RESOURCE MOBILIZATION STRATEGIES

Reflections from Local Organizations

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ABBREVIATIONS

CEO	chief executive officer
CSO	civil society organization
EU	European Union
INGO	international non-governmental organizations
IT	information technology
LCS	local capacity strengthening
LGBTQI+	lesbian, gay, bisexual, transgender, queer, and intersex
M&E	monitoring and evaluation
MOU	memorandum of understanding
NPI EXPAND	New Partnerships Initiative EXPAND: New Partners for Better Health
NGO	non-governmental organizations
NUPAS	non-U.S. organization pre-award survey
NUPs	new and underutilized partners
OCA	organizational capacity assessment
OPI	organizational performance index
RFI	requests for information
RFP	requests for proposals
SRHR	sexual and reproductive health and rights
TOCA	technical and organizational capacity assessment
USAID	U.S. Agency for International Development
WASH	water, sanitation, and hygiene

1. ACKNOWLEDGMENTS

2. INTRODUCTION

Financial sustainability of non-governmental organizations (NGOs) is largely based on income and revenue generation through resource mobilization. However, there are many challenges organizations in low- and middle-income countries may face as they work toward financial sustainability. While some NGOs utilize social enterprise models for revenue operations, such as the introduction of fee-based services and revenue generation from rent or office space, other non-profits and civil society organizations (CSOs) have developed a reliance on grants from donors or contracts from funds, institutions, or government entities (USAID, 2022d). With the recognition that the type of NGO and their operating context will greatly impact resource mobilization strategies, this research will focus on small and local NGOs[1] that operate as project partners.

Successful resource generation and sustained revenue is a critical piece of organizational sustainability. It becomes more crucial during times of conflict or hardship, such as the COVID-19 lockdowns and periods of limited funding and grants. Even the best strategies become strained with organizations' profits suffering as funds and resources are stretched away from the central mission (Puntenney, 2000).

Many local NGOs struggle to compete for donor funds, and the uncertainty of consistent funding that cover operating costs can force local organizations to operate on a project-to-project basis with a single donor, resulting in a cycle of project start-up and close-out which leaves them with minimal resources to cover organizational costs between projects and the loss of institutional knowledge. Many NGOs are stretched thin as they initiate and implement donor projects, with limited assets left for human resources and internal systems to recruit and retain quality staff. Without sufficient and quality staff, organizations are unable to sustain momentum and mobilize resources to implement programming or pursue alternative funding (Batti, 2014).

To become financially sustainable, organizations may benefit from looking beyond donor funding. Research shows that the financial sustainability of NGOs is closely related to their internal efficiency, efficacy, and capabilities, and the overall context in which they operate (Davis, 2020). Reliance on project-based funding can often be mitigated by organizations diversifying their streams of revenue. Much of the literature on diversification emphasizes the positive correlation of revenue diversification and the financial sustainability of non-profits (Carroll & Stater, 2008). Organizations diversifying their revenue exhibit positive financial management, as well as balanced sources of funding, meaning no one funding source makes up a high percentage of the organization's total funding. In addition to revenue diversification, the pursuit of financial sustainability may require organizations to develop new capacities that will drive resource mobilization. Capacity strengthening focused on resource mobilization efforts may range from financial management assistance and enhancing governance processes, to networking and systems mapping, to community mobilization and fundraising, and more. For donor-supported organizations, external parties are often brought on to conduct capacity strengthening activities, whether it is a local resource firm, an international NGO acting as an implementing partner for the donor, or a learning services provider such as Humentum, which provides an online platform for training courses and other materials.

USAID's Local Capacity Strengthening (LCS) Policy outlines their approach to local partner capacity strengthening, which is defined as "the process of partnering with local actors – individuals, organizations, and networks – to jointly improve the performance of a local system to produce locally valued and sustainable

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[1] A local NGO operates within and focuses on a specific community, country, or region. Many local NGOs rely on funding from government grants or international aid, as well as other sources including donations and support from the local community. Unlike international NGOs or NGO-affiliates of high-income countries, local NGO staff generally wholly consists of local country residents who may offer unique and culturally relevant contexts on development challenges.

development outcomes" (United States Agency for International Development, 2022a). In alignment with this policy, the USAID-funded New Partnerships Initiative EXPAND: New Partners for Better Health (NPI EXPAND) Activity implemented by Palladium, works with local partners across 11 countries to strengthen their capacity in several areas, including support provided to strengthen resource mobilization efforts among partners to facilitate revenue generation and diversification for financial sustainability.

NPI EXPAND was well positioned to support grantees to identify opportunities to generate revenue by facilitating an analysis of revenue generating opportunities through assessments of organizational capacity, operating contexts, and system dynamics, and providing targeted training in resource mobilization. The team works with local partners to identify specific strategies focused on resource mobilization and revenue generation. For example, if partners want to improve their capacity to win competitive grants, they receive support in grant writing, proposal development, and the processes around tracking and competing for awards. Capacity strengthening efforts around resource mobilization also include targeted support provided to partners in developing comprehensive resource mobilization strategies to build a systematic approach within the organization. Based on the resource mobilization-related needs identified through the capacity assessments, NPI EXPAND implemented several additional capacity strengthening activities targeting these areas:

- For all the local partners in Kenya, Pakistan, Mali, and Senegal, NPI EXPAND contracted Humentum to implement three trainings relevant to resource mobilization, including "Planning for NGO Financial Sustainability," "USAID Proposal Development," and "Indirect Cost Recovery." The Humentum trainings were all conducted virtually. As some partners needed more specific training on how to respond to a USAID call for proposals, NPI EXPAND staff decided to conduct in-depth trainings in-person in complement to the Humentum virtual trainings.
- NPI EXPAND oriented and facilitated local partners in Kenya, Pakistan, and Tanzania to register with and utilize the information and resources on the www.workwithusaid.gov website, which has various resources on how to successfully partner with USAID as a prime and/or sub-partner. Several local partners from these countries are actively using the website.
- For specific partners, NPI EXPAND engaged consultants to design resource mobilization strategies and action plans. Local partners in Kenya and Tanzania procured the services of these consultants directly through their capacity strengthening sub-awards with consulting firms.

This research will explore capacity strengthening strategies focused on resource mobilization which are employed by NPI EXPAND-supported partners, as well as those used by other organizations that have been explored and documented in the existing literature. Through an examination of available literature and based on experiences of local partners, NPI EXPAND seeks to collect relevant information and perspectives that can help address the larger question: "What strategies for revenue generation and diversification work best for local partners and under what conditions?" The purpose is to benefit the wider capacity strengthening community, including implementing partners, USAID, and other donors supporting local partners. However, it should be noted that these research findings may not be generalizable to all contexts because the research is limited to the experiences of organizations working with NPI EXPAND and those connected through the project. Respondents may also have interpreted research questions through the lens of speaking to a USAID-funded project, particularly with the focus on donor diversification. This may have biased responses toward a focus on international donors as a source of funding.

This research will also briefly explore the non-financial aspects of resource mobilization, such as relational capacity with governments, donors, and community members through non-financial resource mobilization, including the utilization of in-kind contributions and volunteers. While this is not a key part of NPI EXPAND's support to partners, nor is it the core focus on this research, it is important to highlight this as an element of

financial sustainability that should be explored in future research. NPI EXPAND's emphasis on resource mobilization from donor sources was largely driven by the demand from its local partners.

3. METHODOLOGY

This qualitative assessment was designed to respond to the question: "What strategies for revenue generation and diversification work best for local partners and under what conditions?"

The assessment team conducted group interviews in January 2024 with team members representing selected grantees receiving NPI EXPAND support, as well as group interviews with staff from non-EXPAND-supported NGOs. This approach was chosen based on the desired learning outcomes of the assessment, as well as research gaps in resource mobilization-focused capacity strengthening support. This assessment includes non-EXPAND-supported organizations to better understand what capacity strengthening support looks like outside of the NPI EXPAND program and with donors besides USAID. The variety in respondents should illuminate multiple perspectives to better aid the knowledge base on capacity strengthening and resource mobilization.

The key assessment questions are:
1. What effect does the implementation of capacity strengthening strategies focused on resource mobilization have on revenue generation for local organizations?
2. What types of diversification strategies or streams, if any, contributed to the financial sustainability and/or success of local partners?
3. What result did the provision of capacity strengthening support received from USAID or other entities have on the revenue generation and financial sustainability of local partners?
4. Which strategies were most effective in generating financial sustainability?
5. Were there any negative financial effects experienced by local partners due to diversified funding streams or resource mobilization strategies?
6. What external or environmental factors impact the ability of local partners to generate revenue?
7. How do local partners plan to sustain revenue generation or improve it in the future?

3.1   RESPONDENT SELECTION

To select organizations for the interviews, the assessment team listed all organizations receiving capacity strengthening support focused on resource mobilization from NPI EXPAND, and selected respondents such that the sample of NPI EXPAND grantees would have the following characteristics:
- Representation from a variety of countries within the NPI EXPAND portfolio
- A variety of experiences in organizational capacity strengthening support received, including by level of intensity, type of capacity strengthening support, programmatic area of the grantees, and organizational maturity level or length of time operating

Ten grantees who have received capacity strengthening support focused on resource mobilization were identified by the NPI EXPAND Project Director and Capacity Development Director as potential respondents. From this initial pool, six organizations were identified as respondents based on availability to participate in interviews and representation of geographic diversity.

To select organizations who have not received support from NPI EXPAND, the team utilized convenience and purposive sampling to identify NGOs that have utilized various resource mobilization or revenue diversification strategies to attract diverse sources of funding to achieve financial sustainability. NPI EXPAND's Project Director and the Country Team Leads suggested local NGOs that could speak to challenges in revenue generation within varied local contexts. The team also reached out to NGOs suggested by subject matter experts and NGOs identified in the literature as having received support from donor-funded programs which drive the financial sustainability of local organizations. 19 organizations were originally identified as potential

respondents and were contacted for interviews. The final six organizations were determined based on their availability to participate in interviews and the goal of representing a diverse sample of countries and social, cultural, and economic development contexts.

The sample of local organizations who had not received NPI EXPAND support also have the following characteristics:
- Received funding from more than one donor
- Received organizational capacity strengthening support from USAID or other funding or development partners
- A variety of experiences of organizational capacity strengthening support received, including varying level of intensity, type of capacity strengthening support, programmatic area, and organizational maturity level or length of time operating

From both NPI EXPAND-supported partners and non-EXPAND-supported organizations, two to three individuals were chosen to participate in the group interviews. These individuals were cited by the organization as being directly responsible for efforts to raise funds and mobilize resources for their organization. The respondents were also:
- Familiar with the capacity strengthening strategies focused on resource mobilization used by their organization. Organizational capacity strengthening support ranged from support related to revenue generation, the financial metrics and standing of the organization, and the organization's contextual factors which impact financial sustainability
- Aware of diverse funding streams and diversification methods undertaken by the organization
- Representative of program leads focused on donor relations or proposal writing, resource mobilization or fundraising leads, financial directors, budget leads, or executive directors in the countries where that role is the most heavily involved in resource mobilization efforts

As the sample is limited to organizations working with NPI EXPAND and organizations connected to the project through purposive sampling, research findings should not be generalized for global populations. The findings are representative only of those organizations interviewed. Additionally, because the respondents were interviewed as part of the NPI EXPAND research, responses may have been contextualized through the lens of speaking to USAID about resource mobilization.

3.2   DATA COLLECTION AND ANALYSIS

Potential respondents were emailed and asked to participate. Their response to the email agreeing to participate constituted informed consent and was saved for record-keeping. The interviews were all conducted virtually during January 2024 using Palladium's Microsoft Teams platform and were undertaken by the assessment team using a question guide (Appendices A and B). All interviews were audio-recorded and auto-transcribed by the Teams program. The interviews were conducted in two languages (English and French), based on the preferences of selected participants. The French transcripts were translated to English prior to analysis.

Data was coded and analyzed soon after each interview by the interviewer and note-taker. The transcripts and notes were organized to highlight key topics regarding the assessment question. Our analysis approach combined responses from EXPAND and non-EXPAND respondents to find trends and themes related to the field of capacity strengthening strategies used for resource mobilization and revenue generation across countries and sectors in the hopes of finding best practices and well-recognized challenges.

ETHICAL CONSIDERATIONS

Participation was voluntary. Due to the nature of the assessment objectives, there were a finite number of respondents eligible to participate. Each individual provided context-specific responses in the group interviews about their organization, activities, and geographic context as well as organization-specific information about their financial management and resource mobilization methods. For this reason, the data could not be de-identified. However, the assessment team took all possible precautions to maintain respondent privacy and the confidentiality of the information they provided. Only assessment team members can access the data saved on Palladium's encrypted cloud server.

4. FINDINGS

A total of 12 interviews were conducted with representation from Africa and Asia. Our sample size was limited to local partners who had received capacity strengthening support focused on resource mobilization, and there were additional limitations based on the availability and voluntary interest of partner organizations. Additionally, despite best efforts to have a geographically diverse sample, most respondents operate within the African continent and the results may be largely reflective of that region. The characteristics of the participating organizations are shown in Table 1 and Table II below.

Table 1. Characteristics of NPI EXPAND Grantees

Characteristics	Number of Organizations
Country	
Kenya	2
Mali	1
Pakistan	1
Senegal	1
Tanzania	1
Years of Operation	
30 years or more	2
20 – 29 years	3
10 – 19 years	0
Under 10 years	1
Operating Budget (self-reported)	*One grantee was not asked to self-report in FY23 as a sub-grantee
US$1.5M or above	2
US$1M – $1.4M	2
US$<1M	1
Technical Focus of Organization	*Grantees self-reported more than one technical area of focus
Advocacy	1
Education	1
Environment	1
Family planning	2
Gender	1
Health	2
Social marketing	2
Tuberculosis	1

Table 11. Characteristics of Non-EXPAND-Supported Local Organizations

Characteristics	Number of organizations
Country	
Cambodia	1
Côte d'Ivoire	1
Ghana	1
Kenya	1
Malawi	1
Uganda	1
Technical Focus of Organization	*Organizations self-reported more than one technical area of focus
Budget advocacy	1
Economic empowerment	1
Family planning	1
Health	3
Social behavior change	1
Social marketing	1
Youth participation	1
*Years of Operation and Operating Budget were not reported by non-EXPAND-supported organizations	

Overall, there was a significant degree of alignment in the results between the populations of EXPAND-supported partners and non-EXPAND-supported organizations. In response to key assessment questions, there were no trends that emerged with the majority of one sample significantly different from the other sample group. For this reason, findings are not delineated between sample groups below. While the results are only generalizable to the groups that were interviewed, this cohesion between both samples may add validity to the findings.

4.1 STRATEGIES UTILIZED FOR REVENUE GENERATION
Donor Funding is Currently a Primary Financial Resource
All respondents have implemented strategies to mobilize resources from donors. Organizations identify donor funding through a variety of methods. Some organizations noted that they have invested in a business development team dedicated to forecast requests for proposals (RFPs), requests for information (RFI), grants, subgrants, and other funding opportunities. Others noted that they have invested time and resources into mapping potential donors and sources of potential funding.

"The mandate for [our Business Development Unit] is to track opportunities, track local funding opportunities, track global funding opportunities, conduct donor mapping exercises, track RFPs, track calls for proposals, and then develop those proposals with the team of professionals and specialists" (Pakistan).

"We are proactively on the lookout to see whether there are proposals for finding out there" (Kenya).

After identifying potential opportunities for funding, all respondents submitted proposals, applications, or concept notes in hopes of generating revenue. A couple of organizations shared that 70 to 95 percent of their revenue is generated through this business development (mainly in the form of subgrants). One respondent noted that these applications are helpful for an organization to demonstrate their capability as a partner from a technical and operational standpoint, and to show they have the necessary expertise to carry out donor-funded programs.

"We mobilize resources through what we call the submission of solicited projects and the submission of unsolicited projects [where] we describe the services we provide and the implementation of income-generating activities that enable us to progress towards the autonomy of our organization…This is very important for us because we're in the process of demonstrating that we have the ability [to mobilize donor resources] through our capacity and our experience" (Mali).

Challenges in Applying for Donor Funding

More than half of the respondents expressed having experienced challenges in applying for donor funding. Most of the organizations' funding was received from donors like USAID (11 out of 12), the World Bank, and the Global Fund. Compared to other donors, respondents cited struggles with the USAID application processes, including lengthy proposal development stages and significant evidence requirements which were perceived as "complex" and "challenging." Respondents perceive that donor demands are becoming more intense, and capacity strengthening is needed for them to be perceived as competitive.

"[There was the] phase where you have to submit the concept note, and then…proposed interventions had to be backed by some evidence, some groundwork, some research from the ground, some learnings from the ground before execution…That's not a problem, but given that short time frame to get everything done, [applying for donor funds] has been a little challenging for us" (Pakistan).

Respondents stated that it can be difficult for an organization with limited resources to demonstrate sufficient human resources and reporting compliance systems necessary to manage USAID funds through pre-award assessments.

"It's true that on our side, there wasn't a good grasp of USAID procedures in general, [and] we've been a victim of red tape, which has affected the efficiency of our interventions…The cumbersome layers are really very, very strong" (Côte d'Ivoire).

Networking and Utilization of Partnerships to Mobilize Resources

In addition to applying for donor funding, more than half of the respondents emphasized the importance of networking and forming relationships and/or alliances with development partners which help them fundraise and diversify revenue streams. As local organizations understand different partners within their operating context, they may gain a more holistic understanding of their unique operation value. One EXPAND-supported partner cited collaboration with the private sector, for-profit companies, and banks. Similarly, a non-EXPAND-supported organization shared that establishing relationships -- with non-profits or NGOs who have a presence in a particular region -- allows them to join an existing team to jointly implement a project, or scale existing project activities for further revenue. Both local and international organizations can provide expert consultation to local organizations, enabling them to conduct market research, understand the competitor landscape, and apply for funding opportunities. In this way, knowledge of a local organization's role in the ecosystem and collaboration (instead of competition) within that ecosystem can aid organizational sustainability.

"We know that we need to join hands with other partners to be able to do such big grants…and to confidently complete proposals, especially with USAID and other major funding agencies" (Kenya).

"If we can be part of much wider networks [and] benefit from the expertise of people much more competent than we are, it is clear that this will improve our ability to seek and attract funding" (Côte d'Ivoire).

Networking and partner engagement is its own form of capacity strengthening through mentoring, peer learning, or informal consultation that allows organizations to gain skills or knowledge to support their

organizational objectives. Technical forums (including training events and conferences) provide excellent networking opportunities for organizations to gain skills and knowledge to support these objectives.

Development of Resource Mobilization Strategies

Nearly half of the respondents discussed the importance of developing internal resource mobilization strategies to enable revenue generation. This includes the amendment of existing resource mobilization strategy documents or business strategic plans. According to respondents, having an official resource mobilization strategy is important as it guides interventions and financing to explore over a multi-year period.

"For us, having the strategic plan in place [as well as] the resource mobilization plan…are the key tools which you use [for] donor engagement" (Tanzania).

These plans may guide organizations on where to look for funds, who to partner with, and how to internally govern processes. In addition to outlining plans for pursuing donor proposals, these strategic documents include other sources of funding, like space and equipment rentals and social marketing of products. Four organizations noted that these activities have been paired in tandem with marketing, branding, and strategic plans which determine campaign tactics, outline public relationships with partners, and include promotion strategies for their income generation activities.

While the development of internal systems to plan and track opportunities is important, that cannot be the limit of the capacity strengthening support provided as resources and time must be spent to acquire the funding and projects for implementation. For this reason, it is important to set organizations up with realistic expectations of funding as their systems are built and reiterate the necessity of implementation for sustainability. For example, if organizations wish to see their resource mobilization plans bear fruit, they may need to allocate further resources to proposal writing or other funding strategies.

4.2   **DIVERSIFICATION STRATEGIES UTILIZED FOR FINANCIAL SUSTAINABILITY**

Importance of Diversification

All the respondents have diversified their revenue streams, with the majority (9 out of 12) stating that diversification is necessary for financial sustainability since relying on a single funding source poses an inherent risk in times of uncertainty or conflict. Respondents report diversifying between international donors, foundations, embassies, and country-specific funding partners. Other organizations cited local philanthropy, social responsibility with the private sector, and local government resources as possible funding sources.

Beyond cultivating a reserve of funds for a "rainy day" scenario, respondents experienced benefits due to diversification including the ability to cultivate relationships with additional donors and partners, leading to further income generating opportunities.

"Diversified income means that we will have several sources of financing, so we will have reserves…You need to have several sources of income: income from partners, donors, income from foundations, banks, local or other foundations, and even have our own products that we have added for social marketing to have income" (Senegal).

"We've diversified our sources of income because we have said that with a single partner, there is a lot of risk. So, we are [thinking] how can we mobilize resources and build up reserves to support the organization? Because we started as an organization that was not very big, we have planned a lot of things to try and increase our performance in the eyes of our partners" (Mali).

Diversification Challenges

Despite the well-evidenced benefits of diversification, two-thirds of respondents recognized their main challenge to resource mobilization was a lack of funding opportunities from donors due to changing donor priorities and competition in a saturated field.

"Our focus is on reproductive health and on young people. And because of wars and because of climate change and other environmental issues, a lot of these donors are turning their attention to those [causes]. So, sometimes you may put in a proposal…only for them to come back to turn you down" (Ghana).

"We are now competing with…international agencies that have offices in the Global South and that has really made the competition so stiff. When the EU [European Union] advertises…you find that international organizations are the ones applying. [Donors] can even decide and say if you are not an international organization, we are not giving you money" (Uganda).

One respondent acknowledged that local organizations are often at a disadvantage to apply for funding opportunities since they struggle to track changing donor priorities compared to larger organizations with more staff dedicated to business development.

"When a call has come out, especially for local organizations like CSOs in the country, you would find that an international agent like Palladium knows much more and faster the information…So, sometimes it's not…open and transparent and accessible to all" (Uganda).

Strategies to Address Diversification Challenges

To address the challenges posed by lack of available funding in their technical area of focus, some organizations have diversified the nature of their organizational activities to different technical sectors in attempts to gain additional funding.

"We felt there are areas that we can venture into because they relate to our thematic areas, as well as we see [opportunities for] profitability…We also look at the hospitality industry where we come from, especially the region and particularly Narok that's next to Masai Mara. There is good business in terms of hospitality, so we decided to venture into that there" (Kenya).

"We understand that the new funding, the global funding is now slightly tilted towards those climate related initiatives…So, we [are] focusing our shift towards exploring those avenues" (Pakistan).

"We've also seen a decrease or a shift in funding from donors, so it is important for us to diversify our areas of intervention. We have social marketing as our core business, but we need to diversify our interventions to go into greater depth in [water, sanitation, and] hygiene [WASH], but also to go into other areas of health such as chronic diseases [and] education" (Senegal).

"We've met a lot of donors, but today, there are some areas that do not seem to interest them much anymore…We, as a civil society organization, a social marketing organization, need to develop a certain number of skills in these different fields to meet the expectations of these resource providers. So, there is this challenge that we still have to face in terms of new areas of interest of funders" (Côte d'Ivoire).

This impulse to pivot technical activities to new areas of donor focus speaks to the lack of available funds in certain programmatic areas. For instance, some respondents felt there was a substantial lack of available funding for reproductive health or youth engagement in comparison to climate-focused funding. When local

organizations attempt to pivot to new funding trends, they may encounter further difficulties finding subject matter experts to hire or trained staff to assert competitive advantage in the field. Also, the experience and expertise built in new subject areas ceases to be an asset if donors move away from funding those programmatic areas, leading to further fiscal uncertainty. There is a danger in organizations making this technical pivot only to lead to mission drift and further lack of resources.

A respondent suggested that "refresher programs" related to what is happening within donor environments facilitated by other partner organizations could be helpful to understand new trends in donor funding. However, another organization noted that even after they had received training on resource mobilization, they struggled to respond to the ever-changing needs of the donor market. This struggle may highlight an area for further and/or sustained capacity strengthening.

Leveraging Non-financial Resources
Four respondents recognized that resource mobilization strategies must leverage non-financial resources, including volunteers, office sharing and equipment rentals. Two respondents noted that volunteers who provide technical and resource mobilization support are integral to the success of their organization.

"The organization is owned by volunteers [who include] any individual who has some mind and is ready to put his or her expertise at the disposal of the organization…So through that, we are able to save money instead of going outside for a consultant" (Ghana).

"[Our organization is] built on the shoulders of volunteers [who] have given us their time, their resources…Our board, which is voluntary 100%, has given us their technical support as well as their time and [as a result] resource mobilization has been in a very good place" (Kenya).

One respondent noted that community members have helped with community-led monitoring which has enabled them to further expand, promote their services, and gain revenue and reputational credibility. When volunteers and community members donate time, skills, and monetary contributions, organizations do not have to make these expenses themselves and can further stretch the organization's resources. Having a network of volunteers also shows a broad platform of support and creates links among the communities that can be useful for long-term financial sustainability. However, local organizations may consider how to transition volunteer workers to paid positions (including core staff and board members) to mitigate reputational and programmatic risk of long-term uncompensated community labor and support.

4.3   RESULTS OF CAPACITY STRENGTHENING SUPPORT RECEIVED (FROM USAID OR OTHER ENTITIES)

Types of Capacity Strengthening Support Received
While EXPAND-supported grantees were only interviewed about the capacity strengthening support they received through the NPI EXPAND program, the non-EXPAND-supported organizations were interviewed about the types of capacity strengthening support they had received and from whom. Half of the non-EXPAND-supported organizations noted that besides USAID, other support was received from external consultants, governments, foundations, and internal staff members.

Among the two samples, the most common type of capacity strengthening support received was related to the development of an organization's resource mobilization plan (noted by 10 out of 12 respondents and corresponding with the commonly cited strategies in section 4.1). For EXPAND-supported grantees, this was the result of a capacity assessment in which grantees identified financial diversification and resource mobilization planning as priority areas.

Regarding the support with resource mobilization action planning, one EXPAND-supported grantee shared that NPI EXPAND's grant allowed them to fully develop and implement a new plan.

"One of the main [things we achieved with NPI EXPAND support] is having a strategic plan for the organization. We had a strategic plan but…it was long expired, [and] we were always having a challenge of funding because it is a process that required quite [a lot of] money. Through the strategic plan [support we received] we have been able to redesign our path. It is one of those very key documents that is guiding and helping us to keep mapping who we are going to partner with and [it helps us] to keep looking out for funding opportunities" (Kenya).

While it is early in the implementation of these resource mobilization strategies, multiple organizations hope that this support will generate positive financial outcomes in the future.

The next most common type of support received was marketing and branding assistance, with half of the organizations interviewed having received training on communication writing, conducting pitch events, and social marketing to better enable them to share their stories and lessons learned. Other types of support received included financial management training, proposal development, and sector specific skills.

Results and Perceptions of Support Received

Almost all respondents agreed that the capacity strengthening support they received was helpful in addressing the challenges related to obtaining donor funding cited in sections 4.1 and 4.2. Only one respondent in the sample (a non-EXPAND-supported partner) stated that the capacity strengthening support they received did not have the intended effects in their pursuit toward financial sustainability. In this organization's experience, the Executive Director received the bulk of the capacity strengthening support and did not pass down those skills to the rest of the staff, thereby limiting the impact of the support.

"There were, for example, workshops on resource mobilization…in which I took part. And of course, there was a report and there was a delegation that I was able to make, but of course, that is not enough" (Côte d'Ivoire).

Five organizations stated that the capacity strengthening support helped them mobilize resources or generate revenue. Other benefits of the support helped organizations track progress toward organizational goals, increase their ability to support proposals, or leverage relationships to facilitate organizational resource mobilization.

"To have a resource mobilization strategy [allows you to] focus on implementing things we have agreed to…In our second year of the strategy, we are hoping…to hit our targets. Before this support, we were not able to track our annual budget for the year. Currently, we are able to report to the board with confidence, and we had 80% of our annual target achieved" (Kenya).

One respondent said the support they received through the project allowed them to implement programs that addressed governmental concerns and led to them achieving further program funds and resource mobilization.

"I can say that we have developed that social capital in terms of [being a] good liaison with the [Government] departments, and they are very much satisfied with our work. And we have been garnering their support because the project was implemented in a way that it also addressed the issues which the government was basically looking to address" (Pakistan).

Similarly, another respondent said that the skills training support they received from government ministries provided them with the credibility to be a representative of government-supported work.

While organizations recognized the positive impacts of capacity strengthening support, all of them acknowledged further support was needed, specifically in areas regarding proposal writing, fundraising, and networking with peer organizational learning. As stated in section 4.1, respondents experience challenges with meeting donor requirements for funding and writing proposals. There were only four organizations who received capacity strengthening support related to compliance with donor requirements. One respondent stated that the received support related to USAID rules and regulations adherence enabled them to apply for additional funding. Another respondent stated that while the support they received for proposal development was helpful and did improve their capacity, they lacked organizational funds to invest in this capacity development and staff were unsure of the likelihood of revenue generation as a result.

"I think of looking at our capacity as looking at investment in terms of resource mobilization…We still [do not] have that specific team mainly working around and looking at mapping…available resources sources of funding and donors…We still have a team that is juggling both programs and resource mobilization…So, there's still more support [needed] to make sure that the team is strong and independent" (Kenya).

Even if funds are available for technical assistance, indirect funds may be needed to allow for operational cost recovery and adaptation to challenges.

4.4   MOST EFFECTIVE STRATEGIES IN ACHIEVING FINANCIAL SUSTAINABILITY
Capacity Strengthening Strategies Deemed as Effective for Resource Mobilization
Strategies deemed as most effective in generating financial sustainability varied by organization. Two organizations said that the development of a resource mobilization plan was most helpful in generating resources, with one respondent noting that the support they received specifically enabled them to recruit a resource mobilization expert and build a skilled resource mobilization team to implement resource mobilization plan activities. Another grantee noted that the resource mobilization strategy, developed with NPI EXPAND support, broadened the base of support to tap into various funding streams for income generating activities which reduced their dependency on a single funding source.

"We've just developed a resource mobilization strategy with the support of NPI EXPAND. And part of what we are thinking we must do is broaden the base of support/our resource base by tapping into various funding streams, which include grants, donations, sponsorships, partnerships, crowdfunding, and income. Through building on our income generating activities, this will help us reduce dependency on a single funding source" (Kenya).

Multiple organizations also noted that organizational management strategic support helped them generate revenue through prioritizing and goal setting, as noted in section 4.3. The organizational capacity strengthening support allowed them to identify strategic focus areas, challenges and success factors needed for improved resource mobilization. In addition to resource mobilization strategic planning, two grantees mentioned that the time spent laying down internal structures, systems, and guidelines simplified processes for staff, leading to staff development and the ability to apply for bigger proposals (with the hope of ultimately generating greater funding).

"The good of the NPI EXPAND project [helped in] enhancing our preparedness…for bigger funding, which was a major achievement" (Kenya).

As discussed in section 4.3, this utilization of indirect funds or overhead for operational sustainability can be linked to organizational success as quality processes and procedures lay the groundwork for financial success. While the development of these plans is critical to strategy, organizations should realize that the critical step will be implementation of these strategies. One grantee acknowledged that it is still too early to see increases in revenue, but they believe they have laid out plans and strategies which will be successful later.

"Most of the time was [spent] laying down structures and systems. So far, we cannot say that we have added revenue, but we feel we are ready to move out and increase our revenues" (Kenya).

Other strategies that were noted as particularly influential in the generation of resources were participating in trainings related to the organization's focus areas and financial support around budgets or negotiating costs.

Recognized Gaps in Staff Resources for Mobilization
Though the utilization of capacity strengthening strategies has many positive effects on an organization, even if they receive training in identifying, applying, and negotiating funding opportunities, they may still struggle with maintaining enough staff that are specifically focused on resource mobilization. As introduced in section 4.3, respondents say that the level of support from donors is not enough to keep headquarters running and maintain dedicated staff for resource mobilization, human resources, staff welfare, recruitment, appraisals, finance, and compliance.

"One challenge is…how can we maintain a functional resource mobilization team that is able to do the work of identifying bidding opportunities or negotiating with the private sector? How can we maintain a resource mobilization team that will implement the strategy we have identified?" (Senegal)

"I think that's one of the challenges we're in the process of addressing is making sure that more and more we have the means to recruit staff who will be mainly dedicated to this task [of resource mobilization], so that's in-house" (Côte d'Ivoire).

As donor demands become more rigorous, an organization that lacks staff dedicated to resource mobilization will struggle to maintain its financial sustainability. A higher threshold of indirect funds to support the inner workings and staff of an organization could be crucial for organizational sustainability to ensure overhead costs are covered, including proposal development.

4.5   NEGATIVE FINANCIAL EFFECTS OF RESOURCE MOBILIZATION STRATEGIES
EXPAND-supported grantees had positive feedback on the support they received from NPI EXPAND with none of them experiencing negative financial effects because of those strategies, besides typical challenges dealing with already complex funding cycles and processes. However, while two EXPAND grantees noted that they had not experienced any negative effects, they had also not seen increases in income because of the support provided. Additional negative financial effects and lack of positive effects reported are shared below.

Loss of Resources in Application Uncertainties
In terms of any negative financial effects experienced, nearly half of the respondents invested in resource mobilization strategies that did not yield profit. Concerning the challenges around the uncertain and competitive funding field raised in section 4.2, one respondent recognized the role that the economic market plays in whether investments succeed.

"There are times that you survey the markets, and then you make investments into the business and expect that within a certain period of time [you will be able] to recoup your investments. Economic factors hit you in the market and then you are not able to achieve your results" (Ghana).

Almost half of the respondents applying for donor funding incurred some costs since time and resources were spent applying for proposals that were not ultimately successful. One respondent shared that they applied for 10 to 15 proposals, investing time and resources, and felt like they had nothing to show for it when they did not win. Another respondent described the experience of courting donor funding as "hitting the jackpot" when you do not know how much time or resources must be invested in this process.

"We've been trying to invest in…courting some donors and the success has been very minimal. It is like hitting the jackpot. We can keep on trying to get the right donors who can listen to you. And before you write the proposal…we think that is the way to go about it. It is extremely difficult, [and] it is expensive" (Uganda).

While any organization who applies for donor funding must incur costs that may not pay off in terms of new funding, it must be acknowledged that the financial burden involved in applying for proposals is greater for local organizations because they have less capital and fewer indirect pools of funds to draw from. As such, there is greater risk for local organizations applying for funding when the probability of success is uncertain. Moreover, many local organizations are not able to recoup their proposal development costs through indirect rates, so they are using scarce unrestricted resources to prepare donor funding applications. Local organizations would be well advised to limit applications strategically to where the probability of success is high. An EXPAND-supported grantee shared that NPI identified local partners with whom they could partner to align strategic focus, increase their capacity, and increase their competitiveness in future bids. However, a non-EXPAND-supported organization pointed out that as a sub-partner, NGOs may not receive as large a share of direct funds, equating to less reward.

Challenges for Local Small Businesses
One respondent shared that non-profits and small organizations do not have the luxury of experimenting with donor funds with low thresholds of indirect funds available. If the organization is trying to explore a new technical area, it is not always clear how much money must be spent to break into that area without immediate results.

"We have been investing a lot of time and energy in terms of exploring climate finance. But the fact of the matter is that we do not see…immediate results of that effort. A lot of technical expertise or guidance is required to craft out those new parts, so a lot of time and funds are invested. Because there are limited resources, you can do limited action… And that is the fiduciary responsibility of the organization…because they are custodians of that donor's money" (Pakistan).

Even if local organizations are awarded funds, smaller organizations experience challenges in covering costs if they do not have enough donor funding to implement key activities.

"The more projects you have, the more cuts that you are going to make. Reporting is then an issue, [because] it is hard to find resources to deliver on our entire monitoring specified in our strategic plan. So, we still find ourselves with the financial gap" (Uganda).

Inequities Concerning Localization

Several organizations expressed concerns about the unintended impact of USAID's localization agenda, particularly related to the lack of funds awarded to Indigenous organizations. One local organization noted that localization had resulted in an "uneven playing field" with international non-governmental organizations (INGOs) and their local affiliates in the same competition as local organizations, and another organization echoed similar sentiments.

"Localization was such a good idea until they decided to include international organizations that are locally registered… [Local organizations] have to compete with INGOs that are transforming themselves into local organizations just by altering their boards so that they can meet their USAID definitions of local" (Kenya).

"We are now competing with international agencies [who] have offices in the South. And that has really made the competition so stiff that localization is extremely difficult…And if you are partnering with an international [agency,] they are giving [you] 5% of the entire grant that you are bidding for. Already that demotivates you, but you need the money…We sense some unfairness in how local and international agencies share these resources [when] we are on the ground doing…the real work for the project" (Uganda).

Recognizing the competitive landscape of donor funding as shared in section 4.2, further research may be needed to determine if funds intended for local organizations are truly supporting locally led development. To address this issue, a respondent shared that they felt it would be helpful to bring together CEOs from different civil society organizations in the area to look at common issues surrounding localization, different funding practices they have found to be successful, and steps for local NGOs to work together and mitigate internal capacity issues at a local level.

4.6   **EXTERNAL OR ENVIRONMENTAL FACTORS WHICH IMPACT THE ABILITY OF LOCAL PARTNERS TO GENERATE REVENUE**

Impact of Political and Electoral Environment on Funding Acquisition

External environmental factors significantly impact an organization's ability to generate revenue. In particular, the relationship between local governments and local organizations can vary widely, having a significant and at times detrimental impact on an organization's financial sustainability. Two EXPAND-supported partners and two non-EXPAND-supported organizations cited a positive relationship with the local government, which they leveraged as a financial resource. One EXPAND-supported grantee even shared that the work they conducted with NPI EXPAND's support helped them gain "social capital" with the government which served as leverage for further programming and work. However, in certain country contexts, governments have imposed severe restrictions upon the funding or activities of local organizations due to misalignment in values or technical focus, particularly as it pertains to LGBTQI+ rights, women's rights, and reproductive healthcare (Global Policy Forum, 2021). In some countries, administrative bureaucracy governs practices that impede collaboration between the government and local organizations. Both EXPAND and non-EXPAND organizations shared their difficulty operating within government standards and biases.

"There was a time we engaged the NGO board because [the Government] had issued the threat that they were going to deregister more NGOs if you don't file your annual returns by the 31st of March with the audited accounts. I think the government might be looking for ways of taxing NGOs" (Kenya).

"We don't get money from the government, and we don't plan to get money from the government because here it is extremely difficult to distinguish between political [activities] and also something that is nonpartisan" (Uganda).

Without a healthy relationship with and direct funding from the local government, local organizations must look to other sources of funding, including foreign donors. However, the electoral environment was noted as a hindrance to generating revenue from donors by 9 out of 12 respondents. Five respondents stated that their ability to attain funding and mobilize resources from international donors was greatly impacted by their country's electoral cycle. Since governmental priorities may shift based on the administration in power, respondents shared that donors tend to wait until a year after elections to fund activities in case there are political realignments. Additionally, when governments fail to hold elections or respect the rule of law, some donors may either reduce or cease the provision of aid to countries that have undergone a coup or had stolen elections, thereby reducing the overall pool of funding available to local NGOs (even if the donors have a positive perception of those individual NGOs). When it comes to financial sustainability, it is hard for respondents to anticipate and react to changes in the political environment that affect business.

"Unfortunately, sometimes these [funding] realignments are caused by political decisions…that affect the donor's resource allocation. So, that affects you too" (Kenya).

"The political environment also greatly affects the kind of work that we do. And again, 2024 is an election year…If there is change of government…donors [are] a bit hesitant to put their money into some of these things. And lots of businesses are also a bit hesitant because they don't know [what] their political…and economic environment is going to be like" (Ghana).

With limited budget allocated to foreign aid from countries like the U.S., resources distributed to countries may be further limited based on conditions like the favorability of existing partnerships within the international community, perceived risk of investment, or previous success with development contracts (Hughes & Mitchell, 2020). These conditions or perceptions may further decrease a local organization's ability to gain funding if their country is not perceived as favorable or prioritized by the political or economic environment of the donor.

Impact of Conflict and Natural Disasters on Resource Mobilization
In addition to the political environment, conflicts, natural disasters, and health emergencies affect an organization's ability to generate revenue. Some organizations discussed the adjustment or ceasing of field work during the COVID-19 pandemic. Others discussed how donors may be deterred from entering a country they perceive to be unsafe or in political turmoil. One respondent noted that their main challenge in generating revenue is contending with the security situation, sharing that donor agencies view it as a risky investment which will not achieve development objectives.

"So, the major difficulty we have is…there are partners who only think about security. There aren't many [donors] to put up the money because they don't know how the money is going to be secured" (Mali).

Impact of Cultural Norms on Resource Mobilization
Cultural and community norms can also have a negative effect on programming if the community is not supportive of the organization's work. For example, a respondent shared that both the country government and the community questioned why they were providing health services to marginalized populations like sex workers and LGBTQI+ populations. To combat stigma around this work, they shared that further dialogue could be targeted to help address these negative perceptions.

"If the Ministry of Health can be advised to just provide a mentorship training, especially to Members of Parliament…. That is one [intervention] to address this issue of being asked [by community members], "why are you doing this?" We can also advise [government members on] …why even the terminology is changing." (Tanzania)

Overcoming Operating Environment Challenges

To adjust to operating environment challenges, the most requested type of capacity strengthening support was networking assistance. Nearly half of the respondents wished to be engaged with other local organizations to collaborate on funding practices, research and development, social accountability, and capacity issues in the face of instability. One respondent even suggested that partner contributions to match and spend the same amount on resources could contribute a larger pool of funds to support management or sustained capacity strengthening.

4.7   PLANS TO SUSTAIN OR IMPROVE REVENUE GENERATION

Further Diversification Efforts

Half of the respondents mentioned donor diversification plans as a step towards sustaining or increasing revenue in the future. One EXPAND-supported grantee noted that they would capitalize on the learnings, trainings, and assistance received from NPI EXPAND to approach other donors and identify funding opportunities as this will better position them to implement future projects. In citing their plans to explore more donors and apply for funding of higher amounts, one non-EXPAND-supported organization said:

> *"If we want to survive, we are going to need some vigorous door knocking on the doors of other donors, and we have already begun"* (Côte d'Ivoire).

Other respondents noted that they will continue to look for partners with whom to explore local and domestic organizations sources of funding in alignment with their own organizational values. Further research should be done to promote diversification strategies outside of donors to decrease the reliance on donor funding.

Plans for Future Capacity Strengthening

Multiple non-EXPAND-supported organizations suggested that capacity strengthening centered around diversification could be helpful in generating additional revenue. Organizations were interested in trainings on being competitive and standing out in the saturated field noted in section 4.2. Since many respondents indicated they have limited knowledge of available donors, they hoped to take advantage of donor mapping strategies. One respondent suggested conducting a market survey to see how to better reach target populations, understand competitors, and expand into new opportunities.

> *"We need to change our strategy [and] conduct a market survey again to know who are our competitors"* (Cambodia).

Noted as a critical success factor for proposals and business development, half of the respondents hoped to build new partnerships, citing a desire to connect with other organizations with aligned values to increase "peer to peer" learning and mentoring between advanced and growing organizations. In addition to understanding competitors, a respondent shared that they were hoping to better understand their field of peers in order to foster strategic collaboration with organizations whose funding and technical practices align with their own vision and values.

> *"We want to explore how to engage [other local organizations] and…align our values…to work together to see the real essence of SRHR [Sexual and Reproductive Health and Rights] in Ghana"* (Ghana).

Networking and utilization of organizational partnerships was highlighted in Section 4.1, and a respondent stated the importance of partner mapping and intelligence gathering so they do not have to rely on one partner or business model.

"New trends do come, so [we would appreciate] if you can get some kind of capacity building on new trends, on how to mobilize resources to engage prospective donors, how to put proposals together, all those new trends…And then we can also consider…peer to peer organization leading" (Ghana).

"Another [strategy] I believe would help is having a network of organizations that can be able to do advocacy on behalf of the other organization, because sometimes it is just an issue of pushing for us. Not everyone can do things the same way. So, if all of us have capacity…that would really help us [to be] equal partners in this competition" (Kenya).

One of the respondents, an organization that provides technical assistance to other local organizations, says their mandated training has helped to support other groups to create links with new donors, leverage connections, and mobilize resources. While there are often competitive and crowded spaces for donor funding, this finding may indicate that local partners are willing to overcome competitive mindsets to work together to stand out in a crowded market.

Recognized as a major challenge in sections 4.1 and 4.5, one-third of the respondents noted that they would continue to seek support in writing proposals which would allow them to apply for bigger bids and prime roles. A respondent stated that at this time, they did not feel confident pursuing bigger proposals and would need to be supported through the process of applying for bigger grants. Similarly, another respondent noted that it would be helpful to receive targeted capacity strengthening to respond to bids and understand what donors look for in a subcontractor.

"With the demands of donors, which have become much more stringent, it's important that we improve our research and financing techniques, and so it's absolutely essential that we organize ourselves to seize opportunities for capacity building, so that's an important point" (Côte d'Ivoire).

Other areas of interest for further capacity strengthening were related to upgrading financial systems, information technology (IT) systems, monitoring and evaluation (M&E) systems, and other internal systems and processes.

5. DISCUSSION

Based on the findings highlighted in Section 4, the following themes were identified in discussing which strategies work best for revenue generation and diversification for local partners.

Perceptions of Strategies for Revenue Generation and Diversification Among Local Organizations

Perceived Best Strategies for Revenue Generation: As said by one of the respondents, "revenue mobilization is not just about raising money, but also how you utilize it" (Uganda). The first step for an organization to mobilize new resources and generate revenue is for them to produce quality results with their existing resources. Whether local or international, any organization that can show quality results with its current resources can position themselves to receive future fundings. When donors and partners observe the competency and success of an organization with existing resources, they will consider that success when making funding decisions in the future. In this way, the effective use of existing resources for quality results is a strategy for financial sustainability.

Respondents recognized that building internal systems and structures for organizational sustainability was an important strategy for revenue generation in section 4.4. Nearly all the respondents reported that financial sustainability involved the ability to sustain program operations even if the organization were to experience

external shocks and periods with limited to no donor funding. One respondent stated that revenue is likely to be generated when procurement systems, M&E systems, and accountability systems operate at the utmost efficiency. As such, strategies to set up successful internal systems for operations may be linked to revenue generation and financial sustainability in the long-term. Donors should consider how indirect funds may not only be used for resource mobilization efforts but also for operational systems and costs which allow organizations to plan for external circumstances and challenges that have an impact on sustainability.

This is in line with findings that designate the development of organizational strategic plans and resource mobilization plans to be "most influential" for organizations to generate revenue. Most of the respondents have received some form of capacity strengthening support targeted toward developing or updating their resource mobilization strategies. The consensus of respondents was that the adoption of resource mobilization strategic plans would allow them to be financially sustainable in the future. However, it will be up to the organization to carry out those plans, and proposal writing and funding strategies will still be required to ensure long-term sustainability. When determining future capacity strengthening support and financial resources to be provided to local organizations, donors should consider that resources must be invested in both the overhead, operational, and fundraising costs. Additionally, local organizations may consider more diversified or local sources of funding and capacity building if their needs cannot be met by donor support.

Local organizations tend to rely on traditional methods of resource mobilization, such as building strategic resource mobilization plans and applying for donor funds, possibly due to a lack of internal resources and staff available to experiment with more innovative fundraising strategies. These organizations would benefit from exploring more non-traditional strategies to mobilize resources instead of relying on donor funds which can be inconsistent and challenging to attain. One alternative which NPI EXPAND has documented elsewhere is diversifying into social entrepreneurship through a variety of income generating schemes at the local level. For example, one NPI EXPAND grantee shared that in order to respond to current challenges in the funding environment, they may have to take a more "radical" approach.

"[We need to be] thinking more radically about income generating activities and even exploring the possibility of going into commodity supplies and social marketing…I think to be able to build resources [and] to be able to be sustainable, we have to be quite radical in the coming five years because we've seen how hard some organizations actually have failed" (Kenya).

Commonly Used Strategies for Revenue Generation and Diversification: As mentioned in section 4.1, all respondents have applied for donor funding as a strategy to mobilize resources, with two NPI EXPAND-supported grantees sharing that support provided by NPI EXPAND in proposal development enabled them to go after bigger bids. While this may have been one of the most common strategies to mobilize resources, most of them faced trouble meeting donor requirements to apply for donor funding through competitive bids as discussed in sections 4.1 and 4.2. This finding is aligned with the literature on this topic and may indicate that, though common, donor funding may not be the best strategy to generate revenue for local organizations. Recognizing that many local organizations felt they are not equipped to adequately meet funding criteria, findings seem to suggest that further capacity strengthening support must be dedicated to proposal development and donor compliance. Some local partners also aim to be future prime implementers, which would require a greater degree of rigor, suggesting that continued support in this area is needed.

Even though applying for donor funds has presented challenges, all the respondents have taken steps to diversify their sources of revenue and seek new donors. While recognized as one of the most common strategies for resource mobilization (and a necessity for financial sustainability), changing donor priorities noted in section 4.2 may keep donor diversification from being recognized as one of the best strategies for revenue

generation. As noted by several respondents, capacity strengthening around mapping and understanding the requirements of the donor landscape could be helpful to ensure the effectiveness of diversification strategies. Local organizations may wish to prioritize funding from donors whose systems are easier to navigate and for whom the application costs are lower.

To increase effectiveness, local organizations should also consider the importance of community donations and volunteers in supporting organizational operations. Additionally, some organizations have utilized annual membership fees to generate the resources needed to support operations. These findings show the advantages of utilizing community networks as a strategy for resource mobilization. Not only do community members contribute time, labor, and financial resources, they innately build credibility for an organization by helping to ingrain them within the community and the populations they serve. This further strengthens ties with the local communities, which can foster organizational sustainability and facilitate program implementation.

Finally, donors may consider utilizing flexible funding arrangements that would allow grantees to explore resource diversification options. For example, donor grants could allocate direct funding for local organizations to achieve project outcomes while also allocating additional funds to explore alternative pathways for revenue diversification and strengthen organizational capacity for future sustainability. This might involve the allocation of grants to seek technical assistance, particularly building on areas to strengthen resource mobilization efforts. It should be acknowledged that NPI EXPAND is leading this effort by not just providing resource mobilization support but also strengthening capacity for improved organizational efficiency with local partners. This could be an enticing option for both local organizations and donors who are invested in the financial sustainability of locally led development.

Another strategy for donors might involve full cost recovery - including indirect costs - with all organizations depending on the award type and context. The higher allocation and availability of funds to cover indirect costs incurred by local organizations may allow local organizations to build the strong internal structures necessary for them to be seen as strategic partners for USAID and other donors. If an organization can dedicate staff to resource mobilization, increasing the pool of indirect funds would be critical to providing the resources to implement more effective resource mobilization strategies. A higher threshold of indirect funds will be useful for both revenue generation and overhead costs for the organization. Reiterating that an effective strategy for resource mobilization is using the resources an organization already has, allowing organizations to develop a consistent and effective strategic resource mobilization plan will be very important for financial and organizational sustainability. Donors should encourage the flow-down of cost recovery to sub-partners, so that the *de minimis* or NICRA also benefits sub-partners.

Utilizing Efficient Resources to Carry Out Strategies for Resource Mobilization: As noted in Section 4.1, even if organizations receive capacity strengthening support, they might be hindered by not having enough staff to engage in resource mobilization work. Not having enough staff to implement necessary activities is an almost universal experience shared by many organizations who rely on donor funding. However, resources being stretched thin has a higher burden on smaller organizations who already struggle with achieving financial sustainability. Lacking enough staff to carry out resource mobilization may not be addressed by capacity strengthening alone. Flexible grant structures geared toward strengthening overall organizational capacity could be helpful and increase local organizations' access to indirect cost recovery to pay for additional resource mobilization staff.

Overall, local organizations should try to retain staff who specialize in resource mobilization to aid in organizational sustainability. A local partner who provides capacity strengthening support to youth organizations said that setting up the right staff environment for resource mobilization was a "game changer."

"I've noticed that most youth organizations struggle with having proper systems and structures [including] putting people in positions with the right capacity, with the right attitude…who are knowledgeable…skilled [and] know what they're expected to do. We have measures…in place to ensure that when resources are flowing, the resources are managed professionally so that the organization is prudent in terms of how they handle the resources. So…accountability, transparency and checks and balances [are] now [embedded] within the structure [of] the organizations" (Malawi).

Attaining Long-Term Results of Resource Mobilization Strategies

It is well-recognized that capacity strengthening strategies may not yield immediate results (USAID, 2022b & USAID, 2022c), and this finding was reiterated by local organizations who cited they did not see immediate results in revenue from the capacity strengthening support provided. Therefore, there is no definitive answer to which strategies for revenue generation work best. An EXPAND-supported grantee shared that though they have not yet seen immediate income growth, they feel they have the systems and skills in place to generate income in the future.

"We started with systems that needed to be strengthened urgently, and [we] also have the resource mobilization strategy for the next five years, which we are beginning to implement this month. So, I think in terms of the strategy implementation, we will see which among the strategies will work" (Kenya).

"We cannot say that we have really increased our revenue, but we have laid plans and strategies to do so. So, we are looking forward to soon be able to grow our revenue because we feel more prepared [for] doing bigger proposals and bigger donor funds" (Kenya).

Measuring Long-Term Effects of Capacity Strengthening in Resource Mobilization

Effective performance measurement of local partners should involve both short-term and long-term indicators for success. While USAID suggests that short-term performance improvement as a result of capacity strengthening may be measured by increased delivery, efficiency, and quality of service, long-term systemic changes that lead to financial sustainability may be more complex and take longer to track (USAID, 2022b). In order to better understand which resource mobilization strategies contribute to long-term financial sustainability, donors and practitioners in this field may need to look at a longer time frame beyond the life of any one project.

Longer-term monitoring may be needed beyond standard five-year project cycles to determine if the capacity strengthening support received truly contributed to financial sustainability. Because most of an organization's indications and successes in financial sustainability may appear outside of the lifespan and the scope of projects, USAID and other capacity strengthening providers may consider implementing longitudinal studies to evaluate long-term impacts beyond the life of the projects. Longer, low-touch engagement could be utilized with local partners to conduct follow-up research on whether these organizations were able to achieve revenue generation in the years after capacity strengthening strategies were implemented.

As evidenced in Section 4.7, respondents laid out plans to continue capacity strengthening to sustain or improve revenue generation. In addition, local organizations and capacity strengthening providers may continue to monitor activities for lessons to be learned and adapted in future contexts.

While further research would help identify trends in the field of capacity strengthening, it should be acknowledged that there are a variety of external factors that are beyond the control of local organizations and may negatively impact their ability to become financially sustainable. These factors include conflict and instability in the political environment, economic shifts around consumer behavior, and staff turnover related to changing

employment markets (Gardini, 2018). These external factors may be hard to mitigate and prevent organizational growth. For these reasons, local organizations may continue to use what they perceive to be best practices for resource mobilization and diversification to develop financial buffers that will help sustain their organization to lessen the impacts of unexpected shocks. Ideally any local organization should have some reserve of unrestricted funding to provide operating capital and sustain the organization during funding gaps.

Conditions Affecting Financial Sustainability of Organizations
Complex Donor Environment and Challenging Requirements: Nearly all the respondents interviewed cited challenges in section 4.6 with operational environmental conditions while applying for funding. A theme that emerged was a constantly evolving donor market. From diminishing availability of donor funding and challenging requirements to apply for that funding, local organizations are being forced to change strategies, or even technical areas of focus. An EXPAND-supported grantee in Pakistan described diversification as the "need of the hour" since donor patterns of funding are changing so rapidly. This can create further challenges with knowing the primary customer, mission drift, and level of effectiveness of implementation.

USAID should be aware that shifting technical funding patterns results in local partners feeling as though they must switch their technical area of focus to stay afloat. Since local organizations report feeling compelled to change technical focus area based on available funding streams, donors may want to consider what steps could be taken to reduce radical strategy shifts based on issues of the current moment that leave other technical organizations in danger of drifting away from their mission. In theory, local organizations have their own mission which they will pursue regardless of what USAID and other donors do, but the reality is that USAID is a market maker in many national contexts and the ability to pursue any social mission requires adequate resources.

While the reality of a saturated competitor market may always prove difficult, local organizations can continue to conduct research on donor requirements and engage in capacity strengthening focused on donor mapping/engagement to gain an advantage. Respondents mentioned that it would be helpful to understand the donor landscape and obstacles to receiving USAID funding, with some organizations noting that this would address the primary challenge related to donor funding. At this point, EXPAND-supported grantees have been exposed to USAID in terms of receiving and mobilizing USAID funds, and while capacity strengthening did not focus on other donors specifically (Global Partnership for Development, World Bank, etc.), this knowledge should to some extent be applicable to other donors in terms of mobilizing resources. However, there is more opportunity for capacity strengthening providers to train on applying for different donor funds, facilitate networking introductions, and provide direct funding to hire consultants.

Additionally, adapting to complex donor requirements (and other external conditions) could be an area of support provided through partner collaboration (as noted by over half of respondents and discussed in Findings section 4.1). NPI EXPAND has started to implement this strategy by hosting networking events for grantees in West Africa, a strategy that was noted as helpful by EXPAND-supported grantees. Other EXPAND-supported grantees shared that taking advantage of networks and partnerships with local organizations helped them to mobilize resources and apply for donor funding.

"What has been successful has been…networking [which] has brought in some resources through grants and donations. We've had some actual partnerships [for which] we have developed MOUs [Memorandums of Understanding] with our similar industry peers, and we have been able to write proposals together and bid as a consortium, and that has borne fruit" (Kenya).

Further networking events, especially around collaboration with donor applications, could be useful for local partners to share skills and better compete against larger and international organizations, as they referenced would be helpful in section 4.1. In this way, networking and coalition-building can be useful for resource mobilization as local partners can share their learnings from successful and unsuccessful strategies for revenue generation and work together on mobilizing new resources.

However, the onus is also on local organizations to prepare for times when no direct capacity strengthening support may be available. Provided that local organizations have enough funding to support resource mobilization staff, time and funds can be dedicated to market analysis that would allow organizations to make informed decisions about funding sources.

Noting the highly competitive market, local organizations will continue to be at a disadvantage when they are in competition with international affiliates of international organizations or organizations based in high-income countries that have more resources and more donor knowledge, as shared in section 4.6. The respondents' critiques concerning USAID's localization agenda should be taken seriously to ensure that competitive procurements do not confer an unfair advantage to affiliates of international organizations. Local organizations may also continue to explore fundraising strategies that decrease reliance on donor funding, including the utilization of non-financial resources like community networks and volunteers, to achieve steps toward financial sustainability that are rooted in the local community. Moreover, in perpetuation of USAID's steps to transition power to local actors and communities, donors and local stakeholders may consider advocating for a transition from international to direct funding from local governments and other local sources to promote local ownership.

6. CONCLUSION AND RECOMMENDATIONS

Based on the literature review and interviews, there are multiple strategies that may be effective in resource mobilization based on an organization's experience and operating context. Strategies that may work for revenue generation will depend on factors including, but not limited to, the experience, expertise, and geographic and sociopolitical context of the organization as well as external factors linked to political stability and donor priorities and contexts. The findings suggest that support related to the development of resource mobilization plans and strategies has allowed organizations to feel more confident in their ability to mobilize resources and generate revenue in the future. However, many of the organizations interviewed have been in operation for over a decade and rely on commonly used resource mobilizations strategies, like applying for donor funds, which generate challenges as well as successes. An important conclusion is that organizations should pursue multiple strategies in their attempts to generate revenue and achieve financial sustainability. Local organizations should be encouraged to invest in innovative approaches to resource generation and think creatively about fundraising strategies as opposed to relying on donor funding. However, many local organizations lack sufficient staff and financial resources to experiment with creative resource mobilization strategies when they are already stretched for time and resources. For this reason, donors and partners invested in localization should invest in flexible funding arrangements that support full and fair cost recovery which by nature includes resources that cover indirect costs, overhead, and operational costs. This full cost recovery can support resource mobilization and financial sustainability in the long-term.

In terms of providing capacity strengthening support, local partners felt empowered by their involvement in and ability to determine capacity strengthening topics and methods. This displays how the determination of best strategies may be best defined in partnership with local organization.

"In the past, all we did have were consultants who were recruited to accompany us: they produce the document, we give them our ideas, they produce the document. But with NPI EXPAND, it is the other way around; in other words, they give direction. They explained how it should be done, what needs to be done, and we go back and forth on the various iterative documents…they don't give us ready-made documents…Instead of giving someone fish, you have to teach him to fish, because one day you're going to leave him, so teach him to fish…We're ready to move forward because we've had a lot of strengthening support" (Mali).

"What I have seen work is the partner themselves can access what they need instead of USAID telling you. This is how you [provide] capacity building. When it is from the partner it works, and it has impact on the organization" (Kenya).

Knowing this, donors and capacity strengthening providers should promote creative funding strategies that allow for an organization to build and retain staff to lead the cultivation of financial sustainability. In line with the vision for localization and locally led programs, local organizations should be leading resource mobilization processes, and adopting, testing, and documenting new approaches to see what works best to generate funds within their respective contexts.

The following are additional proposed recommendations for different stakeholder groups which may help strengthen actors in the field of capacity strengthening for resource generation:

Recommendations for Capacity Strengthening Providers

1. Follow the lead of local partners when determining capacity strengthening support to be provided. Needs and priorities will vary across organizations, and it is important to tailor support based on the specific priorities indicated by respective organizations. Support needed may include, but is not limited to:
   a. Guidance and support toward creative internal resource mobilization strategic planning (ensuring most if not all staff are looped into planning processes) and steps toward implementation of strategic plans to access funds.
   b. Strategies for donor engagement, such as donor market analysis and provision of networking opportunities to enhance diversification and understanding of the donor market. This may also improve proposal development efforts through a better understanding of the requirements for funding.
2. Identify further opportunities to connect local partners with other local organizations to aid in capacity and coalition strengthening.
3. Develop mutual and tailored definitions of success that will provide benchmarks for organizational financial sustainability in the long-term.

Recommendations for Local Partners

1. Invest staff resources, energy, and time into developing and iterating creative fundraising strategies for financial sustainability. This involves significant time for testing new and different approaches and to learn and adapt while discovering what works best.
2. Create regional networks to encourage cross-fertilization, build local credibility, and allow for capacity strengthening and sharing, learning, and collaborating among a coalition of local partners.
3. Shift financial reliance away from donor funds as the only source of revenue by mobilizing resources from entrepreneurship, income generating activities, and non-financial resources (like volunteers, community networks, etc.). Tools to aid local partners in implementing these strategies and mobilize resources have been listed among Additional Tools in Section 7.2. Prioritize raising of unrestricted funds that can bridge donor funding gaps and sustain operations of the organization beyond project activities.

Recommendations for USAID and International Donors

1. Provide both direct and indirect funding that would allow for diversification, capacity strengthening, and organizational sustainability depending on organizational priorities.
2. Consider steps to mitigate inequities within the localization agenda, including flexibility to funding requirements and capacity strengthening strategies for local organizations that will level the playing field for local organizations competing with affiliates of international organizations. In some circumstances, USAID may wish to restrict solicitations to Indigenous and local organizations and exclude affiliates of international organizations.
3. Given the challenges local partners have with the rigid requirements and processes to secure funds, consider providing guidance, tailored feedback, and/or resources to help local organizations to better understand expectations and suggest areas for growth.
4. Advocate for direct funding to local organizations by the national governments and foreign donor funds to localize funding sources and increase local accountability.

Local organizations have been utilizing various strategies to generate revenue depending on their needs and respective contexts. This includes using internal resource mobilization strategies to gain a competitive edge, conducting market analysis to better understand the funding landscape, and exploring non-financial resources like tapping into local networks and leveraging support from local communities. However, given the significant challenges faced by local organizations in achieving financial sustainability, all respondents expressed the need for further capacity strengthening around resource mobilization. As such, further research and operational support should be undertaken to identify new and creative approaches to resource mobilization that will positively impact the financial sustainability of local organizations. Moreover, conducting follow-up interviews and additional research through a post-project evaluation will better allow researchers to assess the effects of that capacity strengthening support on revenue generation and financial sustainability.

7. REFERENCES AND ADDITIONAL TOOLS

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8. APPENDIX A: QUESTION GUIDE FOR NPI EXPAND PARTNERS

8.1 WELCOME AND INFORMED CONSENT

Thank you for joining us today to answer questions related to *[Your Organization]*. My name is *[Interviewer Name]* and with me is *[Notetaker Name]*. On behalf of NPI EXPAND, we greatly appreciate you taking the time to share your experiences and perspectives with us.

As you know, NPI EXPAND is conducting group interviews with local partners to learn about your perspectives on whether the support provided by NPI EXPAND (as well as diversification strategies implemented by your organization) enabled your organization to generate revenue.

We have received your consent to participate in this group interview via an email that was received on *[date the email confirmation was received]*. *[Confirm verbal consent again before continuing]*. We thank you for agreeing to participate. As mentioned in the consent email, you do not need to answer any questions that you would prefer to skip. We want to reassure you that the information provided during this focus group discussion will be used solely for learning purposes and any information identifying the organization will remain confidential.

The structure of this interview will be as follows:
1) Questions regarding resource mobilization and diversification approaches that contribute toward financial sustainability
2) Questions regarding challenges related to resource mobilization and revenue generation
3) Questions regarding your experience receiving capacity strengthening support from NPI EXPAND
4) Plans for the future and follow-up

Before we begin, I would like to ask that we take a moment to turn off or silence any electronic devices, including cell phones, to avoid distractions. I would also like to remind you that during our conversation, there are no right or wrong answers to the questions we ask, so please feel free to be open and honest. I will have my camera on for this conversation and will also be taking notes. We are going to record the conversation to help us in our analysis. *[If there are no objections, I will start recording now]*.

Do you have any questions for me? *[Respond to any questions from the participant]*

8.2 INTERVIEW QUESTIONS

1. How does your organization define financial sustainability?
2. What are the resource mobilization approaches used by your organization to generate revenue?
   a. [Probe for examples if needed, specifically their use of USAID and other donor funds, community fundraising, etc.]
      i. [Probe for examples of marketing/branding efforts to attract funding for events and initiatives as appropriate].
   b. Could you please share some of your experiences with using revenue diversification approaches for your organization?
      i. [Explain that revenue diversification means that an organization is not dependent on a single source of income and instead uses different streams and methods of revenue. This might involve income generated from volunteers, social enterprising and self-

generating finances, or subsidizing finances from a variety of sources like the government, business, or civil society.]

    ii. [Probe which funding sources they have explored, including government, business, civil society, or others. Ask: Why did you opt for these sources of funding? How would you describe your experience applying for or subsidizing finances from these sources?]

    iii. How has your experience been with USAID compared to your experience with applying for funding from other donors? Have you encountered any challenges?

    iv. [If not already raised, probe what result did these diversification approaches have on revenue generation and financial sustainability for your organization?]

    v. [Probe if not already addressed: Were there any negative financial effects as a result of the strategies that were implemented?]

    vi. [If grantees have not used revenue diversification approaches, ask: do you think your organization would consider/is considering diversifying avenues of resource mobilization for revenue generation? If yes, what kind of support does/would your organization need to be able to do this effectively?]

c. Has your organization leveraged non-financial resources as a means to achieving financial sustainability? [Internal: Clarify that non-financial resources may include community engagements, leveraging of local networks or governmental relationships, advice provided by subject matter experts, in-kind contributions, and other time, energy, and skills provided by volunteers.]

    i. If yes, what were some of the non-financial resources used?

        1. Did you find the utilization of these non-financial resources to be helpful for financial sustainability? Why or why not?

    ii. If not, what are your thoughts on using non-financial resources? Do you feel these kinds of resources could be helpful in mobilizing resources? Why or why not?

d. [If environment not already raised, probe what environmental factors or conditions do you feel help to enable revenue generation for your organization?

    i. [Internal note: Examples of an enabling environment include availability of funding opportunities, sufficient time, and the legal mandate to implement programs in furtherance of the organizational mission. Some environmental factors such as political and economic stability can also affect the opportunity of the organization to achieve its mission.]

    ii. Are there any types of capacity strengthening or resource mobilizing support that could be provided to help your organization adapt to the current environment?

3. What do you think are the main challenges in resource mobilization and revenue generation that your organization faces (if any)?

    a. What kind of strategies do you think would be helpful to address these challenges?

4. Could you please describe the capacity strengthening support your organization received from NPI EXPAND specifically for resource mobilization and revenue generation strategies?

    a. Probe if needed: What did that support entail? [ex. financial management support, networking, training, etc.]

    b. Did this support help in addressing the resource mobilization challenges mentioned earlier?

        i. If yes, how? [Probe: do you think your organization saw increases in revenue or any improvements?]

            1. [If grantees have not already answered, probe for which types of capacity strengthening activities were most influential for their organization to generate revenue.]

            2. If not sufficient, what additional support do you think would enable your organization to become financially sustainable specifically using the revenue generation approaches mentioned earlier?

       c. Were there any negative financial effects as a result of the strategies that were implemented? [Probe if needed: did your organization invest in any resource mobilization activities that did not generate income in the long-term?]
5. How does your organization plan to sustain its revenue generation, or improve it, after NPI EXPAND capacity strengthening support ends?
6. Is there anything else you can add related to what we talked about today?

WRAP-UP AND NEXT STEPS

We would like to again thank you for your participation and valuable input in this assessment process. As discussed at the beginning of this session, you are welcome to contact the individual(s) conducting the assessment to get further information on the discussions, or request that any of your responses be removed from our records.

9. APPENDIX B: QUESTION GUIDE FOR NON-EXPAND LOCAL ORGANIZATIONS

9.1   WELCOME AND INFORMED CONSENT

Thank you for joining us today to answer questions related to *[Your Organization]*. My name is *[Interviewer name]* and with me is *[Notetaker name]* (who will be helping with notetaking and some questions). On behalf of NPI EXPAND, we greatly appreciate and value your participation in this assessment.

As you may know, our project, NPI EXPAND's objective is to strengthen relational, financial, organizational, and technical capacity and improve the performance of grantees to increase the availability and utilization of quality health services in low-resource settings across all USAID priority health areas.

We are conducting group interviews with both NPI EXPAND partners and organizations outside of NPI EXPAND to learn about how support related to resource mobilization can be best leveraged to achieve financial sustainability.

We have received your consent to participate in this discussion via an email that was received on *[date the email confirmation was received]*. *[Confirm verbal consent again before continuing]*. We thank you for agreeing to participate. As mentioned in the consent email, you do not need to answer any questions that you would prefer to skip. We want to reassure you that the information provided during this discussion will be used solely for learning purposes and any information identifying the organization will remain confidential.

The structure of this interview will be:
1) Questions regarding resource mobilization and diversification approaches that contribute toward financial sustainability
2) Questions regarding challenges related to resource mobilization and revenue generation
3) Questions regarding your experience receiving capacity strengthening support
4) Plans for the future and follow-up

Before we begin, I would like to ask that we take a moment to turn off or silence any electronic devices, including cell phones, to avoid distractions. I would also like to remind you that during our conversation, there are no right or wrong answers to the questions we ask, so please feel free to be open and honest. I will have my camera on for this conversation and will also be taking notes. We are going to record the conversation to help us in our analysis. *[If there are no objections, I will start recording now]*.

Do you have any questions for me? *[Respond to any questions from the participant]*

Let us get started.

INTERVIEW QUESTIONS

1. How does your organization define financial sustainability?
2. What are the resource mobilization approaches used by your organization to generate revenue?
   a. [Probe for examples if needed, specifically their use of donor funds, community fundraising, etc.]
      i. [Probe for examples of marketing/branding efforts to attract funding for events and initiatives as appropriate].
   b. Could you please share some of your experiences using revenue diversification approaches for your organization?
      i. [Internal note: Explain that revenue diversification means that an organization is not dependent on a single source of income and instead uses different streams and methods of revenue. This might involve income generated from volunteers, social enterprising and self-generating finances, or subsidizing finances from a variety of sources like the government, business, or civil society.]
      ii. [Probe which funding sources they have explored, including government, business, civil society, or others. Ask: Why did you opt for these sources of funding? How would you describe your experience applying for or subsidizing finances from these sources?]
      iii. Please describe your experience applying for donor funding. Have you encountered any challenges?
      iv. [If not already raised, probe what result did these diversification approaches have on revenue generation and financial sustainability for your organization?
      v. [Probe if not already addressed: Were there any negative financial effects as a result of the strategies that were implemented?]
      vi. [If grantees have not used revenue diversification approaches, ask: do you think your organization would consider/is considering diversifying avenues of resource mobilization for revenue generation? If yes, what kind of support does/would your organization need to be able to do this effectively?]
   c. Has your organization leveraged non-financial resources as a means to achieving financial sustainability? [If NGOs do not understand the meaning of non-financial resources, elaborate that non-financial resources may include community engagements, leveraging of local networks or governmental relationships, advice provided by subject matter experts, in-kind contributions, and other time, energy, and skills provided by volunteers]
      i. If yes, what non-financial resources did you leverage and in what ways?
         1. Did you find the utilization of these non-financial resources to be helpful for financial sustainability? Why or why not?
      ii. If not, what are your thoughts on using non-financial resources? Do you feel these kinds of resources could be helpful? Why or why not?
   d. [If environment not already raised, probe what environmental factors or conditions do you feel help to enable revenue generation for your organization?]
      i. [If NGOs would like examples, explain that an enabling environment includes having sufficient funding, sufficient time, and the legal mandate to implement programs in furtherance of the organizational mission. Some environmental factors such as political and economic stability can also affect the opportunity of the organization to achieve its mission.]
      ii. Are there any types of capacity strengthening or resource mobilizing support that could be provided to help your organization adapt to the current environment?

3. What do you think are the main challenges in resource mobilization and revenue generation that your organization faces (if any)?
   a. What kind of support do you think would be helpful to address these challenges?
4. Has your organization received any capacity strengthening support specifically for resource mobilization and revenue generation?
   a. Who provided this support? [If needed, probe that this support may have come from internal sources, USAID, other donors, etc.]
   b. Probe if needed: What did that support entail? [ex. financial management, networking, training, etc.]
   c. Did this support help in addressing the resource mobilization challenges mentioned earlier?
      i. If yes, how? [Probe: do you think your organization saw increases in revenue or any improvements?]
         1. What types of support activities do you think were the most influential for your organization to generate revenue?
         2. If not, what additional support do you think would enable your organization to become financially sustainable, specifically using the revenue generation approaches mentioned earlier?
   d. Were there any negative financial effects as a result of the strategies that were implemented? [Probe if needed: did your organization invest in any resource mobilization activities that did not generate income in the long-term?]
5. How does your organization plan to sustain its revenue generation, or improve it in the future?
6. What areas are you most interested in exploring, or seeing others explore, related to the provision of support focused on resource mobilization of local partners?
7. Is there anything else you can add related to what we talked about today?

WRAP-UP AND NEXT STEPS

We would like to again thank you for your participation and valuable input in this assessment process. As discussed at the beginning of this session, you are welcome to contact the individual(s) conducting the assessment to get further information on the discussions, or request that any of your responses be removed from our records.

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