



**INTEGRATED DEVELOPMENT
FOCUS, SOMALIA - IDF-S**

RESOURCE MOBILIZATION POLICY AND PROCEDURE





INTEGRATED DEVELOPMENT FOCUS – SOMALIA (IDF-S)

RESOURCE MOBILIZATION POLICY AND PROCEDURE MANUAL

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POLICY APPROVAL

APPROVING AUTHORITY			
Title	Name	Signature	Date
IDF Executive Director			
IDF Board Member			
IDF Chairperson			

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PREAMBLE

Resource mobilization refers to the collection and utilization of resources to produce results according to needs and the given system of governance. Based on a flow concept in which the inflow and outflow of resources is the concern of who gets what and how much from whom.

Basically, the flow of resources is the concern of fiscal issue of the organization which focuses on how revenues are generated and measured in monetary units to meet levels of expenditure incurred to provide services for the benefits of the organization to achieve its goals. The critical issues of governance in the context of local NGO resource mobilization are: - who controls decisions and resource collection and distribution. IDF needs to streamline the process of building a bottom up planning approach with the aim of strengthening local participation in mobilizing resources.

The policy articulates the vision, mission and objectives of the resources mobilization department, the revenue streams of IDF as well the functions of the committee, its term of office, implementation and amendment and termination of the policy.

Organizational Overview

Integrated Development Focus (IDF) was established May 1st, 1999 as a non-partisan non-governmental, none for profit making organization. The headquarters of IDF is BulaHawa district of Gedo region of Somalia and has operational presence and experience in the entire Gedo region with an ambition to expand and strengthen its operational scope into the greater South-Central Somalia. IDF pursues a rights-based approach grounded on the belief that people are entitled to a claim of basic conditions of living with dignity and access to opportunity and dignity, as a basis of fulfilling their human potential.

IDF therefore seeks to stimulate sustainable developmental change amongst vulnerable communities living in south central region. IDF's mandate and core business is to facilitate humanitarian assistance to disaster affected communities, resilience building and general community development. These ambitions are realized through (core strategies of) knowledge transfer, influencing, brokering linkages and facilitating/ implementing integrated people centered humanitarian and development programs. The main developmental approach of IDF is to enable communities find solutions to their socio-economic challenges.

IDF has an impressive track record and experience in implementing community anchored programs in Governance; Peace building; Education; Livelihoods and Food Security; Water Sanitation and Hygiene (WASH) Protection and Health: (Health Education) This is a new concept of undertaking health related information to the community without running or managing MCHs or Health centres. Additionally, human rights, gender and environment have over time been addressed by IDF as crosscutting issues. In defining and operationalizing these strategies, IDF takes cognizance of important international, national and local development trends and contexts. The main target groups of IDF include vulnerable and marginalized pastoralists, poor urban communities, internally displaced persons (IDP) (individuals, families, groups and communities).

Pursuance of a system and integrated approach to programming, the organization collaborates closely with likeminded institutions from the CSO, public and private sectors. In this regard IDF is a member of various networks such as Somalia South-Central Non-State Actors (SOSCENSA), Peace and Human Rights Network (PHRN), Somali NGO Consortium, Gedo Peace Consortium (GPC) and East, Horn of Africa Human Rights Defenders (EHAHRD), Food Security Cluster, Protection Cluster, Education Cluster and WASH Cluster. IDF has graciously received technical and financial support from amongst others FAO, WWI, WFP, PACT, UNHCR, DFID, OFDA/USAID, UNICEF, UNDP, FAO ECHO/EU, UN etc. directly or indirectly.

IDF has a well-defined and working internal organizational structure. IDF works through a well-resourced (staff, infrastructure, equipment) field office in northern Gedo. Policy and strategic guidance, leadership and oversight are offered by a diverse and competent Board of Directors (BODs).

Organizational Identity

The organizational identity and philosophy of IDF is elaborated as follows:

Vision: Peaceful, just, well-governed and prosperous Somalia

Mission: To improve the living conditions of vulnerable and marginalised communities to overcome poverty and achieve socio-economic justice by facilitating relief, equitable and sustainable development programs

Organizational Values: IDF believes in, and is guided by the following ideals:

1. **Respect:** We acknowledge and respect the diversity and variety of values, practices and positions of the communities, institutions and people we work with, even where we hold different opinions.
2. **Excellence:** We are committed to achieve and maintain the highest standards and superior quality in delivering of our program services.
3. **Integrity and credibility:** We are committed to honesty, truthfulness, accuracy and trustworthiness in all areas of our operations and in the use of all the information and/or resources entrusted to us for the service of our beneficiaries. We accept responsibility for our collective and individual actions.
4. **Accountability and Transparency:** We use strategically and prudently all resources entrusted to us to achieve the most impact with minimal means. We are openly accountable on how the resources at our disposal have been used.

Organizational Culture: IDF is dedicated to promoting the following organizational philosophy:

1. **Commitment:** Those we serve come first in everything we do. We champion the realization of their full potential to lead fulfilling lives and contribute meaningfully to society.
2. **Results orientation:** We are driven by the changes and impacts we exist to create. We are committed to providing timely and high quality solutions and services. We closely collaborate the efforts of each person/ actor in delivering our services.
3. **Open communication:** We believe in granting access to information. We value and use competently the best approaches to communicate amongst ourselves and with others. We support all stakeholders to understand and express themselves in relation to their wellbeing and provide input in our service delivery
4. **Competence:** We are committed to acquire, develop and retain the highest possible quality personnel as a basis of assuring the best organizational performance and standards.
5. **Creativity and innovation:** We are committed to ensuring a work environment that encourages innovativeness and embracing new ideas and technologies to make our work more effective.

INTRODUCTION

IDF is not a profit-making organization. The spirit of volunteerism and giving is an overarching principle of the organization. The organization derives its support from several external and internal sources as well as from various stakeholders in the public and private sectors and undertakes independent income generation.

The organization needs resources to enable it to cater for the ever increasing needs the community it serves. In most cases organization projects have been funded and maintained by external donors with resources mobilized and managed by organization internal organs. Resource Mobilization shall be properly planned and executed to ensure transparency and accountability of funds and other resources. Mobilization of funds and resources for the organization will be conducted in a structured and formal manner.

Due diligence shall be exercised in regard to the manner in which IDF mobilize resources and delivers its programs. Resources will be mobilized only through partners whose objectives do not contradict those of the organization and fit into the overall humanitarian and Development agenda of the organization.

Such donors/partners or activities must have credible reputation so that the image of the organization is adequately protected. Mobilization of resources must fit into the overall agenda and aspirations of IDF at any one time.

POLICY JUSTIFICATION

IDF requires resources to meet its objectives, hence the need to identify requirements and sources of income for sustainability. Developing a plan or strategy for resource mobilization shall lead to innovative resourcing to achieve IDF goals. With increased competition for scarce grant resources IDF needs diverse and multiple funding streams. IDF shall therefore put in place a dedicated strategy to manage its programs.

GUIDING PRINCIPLES FOR RESOURCE MOBILIZATION

Some of the key elements include: -

1. Clear sense and commitment to the Vision and Mission of the organization.
2. A viable outcome-based strategy for each specific program.
3. Evidence of past accomplishments.
4. Effective management and leadership by the executive organs of the organization and staff who will ensure the accountability and transparent systems that will safeguard the resources raised; including adequate financial controls that demonstrate good management and build trust.
5. Solid reputation, credibility and positive image.
6. Mutual respect and knowledge sharing between the organization and the community it benefits, as well as other stakeholders.
7. The ability to attract, create, and sustain new resources, especially based in the internal initiatives.
8. Diversify source program funding.
9. Link resource mobilization with IDF programs and donor/partners priorities.

SCOPE OF RESOURCE MOBILIZATION AND IDF INCOME STREAMS

IDF resources mobilization will be guided by the Partnerships and direct donor funding Policy. The organization shall raise its funds from membership fees; individual contributions, public appeals, grants or such other methods as shall time to time be determined by the Executive Committee.

Branch offices may appeal for funds subject to approval of executive director and/or board of directors.

Other possible sources of income may include, but not limited to: -

1. Government
 - > Land and buildings
 - > Support in kind
 - > Monetary grants
 - > Privileges (tax exemptions)

2. Donations/ sponsorships
 - > Commercial enterprises
 - > Individuals
 - > Local authorities
3. Partnerships/project
 - > Other partner organizations.
 - > Other NGOs
 - > UN/Bilateral and Multilateral donors
4. Donors and international development organization funding
 - > Humanitarian and development project grants from donors and international development organization
5. Own (IDF) Resources
 - > Hire of facilities
 - > Membership fees
 - > Income generation activities
 - > Investments (Foundations)
6. Rentals
7. Events like- Competitions, Camping, Gala events, Expeditions, Visits and trips, etc.

MANAGEMENT OF ASSETS ACQUIRED THROUGH RESOURCE MOBILIZATION

1. All assets acquired by IDF through resource mobilization shall be managed in accordance with the IDF asset management procedures and the partnerships MOU/Agreement.
2. Where there is a conflict between the IDF asset management procedures and the partnership MOU/agreement, the MOU/agreement shall prevail.
3. During resource mobilization IDF shall expose working assets for the new program so that asset-based resource mobilization is reduced.

Resource mobilization procedures and activities

1. IDF must register with Somali government and federal member states it operates for it to be legally operate
2. IDF shall form resource mobilization committee lead by the executive director
3. IDF shall identify all potential funding partnerships and donors in line with the organization policy
4. All resource mobilization initiative shall be formal and on behalf of IDF. Any fund raising not done with and on behalf of IDF shall not be considered legitimate

LEADERSHIP RESPONSIBILITIES

IDF shall have a resource mobilization function within it is organs. Program development unit supported by IDF executive director will be encouraged to do intensive resource mobilization within the policy guidelines by:

1. Identifying needs in full involvement of target communities and authorities.
2. Identifying potential partners.
3. Creating linkage with potential partners on behalf of the IDF on issues of resource mobilization.
4. Write technical proposals as per partners and donors' requirement.

RESOURCE MOBILIZATION COMMITTEE

1. There shall be a Resource and Mobilization Committee appointed by the Executive Committee of IDF.
2. The Committee shall consist of 3-5 members.
3. The members appointed should be persons with specific skills, Knowledge and experience in Project development, resource mobilization and partnership.
4. The Resource Mobilization Executive shall be Ex-Officio Members to this Committee.
5. The Chairperson of this committee shall be a member of the Executive Committee.
6. The Resource Mobilization Executive shall be the secretary to the committee.
7. Program development unit shall closely work with the resource mobilization committee

FUNCTIONS OF THE COMMITTEE

The responsibilities of the committee shall include, but not limited to: -

1. Identifying and sourcing potential partners for IDF projects.
2. Keeping track on changing trends in resource mobilization, projects and partnerships for IDF.
3. Advocating for increased funding to IDF Programs and project activities
4. Coordinate resource mobilization activities in IDF.
5. The committee shall undertake to ensure that all communications and engagements pertaining to resource mobilization shall be conducted through official channels and formally documented.
6. Partnership management shall be the function of all officials of IDF but the executive director is the sole responsible for partnership management.

TERM OF OFFICE

The members shall be appointed by the CEO in consultation with the Executive Committee for five years renewable once

MEETINGS

1. The committee shall meet at least once every quarter.
2. The quorum for meetings shall be half of members other than those co-opted.
3. A member failing to attend three consecutive meetings without proper reasons or apologies will be replaced by the Executive Committee.

POLICY IMPLEMENTATION AND AMENDMENTS

1. For effective implementation of this policy, IDF has the responsibility of Mobilizing Resources.
2. The Resource Mobilization Committee shall be charged with responsibility of the administration and management of finances and other resources allocated to the department.
3. In order to remain faithful to the principles on which it is based, IDF, Resource Mobilization Policy Framework shall be reviewed regularly.
4. Final approval shall be sought from the Executive Committee for any amendments made on this policy.
5. The Executive Committee shall be kept updated on the progress of the implementation of this policy.
6. This Policy Framework is subject to IDF Constitution.
7. As need arises, this policy can be amended subject to approval of such a move by the Executive Committee after receiving the suggestions and justification of such a move from the Resource mobilization committee

The existence of the Resource Mobilization Policy Framework of IDF as binding document may be terminated if:

1. It is repealed by the Executive Committee;
2. IDF is dissolved;
3. There is reorganization or merger of subcommittees by the Executive Committee.



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