

Resource Mobilisation

**A Prerequisite for Project Implementation,
Success and Sustainability**

Presented by:

Chedza Molefe (Archivist)

molefec@africa-union.org

African Union Commission

Introduction

- **Digitization is essential**
 - Planning is a necessity, especially resource mobilisation
 - Definition of resource mobilisation
 - A resource mobilisation strategy
 - steps necessary in mobilizing resources for digitization projects in libraries and archives
 - Resource mobilisation in times of economic down-turn
 - Collaborative efforts for resource mobilisation
 - Suggestions for the Second International Conference on African Digital Libraries and Archives (ICADLA-2)

Definition (extracted from Koirala)

- **Resource mobilization means expansion of relations with the resource providers, and the skills, knowledge and capacity for proper use of resources.**
- **Not only use of money**
- **Denotes the process that achieves the mission of the Organization through the mobilization of knowledge for human use of skills, equipment, services etc.**
- **Also includes seeking new sources of resource mobilization as well as correct and maximum use of the available resources**

Definition for this presentation

Enlisting all necessary resources, be they human, material or services, ready for action to achieve specific goals.

RESOURCE MOBILISATION IS GREATER THAN FUNDRAISING

Resource mobilization for digitization projects

- **Digitization is a complex undertaking**
 - within complex IT arena where change is inevitable;
 - relatively new in the profession;
- **Information institutions are experiencing:**
 - speedy developments in technology;
 - increased possibilities;
 - overwhelming increase in the knowledge processing and production;
 - change in demands and expectations of users of information services.
- **It is fashionable:**
 - tempting to jump in without due planning
- **THERE IS NEED FOR THOROUGH PLANNING TO ENSURE SUCCESS AND SUSTAINABILITY**

A resource mobilisation strategy

- **Steps include:**

1. Assessment of the current situation
2. Identifying required resources for the project
3. Comparing what is needed and what is available to determine the gaps
4. Identifying potential sources of needed resources and
5. Outlining best strategies for approaching stakeholders (donors and partners)
6. Outlining monitoring and review mechanisms.
7. Documentation of all activities

FOLLOWING ALL STEPS ENSURES A SOUND RESOURCE MOBILISATION PLAN.

1. Assessing current situation

- **Link with the organisation's overall strategy**
 - Projects to push the vision;
 - Reviewing existing resource mobilization efforts;
 - Defining what activities to be carried out;
 - Determining what it should take to carry out the activities;
 - Clarifying expected deliverables.

AN ASSESSMENT OF THE CURRENT SITUATION PLACES THE PROJECT WITHIN THE BROADER CONTEXT

2. Identifying Required Resources

- **List all resources needed for the project**
- **Review and list all resources available**
 - ensure that all resources are considered
 - Human – skills, capacities
 - Equipment
- **Compare needs with existing resources and note gaps**

THERE IS NEED TO IDENTIFY “FALSE AVAILABILITY”

3. Identifying potential sources of needed resources

- Identifying donors and partners
- Matching their scope and interest with the requirements of the project (resource mobilisation environment search and donor mapping - Chiam, 2011).
- Considering ethical issues – seeking to understand the underlying principles of the donor versus values of the organisation.

THE MOST LIKELY DONORS ARE THUS IDENTIFIED

4. Strategies for approaching stakeholders

- **Type of potential donors determines approach**
 - Former donors:
 - We have worked with them before;
 - We need to build on existing relationships.
 - New donors:
 - We need to sell our organisation to them;
 - We need to create new relationships.

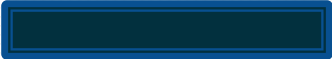
THE FIRST CONTACT/SENSITIZATION IS LIKELY TO BE MORE INFORMAL FOR FORMER DONORS THAN FOR FIRST TIME ONES

5. Approaching Donors

- **Assessment of interest**
 - Targeting associates (Informal)
 - Telephone calls
 - Electronic mails
 - Meetings over tea or lunch
 - Create new relationships (Formal)
 - Appointments to make introduction
 - Introductory letters
- **Proposal**
 - Sending a formal proposal to a donor with interest ensures better chances of success.

ALL EFFORTS MUST BE COORDINATED

6. Monitoring and Evaluation

- All stages and activities must be documented
- It is crucial to include metrics at each stage
 - Expected deliverables should be indicated for each activity;
 - Lack of monitoring can be costly.
-  OAU Story
- **OAU WAS AN EARLY STARTER BUT MAINLY DUE TO LACK OF A COMPREHENSIVE PICTURE, THE PROJECT FAILED**

Resource Mobilisation in the current economic tide

- **The global economy is facing a crises**
 - Aid will not flow freely
 - Resource mobilisation becomes a harder task
 - Internal budgets shrink
 - Opportunistic grants become scarce.
 - Donors are more frugal
 - Competition becomes fierce
- **Recession ≠ No funding but it means that:**
 - Projects need to be well thought out, attractive and strategically relevant

NEW STRATEGIES NEED TO BE SOUGHT AND IMPLEMENTED

Collaboration as an attractive strategy

- **Forerunners in digitization have used collaboration**
 - The World Digital Library is a collaboration
- **Libraries have always valued resource sharing**
- **Armstrong and Starrat of the USA, Ndlovu of Zimbabwe, Kouznetsov of Russia, Kromp and Mayer of Austria, all concur that collaboration is a useful way to optimise the use of resources in economic hard times. (IFLA 2011)**
- **With collaboration:**
 - The donor reaches a wider spectrum
 - Libraries form stronger networks

**COLLABORATION IS AN ATTRACTIVE OPTION
TESTED OVER TIME**

Observations

- Experiences shared at ICDLA-1 and ICADLA-2 show a clear will and determination
- The desired outcome - digitized knowledge for development in Africa - is noble
- The African Union is working towards integrating Africa
- Regional Economic Communities (RECs) want to achieve regional integration.
- Knowledge and information are strategic assets for integration

THE STAGE IS SET FOR ACTION

Suggestions for this conference (ICADLA-2)

- Kick start action towards the ICADLA proposed project of digitizing knowledge for development in Africa
- Elect a team to spearhead the initial stage
 - Link to ICADLA to RECs
 - Work with structures recommended by ICADLA-1 Recommendation 13 (Includes ECA and AU)
 - Implement a resource mobilization strategy
 - Identify stakeholders
 - Produce a working document
 - Guide for collaboration
 - Required resources
 - Potential donors

Thanks

Chedza Molefe (Archivist)

molefec@africa-union.org

African Union Commission