very pleased to invite our colleagues from [pick a mix of contextually relevant public and private organizations] who are interested in funding your incredible work. [Invite guests to introduce themselves.] There will be presentations from each group, time for questions after each presentation, and then our guests will meet to decide which pitches they want to invite to submit full proposals.”

Time each presentation (up to 5 minutes) and flash a “1 minute” card when presenters should wrap up. Allow 3 minutes for brief questions from the donors. Be sure to clap for each group!

Once all groups have presented, have the “donors” deliberate about which groups they would like to invite to submit full proposals. Options for donor outcomes:

- Invite each group to submit full proposals at the same budget mark;
- Invite some groups and grant immediate technical assistance to others, with the goal of helping them toward future funding; or
- If the presentations demonstrate they could coordinate, invite all the groups to collaborate on one block grant in which they each address different aspects of a shared advocacy goal.

The “donors” should announce their funding plan and then, still in the formal setting of the roundtable, give positive and constructive feedback to specific groups as well as to all groups in general. When giving feedback, consider emphasizing: how their interests were/were not considered in the funding pitches; effectiveness of messaging/passion/persuasiveness/trust; appropriateness of budgeting for the activities, and points relevant to this interaction being the start of a relationship between the grant makers and advocacy organizations.

Option 2: Real Donor Roundtable

Real life donor roundtables should be designed with the context in mind and this section offers some general guidance.

Invite donor representatives well in advance and leverage your existing relationships. Generate a list of invitees based on your knowledge of the donor landscape in country and existing relationships, as well as who you think might benefit most from interacting with workshop participants.

Tailor the agenda and presentations of the round table to be of appropriate length and content for the donor representatives who are attending. For example:

- If there are representatives of an organization that has a long history of funding women, peace and security work, presentations can be light on making the case for women’s inclusion, and focus more on the impact of the advocacy initiatives undertaken as part of the current program, etc.
- If there are representatives of an organization that has a funding mechanism that is accessible to the participants of the workshop, it might be appropriate for participants to make a specific ask.
- If representatives are new to the subject of women, peace and security, then the agenda should not include a direct ask, but will be more about raising their awareness about the difference women can make and creating buy in for potential giving down the road.

Create a background briefer for participants which includes bios and as much background information about who is coming, the donor's history of funding this work, etc. Also include key messages and recommendations at a glance (see [Sample Background Briefer - Participants](#) handout in the annex). Materials can include:

- Donor bios and background information
- Things donors will want to know more about
- Difficult questions you might receive
- Examples of 8-10 second sound bites that help get main points across
- Background information on key issues
- Any tips for effective messaging you've discussed in the workshop that is applicable (See Module 8: Message for additional material.)

Create a background briefer for donors with information about the program, who the women are, who they represent, and any context about the difference women have made to peace and security decision making in the country. This can be one page and should have the logos of relevant organizations on the top of the page (see [Sample Background Briefer – Donors](#) handout in the annex).

Prepare participants thoroughly for the presentations. Depending on who is coming, give participants clear guidance on the content of their presentations and time to thoroughly prepare and practice their pitches.

Debrief

Discussion questions

- What was your experience of the activity?
- What do you think went well and what would you have liked to do differently?
- What are good next steps you can take in order to build the relationship after a donor roundtable meeting?



Discussion 7.7 Resource Mobilization Beyond This Module

Background for Facilitator

This section introduces additional considerations and resources for mobilizing resources for advocacy. Be sure to familiarize yourself with the list of additional resources (see [Resources for Fundraising and Resource Mobilization for Women's Advocacy](#) handout, in the annex), so you can point participants in the right direction.

Facilitator Talking Points

- This training has only scratched the surface of the subject of resource mobilization for advocacy. Hopefully you have a better idea than when you started about what you need to achieve your goals, potential sources and how to pursue them, both within your own group of advocates and beyond. There are many organizations with more resources on these topics.

Instructions

Divide participants into pairs and distribute [Resources for Fundraising and Resource Mobilization for Women's Advocacy](#) handout (see annex). Have participants to read through the list of additional resources and to circle the top 5 resources that might be relevant. In pairs, they should discuss the next steps for research and outreach.

Debrief

Discussion questions

- What are next steps you can take towards mobilizing resources? What additional information do you need?

Materials Needed

[Resources for Fundraising and Resource Mobilization for Women's Advocacy](#) handout

Learning Objectives

Participants are able to identify what additional information they need and make a plan for next steps.

Time 10 minutes



Presentation 7.8 Conclusion

Background for Facilitator

This section provides an overview of the module's key takeaways.

Facilitator Talking Points

- Though there are certainly barriers to fundraising for advocacy, there are many opportunities as well. Long term relationship building with donors is an important component of advocacy and the more you can demonstrate the impact of your work and what sets you apart, the better.
- Remember, **“success breeds success!”** As supporters see that others are investing in your efforts, it gives them confidence to do the same. And as you show strong stewardship of donor funds and relationships, that is another important success measure. As with any kind of project, setting a fundraising strategy is important, and equally important is just getting started and leveraging the momentum you build.

More Time



Supplemental Activity 7.4: Mapping Additional Sources

Background for Facilitator

This activity is intended to follow Part Two of Activity 7.4: Mapping External Resources.

This activity is best suited for groups who have a background in resourcing/fundraising and are familiar with the sources they are assessing.

Materials Needed

[Sources Matrix](#) handout

Learning Objectives

Participants are able to refine decision making about pursuing certain sources for resources.

Time 45 minutes

Facilitator Talking Points

- The [Sources Matrix](#) handout (see annex) can help to further refine decision making about a certain funding source. In this activity, you'll explore the positive and negative factors of various funding/resource sources in relation to your context and your policy issue.

Instructions

Divide participants into the same small groups as Part 2 and distribute the [Sources Matrix](#) handout. Read through the instruction page with participants and answer any questions that arise.

Debrief

Discussion questions

- What are three next steps you can take towards pursuing these resource options?

ANNEX

Mapping Resources

Resources	Have	Need
<p>Relationships Example: Personal connections to advocacy targets, allies and partners identified in the actor mapping activity</p>		
<p>Networks Example: Member of X women's network, X religious community</p>		
<p>Skills Example: accounting, facilitation, public speaking, editing, grant management</p>		
<p>Tangible resources Example: office space, money, printing, telephone lines</p>		
<p>Time Example: "I am not traveling for the next two months so I can offer 5 hours a week"</p>		
<p>Technical expertise Example: content expertise like transitional justice, security sector reform</p>		

Mapping External Resources

Source	Example	Notes/Questions
Community Level		
1		
2		
3		
4		
National Level		
1		
2		
3		
4		
International Level		
1		
2		
3		
4		

Funding Challenges and Solutions

Problem	Solution	Evidence/Example
Women leaders and women's organizations are perpetually under-funded.	Regional organizations, UN entities and international financing institutions involved in organizing donor conferences should provide meaningful opportunities for women's representatives to participate in these events. ¹	Data shows that there is a strong correlation between donor conferences that have clear channels for participation for women's civil society representatives, the backing of gender expertise, and outcomes of donor pledges targeting gender equality interventions. This demonstrates the important role that women's organizations and the use of gender analysis in preparatory planning can play in fundraising for such interventions and for women's needs in particular. ²
Women's organizations do not have the institutional capacity to meet the reporting requirements of most donor institutions, so they cannot access funds.	Allocate more resources to support and build the capacity of women's organizations in fragile states. Donors should create a small grants mechanism to channel support and resources directly to women-led civil society organizations during times of crisis.	US has begun providing a small grants mechanism to channel support and resources to small NGOs at critical times in their countries' recovery as a core response. ³
Women's organizations primarily receive project support rather than long term, flexible funding.	Funding for women's organizations must include support for core functioning/ institutional capacity building and must not be just on a project basis. ⁴	Forty eight percent of respondents to the AWID survey reported that they never received core funding and fifty two percent never received multi-year funding. This finding is supported by the Global Civil Society survey that showed that only eleven percent of women's organizations survey received core funding. ⁵
Donor preference for large organizations that can produce grant proposals according to their demanding guidelines and absorb rigorous reporting and auditing requirements.	<p>Reduce the amount of time required to report on use of donor funds- for small women's organizations often reporting requires lots of staff time and takes away from programmatic implementation.</p> <p>Increase predictable, accessible and flexible funding for women's civil society organizations working on peace and security at all levels, including through dedicated financing instruments such as the new global acceleration instrument on WPS and humanitarian action.⁶</p>	In 2012, USAID stated their intention to channel aid directly to local organizations through the USAID Forward initiative, however the agency continues to award the majority of its contracts to large American firms; in 2015, the top 20 recipients of USAID funding were all U.S. based companies. ⁷

1 United Nations Security Council, *Women's participation in peacebuilding: Report of the Secretary-General, A/65/354-S/2010/466* (20 June 2016), available from www.unwomen.org/en/docs/2010/9/women-in-peacebuilding-report-2010.

2 Radhika Coomaraswamy, *Preventing Conflict, Transforming Justice, Securing The Peace: A Global Study on the Implementation of United Nations Security Council Resolution 1325* (New York: UN Women, 2015), wps.unwomen.org/~/_media/files/un%20women/wps/highlights/unw-global-study-1325-2015.pdf.

3 USAID, *Implementation of the United States National Action Plan on Women, Peace, and Security* (Washington: USAID, 2012), www.usaid.gov/sites/default/files/US_NAP_WPS_Implementation.pdf.

4 Coomaraswamy, *Preventing Conflict*.

5 Ibid.

6 Ibid.

7 Ezekiel Carlo Orlina, "Top USAID contractors for 2015," Devex, May 27, 2016, www.devex.com/news/top-usaid-contractors-for-2015-88181.

Developing Donor Recommendations

Advocacy Objective 1 What do we want to see happen?	Women's organizations are fully resourced.
<p>Who has the ability to take action?</p> <p>And what specific action should they take to support your advocacy objective?</p>	<p>Who (institution/organization/department):</p> <p>How (the action you want them to take):</p>
	<p>Who (institution/organization/department):</p> <p>How (the action you want them to take):</p>
	<p>Who (institution/organization/department):</p> <p>How (the action you want them to take):</p>
	<p>Who (institution/organization/department):</p> <p>How (the action you want them to take):</p>
	<p>Who (institution/organization/department):</p> <p>How (the action you want them to take):</p>

Preparing for a Donor Meeting

Instructions: Prepare a 5-minute presentation for a group of donors.
Use this worksheet to prepare for your presentations.

Who are you and who do you represent?

Describe the problem your work addresses and what you have done that makes you stand apart from other groups.

Demonstrate some understanding of what your target's interests are and mention something about their country's engagement in your country.

Ask them to commit to a specific action and tell them why it matters.

Remember: *Leave something in writing and know how to follow up with the person or his/her office (contact info, etc).*

Roadmap for Requesting Support¹

- **Build a partnership with the donor.** Depending on how strong your relationship is this could include discussing common interests, how you were connected, or reflecting on the last time you'd seen each other. The key is to remember that the focus of the conversation should be how you and the donor can work together to achieve a goal; the donor shouldn't be made to feel they're only a source of resources.
- **Compel the donor to want to support your work.** Since you've researched the donor in advance, you have an idea of where they've stood historically relating to your mission and advocacy goals. Frame your ask in a way that appeals to the donors interests and giving.
- **Show how much progress has already been made.** Bring news clippings, reports, or other documents that show the change your work has already affected. Explain how *their* contribution to your missions will genuinely help it progress. Donors want to feel that they are *part* of the change, not just on the sidelines.
- **Establish urgency.** In advance of your meeting discuss with your colleagues which components of your work will need the most immediate funding. It is up to you, as the person seeking the funds to establish the urgency, not the donor.
- **Ask for a specific amount or action.** Your ask must be specific. Donors meet with many compelling organizations every day, and often expect you (the fundraiser) to guide them toward an appropriate donation or action.
- **Be ready for follow up questions.** The donor will likely have follow up questions about your ask such as how many people it will help/include, how it will further your larger organizational goals, and what their role might be in the implementation. Prepare for questions such as these in advance for you're not caught off guard. Since many donors will be representing governments or organizations, they often cannot make a commitment in the moment, however if they seem interested and committed to your work they can advocate for you to their colleagues.
- **Maintain the relationship.** Continue to maintain the relationship. In advance of receiving their support you will have already established their level of involvement in your programming, however even if they do not request heavy involvement send them update emails every few weeks to tell them of the progress of your work, or any hurdles you're facing. This will not only make the donor feel like they are a partner in your work, but will also keep your organization at the front of their mind when it comes to available funding in the future.

¹ Adapted from National Democratic Institute, "Elements of the Ask," accessed December 21, 2016, www.ndi.org/dcc-fundraising.

Sample Background Briefer – Participants

Below is an example of a participant briefer created by Inclusive Security for Afghan women leaders in advance of meetings with donors.

Things international policymakers and donors will want more information on:

- HOW more women can be included in national reconciliation efforts
- Mechanisms to ensure that women's rights are protected during the transition process
- Corruption – how are women and civil society reporting or monitoring corruption at the provincial level
- Women and security sector reform; may also ask about the Female Engagement Teams.
- “The New Silk Road” vision – guaranteed that someone from the US will ask about this. (regional economic integration for South and Central Asia that should attract new investment, benefit from its resource potential, and provide increasing economic opportunity for Afghanistan)
- How have Afghan women's lives improved over the last 10 years?

Difficult questions you may get from the policymakers and donors:

- The Taliban hate women but you're advocating for women participating in a process designed to reconcile with them?
- (insert name of woman activist) has said any negotiation with the Taliban will sacrifice women's rights – was she wrong?
- Afghan women say they're in favor of peace, but some observers believe women's rights will be a major stumbling block in negotiations with the Taliban. Won't women's inclusion just make it that much harder to achieve a deal?
- Afghan women condemn night raids and civilian casualties, but many seem to favor a continued military presence post-2014. Which is it: troops or no troops?
- Over the past decade, the international community has given generously to Afghanistan in terms of reconstruction and development aid, much of which has been lost to corruption or even funded the Taliban. Why should the international community continue to fund this failed approach?

Examples of 8-10 Second Sound Bites:

- * You don't have to use any of these; this is just a list to examples to show length and content of sound-bites that donors would likely grab on to.
- “We support the security transition, but it must be a responsible transition.”
- “Afghan women are doing what no one else has, bringing the peace process to the people.”
- “Afghan women are eager to build a national consensus for peace and we have the networks to do it.”

- “We always hear that the peace process is Afghan-led, but the question is, which Afghans?”
- “Women need to have the space to negotiate protection of their rights.”
- “We welcome the international community’s assurances on women’s rights, but what we really need is a presence at every conference, jirga, and negotiation where decisions about our future are being made.”
- “The government talks with Pakistan and the Taliban, but they forget to talk to Afghans. We need a national dialogue just as badly as we need talks with the ISI and Mullah Omar.”
- “We serve in the parliament, raise women’s voices at peace jirgas, and persuade our sons to not become insurgents, yet we’re left out of national discussions on a political solution to this war.”
- “We want to see every Afghan discussing peace at the dinner table.”
- “Those who remain peaceful in times of war are those who should be called on to negotiate an end to conflict.”

Background Information

Useful Facts

- Women in the forces:
 - Approximately 1200+ women in Afghan National Police (ANP) (out of about 136,400 total)
 - Approximately 300+ women in Afghan National Army (ANA) (out of about 169,076 total)
 - MoI recruitment goal: 5000 women in Afghan National Security Forces (ANSF) by 2014
- Women Peace Corps – term refers to women ANP who fill spots reserved for females

Sample Talking Points

- Before focusing on major recruitment drives, first focus on creating an environment within the ANP and ANA that is not hostile to female officers. This requires addressing the structural barriers to women’s equal and effective participation in the security forces.
- Understandably, it will take a long time to build up the number of women in the ANA and ANP. In the meantime, it is critical to have women in oversight positions where they can directly engage in setting policy and monitoring activities of the forces. These oversight positions should be both within the forces and in civilian oversight bodies such as the Ministry of Interior (MoI), Ministry of Defense (MoD), National Directorate of Security (NDS) and relevant parliamentary committees.
- We need more sex-disaggregated data collection. We don’t have the statistics we need on issues such as male vs. female attrition rates, promotions, and assignments.
- Civilian oversight of security forces at the local level is critical to ensuring accountability of the forces to communities. These oversight mechanisms must meaningfully include women.

Challenges for women police include (these are just a few of many)

- **Childcare** – women still have the domestic responsibility to care for their children during the day but childcare services are often not available at training centers or at police stations.
 - **Possible Recommendation:** Have childcare services at training centers and police stations.
- **Location of Training Centers** – most training is only available in Kabul or at Regional Training Commands. Many women have not even received basic training because they do not have permission from their families to travel to training centers.
 - **Possible Recommendation:** Have Mobile Training Teams that travel to the districts to deliver basic training courses. These training teams should also assist with filing the paperwork required to receive training from the Ministry of Interior.
- **Driving** – to investigate a crime often requires driving to the site of the crime but many women cannot drive. Therefore, they are limited to handling walk-in cases that can be resolved inside the police station.
 - **Possible Recommendation:** Provide drivers for Afghan women police and, where possible, teach them how to drive.
- **Harassment** – women are harassed by their fellow police officers and, at times, by their communities. In some places, women ANP are told they're un-Islamic.
 - **Possible Recommendation:** Train all ANP on zero tolerance for sexual harassment and sexual misconduct in the workplace, ensure this is incorporated into the ANP Code of Conduct and is enforced.
 - **Possible Recommendation:** Increase funding for awareness raising in communities that builds understanding of the value of having women in the police force.

Sample Background Briefer - Donors

Below is an example of a donor briefer created by Inclusive Security and PAIMAN Alumni Trust inviting governmental donors to a roundtable in Islamabad, Pakistan at the end of a workshop.

Title and date: A Cross Sectoral Approach to Countering Violent Extremism February 16-19, 2016

Background on sponsoring organizations: Inclusive Security and PAIMAN Alumni Trust have partnered to implement a program to decrease violent extremism in Pakistan by ensuring that women are better represented in national security policies and processes. As part of this program, they will be holding a series of meetings in Islamabad on February 16th -19th, 2016 to connect Pakistani women leaders with key decision-makers and international donor countries in Pakistan. This program recognizes that meaningful collaboration between policymakers and women leaders from various sectors is essential to ensuring true and lasting peace in the region.

Background on content of the program/training: On February 16 2016 Inclusive Security and PAIMAN are inviting senior representatives of select foreign embassies in Islamabad to meet and dialogue with program participants. This will be a unique opportunity for embassies to learn from female leaders in civil society, police and parliament about better ways for international donor countries in Pakistan to commit resources and work with local policy makers to reduce violent extremism. Further, embassy representatives will have the chance to convey their countries strategic priorities in Pakistan to inform the participant's efforts and recommendations.

During an opening plenary session, approximately 4 representatives of select embassies will be invited to speak about their countries priorities and programming related to reducing violent extremism in Pakistan. Following this session, each representative will have the opportunity to sit with a small group of participants to learn about their perspectives and recommendations. We hope this exchange and networking will inform and enhance the women's advocacy and donor's efforts to prioritize and implement more effective programs.

Background on what the women have achieved: This program improves Pakistani women leaders' access to policymakers and increases their capacity to affect policymaking related to violent extremism. Through three workshops over the period of a year, participants gain knowledge of women's roles in Pakistan's security sector, explore Pakistan's security reform efforts, and receive advocacy training. At the project's end, participants will have advocacy action plans to pursue a greater role for women in countering violent extremism in their local communities at the provincial and national levels.

Twenty-five women from Pakistan's civil society, parliament, and the police have attended two workshops, representing diverse religious, ethnic, political, provincial, and linguistic backgrounds. Participants developed a shared definition of security, identified the roles Pakistani women play in both driving and countering violent extremism, explored security sector reform, Pakistan's national legislative and policy frameworks related to countering terrorism and violent extremism, and the basic principles of effective advocacy. Finally, they drafted recommendations for policymakers aimed at addressing women's exclusion from Pakistan's police forces and the country's national counterterrorism strategy. The final workshop is scheduled to take place on February 16th – 19th and is designed for participants to hone their advocacy skills, refine their policy recommendations, and meet with key Pakistani decision-makers and international donors in Islamabad.

Sample agenda

February 16, 2016: A Cross Sectoral Approach to Countering Violent Extremism

TIME	PROGRAM
10:00AM	Donors arrive
10:15AM	Participant and donor introductions
10:45AM	Participants from civil society speak about their CVE work in their communities
11:00AM	Participants from police speak about their CVE work in the police.
11:15AM	Parliamentarians speak about their work in the government to support CVE work done by police and civil society.
11:15AM	Donors speak about their funding priorities in Pakistan as they relate to gender and CVE.

Resources for Fundraising and Resource Mobilization for Women's Advocacy

This module only scratches the surface of resource mobilization for advocacy. Following is a list of additional resources for facilitators and training participants who want more information.

Women and gender focused fundraising

Global Fund for Women www.globalfundforwomen.org

- *Fundraising for Change: A Practical Guide for Women's Rights Organization*: This handbook is designed for first-time fundraisers and presents key issues about raising money to fund women's rights and empowerment work. www.globalfundforwomen.org/impact/publications/127-other-resources/208-womens-fundraising-handbook

Association for Women's Rights in Development (AWID) www.awid.org

- *Compilation of Resource Mobilization Tools*: Compilation of resources and toolkits on funding for women's rights including fundraising guides, donor directories, proposal writing and evaluation methodology. lastradainternational.org/Isidocs/Where%20Is%20the%20Money%20for%20Women's%20Rights-Resource%20Tools%20-AWID.pdf
- *Fact sheet: State of Women's Organizations*: www.awid.org/sites/default/files/atoms/files/witm_-_factsheet_1.pdf
- *Fact sheet: Multilateral and bilaterals*: www.awid.org/sites/default/files/atoms/files/witm_-_factsheet_2.pdf
- *Fact sheet: INGOs*: www.awid.org/sites/default/files/atoms/files/witm_-_factsheet_3.pdf
- *Fact sheet: Women's Funds*: www.awid.org/sites/default/files/atoms/files/witm_-_factsheet_4.pdf
- *Fact sheet: Foundations*: www.awid.org/sites/default/files/atoms/files/witm_-_factsheet_5.pdf
- *Fact sheet: Individual giving and small foundations*: www.awid.org/sites/default/files/atoms/files/witm_-_factsheet_6.pdf
- *Fact sheet: Corporate Philanthropy*: www.awid.org/sites/default/files/atoms/files/witm_-_factsheet_7.pdf

International Network of Women's Funds www.prospera-inwf.org/#!/-welcome-2/

- *Collective Change: The Value of Mobilizing Local Resources for Women's Rights in the Global South and East*: This publication examines ten case studies of women's funds and lessons learned. inwfresourcecenter.org/Files/ECM001/PUBLICATIONS/1511120454_Compilation%20Collective%20Change%20Case%20Studies%20of%20Ten%20Women's%20Funds%202015.pdf

Women's Funding Network www.womensfundingnetwork.org

- *Twelve Women's Funds in the South: Common Context, Collective Impact:* www.womensfundingnetwork.org/wp-content/uploads/2014/03/southernwomensfunds_083111.pdf
- *Accelerating Change for Women and Girls: The Role of Women's Funds:* www.womensfundingnetwork.org/wp-content/uploads/2014/03/womensfunds2009_highlights.pdf

Additional resources on fundraising for women and girls worldwide compiled by Philantropia:
s3.amazonaws.com/philantropia/%E2%80%9CResource+Guide%2C+Funding+for+Women+and+Girls%E2%80%99+Organizations%E2%80%9D.pdf

General fundraising tools and information

Civicus www.civicus.org/

- *Toolkit: Resources for Resource Mobilization:* A number of detailed resources on writing funding proposals, budgeting and developing a finance strategy:
- *Writing a funding proposal:* www.civicus.org/documents/toolkits/Writing%20a%20funding%20proposal.pdf
- *Budgeting:* www.civicus.org/documents/toolkits/Budgeting.pdf
- *Developing a finance strategy:* www.civicus.org/documents/toolkits/Developing%20a%20Financing%20Strategy.pdf

FHI360 www.fhi360.org/

- *Fundraising and Marketing for CSOs: A Resource Guide for Civil Society Organizations in Botswana:* www.fhi360.org/sites/default/files/media/documents/Fundraising_and_Marketing_for_CSOs.pdf

International Human Right's Funders Group ihrfg.org/resources/ihrfg-resources

- *Advancing Human Rights: The State of Global Grantmaking:* humanrights.foundationcenter.org/

Blackbaud, M+R Strategic Services, and Amnesty International USA

- *White Paper: Connecting Online Advocacy and Fundraising:* www.blackbaud.com/files/resources/downloads/WhitePaper_ConnectingOnlineAdvocacyAndFundraising.pdf

Peace Direct www.peacedirect.org/us/

- *Insight on Conflict: tips for fundraising in peace and conflict resolution:* www.insightonconflict.org/2011/12/7-tips-for-fundraising/

National Democratic Institute www.ndi.org/

- *Fundraising Curriculum Tools and Content:* www.ndi.org/dcc-fundraising

International Knowledge Network of Women in Politics iknowpolitics.org/

- *Resource Library:* iknowpolitics.org/en/learn/library?field_issues_tid%5B%5D=323&title=

Potential funders and additional resources

- UN Women Grantmaking: www.unwomen.org/en/trust-funds/fund-for-gender-equality/grant-making
- UN Trust Fund to End Violence Against Women: www.unwomen.org/en/trust-funds/un-trust-fund-to-end-violence-against-women
- Global Acceleration Instrument on Women, Peace and Security and Humanitarian Action: www.unwomen.org/en/news/stories/2016/2/global-acceleration-instrument-launch
- Africa Grantmakers' Affinity Group (AGAG): www.africagrantmakers.org/index.asp?PageURL=24
- The Foundation Center: foundationcenter.org/
- International Human Rights Funders Group (IHRFG) – Funders Directory: www.ihrfg.org/funder-directory-search
- The International Network of Women's Funds (links to 17+ regional women's funds): www.inwf.org/links.html
- American India Foundation: aif.org/
- American Jewish World Service: www.ajws.org/
- The Asia Foundation: www.asiafoundation.org/
- Astraea Lesbian Foundation for Justice: www.astraeafoundation.org/Main.php4
- The Firelight Foundation: www.firelightfoundation.org/
- The Ford Foundation: www.fordfound.org/
- Fund for Global Human Rights: www.globalhumanrights.org/
- Global Greengrants Fund: www.greengrants.org
- Oak Foundation: www.oakfnd.org/
- Open Society Institute: www.soros.org/
- The Sigrid Rausing Trust: www.sigrid-rausing-trust.org/
- The Urgent Action Fund: www.urgentactionfund.org/

Sources Matrix

Instructions

Considering your country context, discuss the positive and negative factors of various funding/resource sources. Disregard those sources that you think are not applicable in your context or would never be a fit for your organization/platform. For all relevant potential funding sources:

- Choose the 5-6 resource sources from the resource mapping exercise that your group wanted to get more information about and write their names in the left hand column by category.
- Put a check (✓) in each box for important considerations for your group when it comes to that potential funding source.
- Assign a rank to the relevant sources for the potential fit with your advocacy goals.
1 = weak fit; 4 = strong fit
- Assign an additional rank for the level of effort it would take for group to pursue that source.
1 = low level of effort; 4 = high level of effort
- Use the matrix to narrow down which set of funding sources your group wants to pursue. For example, a rank of "1/1" would mean a weak fit, but low level of effort, such as a local small business, so it might be worth pursuing. Or a rank of "4/4" would indicate a strong fit with high level of effort, such as an institutional grant, so would require investment on your part. Factor time available and organizational expertise into your final selection of funding approaches.

Sources Matrix

Category and specific sources	Positive Considerations				Negative Considerations						Rank
	Allows control over own resources	Diversifies current pool of resources	Committed to advocacy goals	Danger of distorting advocacy goals	Large amount of work required	Likely low return on investment	Association with controversial supporter	Lack of experience with type of funder	Fit with advocacy goals/ level of effort (Rank of 1-4)		
Individuals in the Diaspora/ Expats											
Local Organizations											
INGOs											
Local Government Agencies											

Category and specific sources	Positive Considerations				Negative Considerations				Rank
	Allows control over own resources	Diversifies current pool of resources	Committed to advocacy goals	Danger of distorting advocacy goals	Large amount of work required	Likely low return on investment	Association with controversial supporter	Lack of experience with type of funder	
International Donor Governments									Fit with advocacy goals/ level of effort (Rank of 1-4)
Private Foundations									
Local/National Businesses									
International/ multi-national Businesses									
Other									

Inclusive Security
1615 M Street NW, Suite 850
Washington, DC 20036
202.403.2000
inclusivesecurity.org

