



**Resource Mobilization  
for Sustained Initiatives  
(ReMoSI)  
through  
Event Based Model**

**Reference Manual for CBOs**

Developed by

**Voluntary Health Services – MSA - DIVA Project**

T.T.T.I. Post, Adyar, Chennai – 600 113

Tamil Nadu, INDIA.

Ph: 044 22541965

Email: [vhs.divaproject@gmail.com](mailto:vhs.divaproject@gmail.com)





## Foreword

In this rapidly changing world, it will be very difficult to address any global health issues, including ending AIDS. We are truly in an unpredictable world, and if we want to implement our vision, we need to understand the megatrends and internalize these issues to help us better frame our actions. Involving community and ensuring that latter is involved in HIV response is of utter importance. MSA grant funded by the Global is a regional platform in South Asia which brings together technical agencies, CBOs, government partners and front line activists to “make things happen” in the area of HIV.

Over the period of last six years, VHS (Voluntary Health Services) being one of the key MSA partners has been working hard to complement national efforts to scale up and provide comprehensive services to Transgender and MSM community in India. VHS is one of the frontline organizations that work with and focus on community mobilization.

Community participation has been a cornerstone of the Multi Country South Asia (MSA) Global Fund program. From the begging, it has contributed to the community system strengthening. Furthermore, it has enabled CBOs, Non-Government Organization (NGO) and Networks and Advocacy groups representing gender minorities and other groups to actively mobilize in policy development, advocacy and access in basic services on regular basis. To maintain and sustain a real impact of interventions, CBOs and actor must have effective and sustainable systems in place to support their activities and services. This includes a strong focus on capacity building of human and local financial resources, with the aim of enabling community actors to play a full and effective role to achieve shared vision.

I am proud to present a result of the extremely important piece of work produced by The Voluntary Health Services (VHS) a strategic manual for resource mobilization for sustained initiatives. A tool that can lead to innovative synergies with maximum local resources to achieve common goal of community.

On behalf of Save the Children, I would like to acknowledge the VHS’ efforts in undertaking rigorous experiences to produce this mannual. We are confident that members from community based organization will primarily benefit through interalizing and implementing effective resource mobilization innovatives to achieve common objective and sustain the impact.

Yours sincerely,

**Dr. Zakir Kadirov,**  
Chief of Party,  
The Multi Country South Asia (MSA) Global Fund  
Project managed by Save the Children International in Nepal.





## Foreword

Resource mobilisation, as per the definition of Wikipedia is the process of getting resources from resource provider, using different mechanisms to implement the organisation's work for achieving the pre-determined organisational goals. It advocates having the right type of resource, at the right time, at right price with making right use of acquired resources thus ensuring optimum utilisation of the same. Resource mobilisation strategy is one of the powerful advocacy strategy too.

While there may be various ways and means of mobilising resources, one such type of resource mobilisation technique through event based model especially for the Transgender CBOs is been elaborated in this reference manual.

We acknowledge the efforts of VHS-DIVA project team comprising of Dr.A.Vijayaraman, Deputy Director, Dr.G.Pannirselvam, Senior Manager – Programmes, Ms.K.Priya, Senior Manager - Knowledge Management for organising several rounds of consultation and facilitation needed for drafting the manual.

We sincerely thank the Regional Managers – Mr.I.Johnson, Mx.P.GirishKumar, Mr.R.K.Sivaramakrishnan of VHS-MSA DIVA Project for facilitating, coordinating with the CBOs and organising the resource mobilisation training programmes at Maharashtra and Tamil Nadu. This report would not be complete without the writing team comprising of Dr.T.Ilanchezian, Senior Technical Advisor and Ms.Sudha Arunkumar, Senior Programme Associate who brought together the evidences, the needs & requirements and drafted an informative manual.

We hope the tools and techniques of resource mobilisation as discussed in this manual will be useful for the Transgender CBOs.

With best regards,

**Dr. Joseph D Williams**

Director – Projects, Voluntary Health Services





## Preface

Resource Mobilisation for Sustained Initiatives (ReMoSI) is a reference manual developed by the Voluntary Health Services – Multi-Country South Asia – DIVA Project. The existence of CBOs is challenging and they look forward for sustainability strategies. While the resources from funding agencies are depleting, VHS-DIVA Project realized that cultural events is becoming not only a viable Resource Mobilisation strategy but also a powerful advocacy strategy too!

This reference manual highlights the ways and means for CBOs' to mobilise resources through cultural events. The manual has been utilised by VHS-MSA DIVA Project during two if its resource mobilisation trainings happened in 2017. Around 21 CBOs from 12 States of India got benefitted out of the training programme and found the methodology stated in the manual to be useful. The CBO participants is using the tools and techniques narrated in the reference manual, organising fund raising events and mobilising resources too for their sustainability.

I thank the CBOs – Kinnar Bharati, Prayojan, Hijra Transgender Welfare Society, ATHB, Lakshya Trust, Kinnar Maa Trust, SAKHA, Ekta Sewa Sansthan, Kinnar Asmita, Dostanasafar, Born2Win, Samara, THAA, Oasis, Sneha Bandam, KYSS, Marvell, LAS, Sneha Godavari, Queer Rhythm, Srusti who have partaken in the initiative and help us to in bringing out this manual.

I express my sincere thanks to the Director – Projects, VHS Management and the PR agency – Save the Children International, Nepal for their continuous motivation and support in developing this manual.

I hope the reference manual will be useful to the Transgender CBOs for mobilising resources.

With regards,

**Dr.A.Vijayaraman**

Deputy Director, VHS-MSA DIVA Project, Voluntary Health Services





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## 1. Audience:

This reference manual is intended to be used by:

- Organizational head – CBO
- Governing board members of the Community Based Organization
- Senior level project team members
- Consultants & experts providing mentoring and support to CBOs
- And others who are directly associated with building the capacities of the CBOs.

## 2. Purpose:

- To build the capacity of the CBOs on planning and managing resource mobilization initiatives for sustained initiatives.
- To develop knowledge and skills among the CBO team members for systematic planning, undertaking resource mobilization activities, managing and undertaking follow up activities.
- To enable the CBOs to undertake innovative, local specific, cost effective events by using internal talents and capacities for effective resource mobilization initiatives.
- To develop systems for resource mobilization within the organization through using different mechanisms, to implement the organization's work for achieving the pre-determined organizational goals.

## 3. Basic requirements for CBO for resource mobilization:

- Statutory
  - o Society registration certificate and bylaws
  - o PAN card
  - o 12A and 80G Certificate
  - o FCRA approval
  - o Bank account
- Promotional and supportives:
  - o Organisation Logo
  - o Organisation letter head
  - o Organisation seal (rubber stamp)
  - o Visiting card (Organisation/ Chairperson/ Staff)
  - o Brochure or profile of the CBO
  - o Brief write-up on the event and sponsorship details



- o Website
- o List of Board of Directors
- o Details of staff
- o List of previous/existing donors
- o Annual reports (last three years)
- o Audit reports (last three years)
- o Appeal letters (needs of the CBOs and its members)
- o Best practices / case studies / innovations and
- o Other materials

#### 4. Need for Resource Mobilization:

##### Need for Resource Mobilization

- To achieve the overall goal of the organization
- To address gaps in ongoing program activities by introducing new programs
- To expand or introduce new programs to the target groups
- To develop the capacities of the CBO team, project team and community members for effective governance and program management
- To mobilize and establish a corpus fund for carrying out the planned activities in a systematic manner without any interruption
- To avoid dependency for funding resources from single donor
- To address all the needs and priorities of the community members through a comprehensive and coordinated approach
- To pilot and innovate new programs for demonstrating best practices and disseminate with similar CBOs within the state / country for empowering the community members
- The resource mobilization initiatives also helps in popularizing the organization, promoting organizational objectives, developing partnerships, creating enabling environment, etc

## 5. Definitions:

### Resource Mobilization:

#### Resource mobilization<sup>1</sup> refers to:

- All activities involved in securing new and additional resources for an organization
- It also involves making better use of and maximizing existing resources

#### Resource mobilization<sup>2</sup> refers to:

- The process of getting resource from resource provider, using different mechanisms to implement organization's work for achieving pre-determined organizational goals.
- It deals in acquiring the needed resources in a timely-cost effective manner.
- Advocates upon having the right type of resource, at the right time, at right price with making right use of acquired resources thus ensuring optimum utilization of the same.

#### Resource mobilization<sup>3</sup> refers to:

- Actually a process of raising different types of support for an organization.
- It can include both cash and in-kind support.

### Fundraising:

Fundraising<sup>4</sup> (also known as “development”) is the process of:

- Gathering voluntary contributions of money or other resources.
- By requesting donations from individuals, businesses, charitable foundations, or governmental agencies.
- Although fundraising typically refers to efforts to gather money for non-profit organizations, it is sometimes used to refer to the identification and solicitation of investors or other sources of capital for for-profit enterprises.
- Traditionally, fundraising consisted mostly of asking for donations on the street or at people's doors, and this is experiencing very strong growth in the form of face-to-face fundraising, but new forms of fundraising, such as online fundraising, have emerged in recent years, though these are often based on older methods such as grassroots fundraising.

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1. <https://healthcommcapacity.org/resource-mobilization-important/>

2. [https://en.wikipedia.org/wiki/Resource\\_mobilization](https://en.wikipedia.org/wiki/Resource_mobilization)

3. <https://www.fundsforngos.org/free-resources-for-ngos/resource-mobilization/>

4. <https://en.wikipedia.org/wiki/Fundraising>

## Event:

### Event<sup>5</sup> may be referred to:

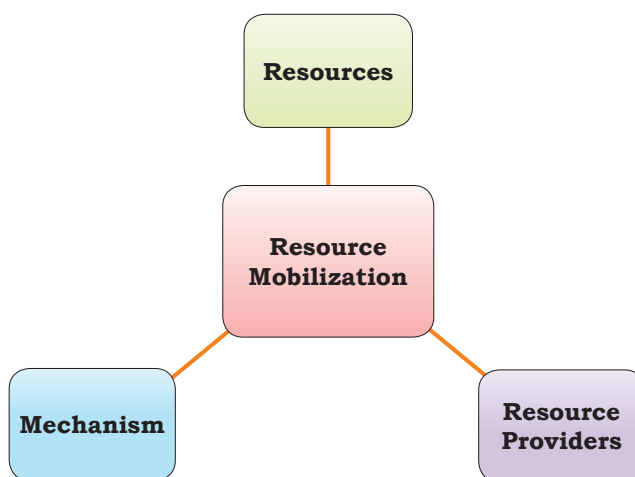
- Gatherings of people
- Ceremony, an event of ritual significance, performed on a special occasion
- Convention (meeting), a gathering of individuals engaged in some common interest
- Festival, an event that celebrates some unique aspect of a community
- Happening, a type of artistic performance
- Media event, event created for publicity & event management, organization of events
- Party, a large social or recreational gathering
- Sporting event, at which athletic competition takes place.



Generally, resource mobilization and fundraising are used in a common meaning. In this reference manual, event refers to a gathering of people in a convention / public meeting or conducting events / programs / shows in different places. Both types of events are intended to reach the general population or community members.

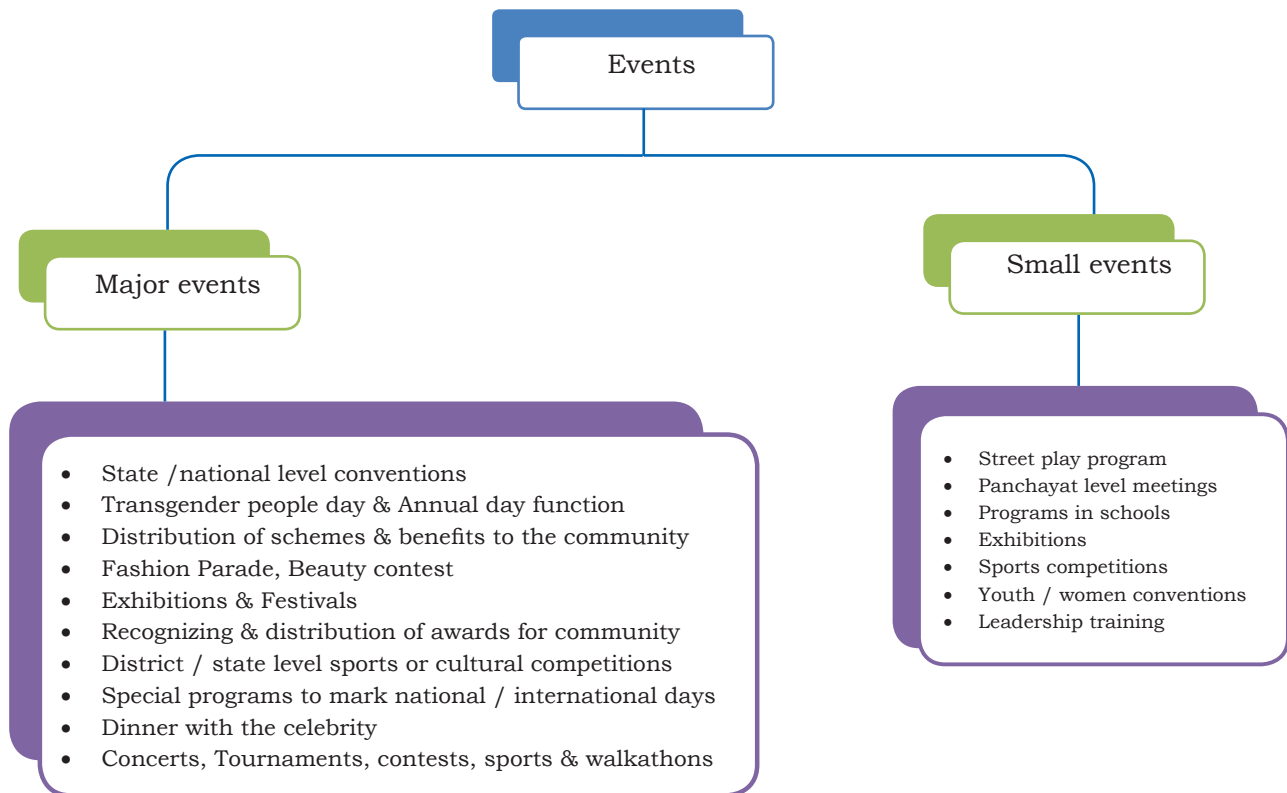
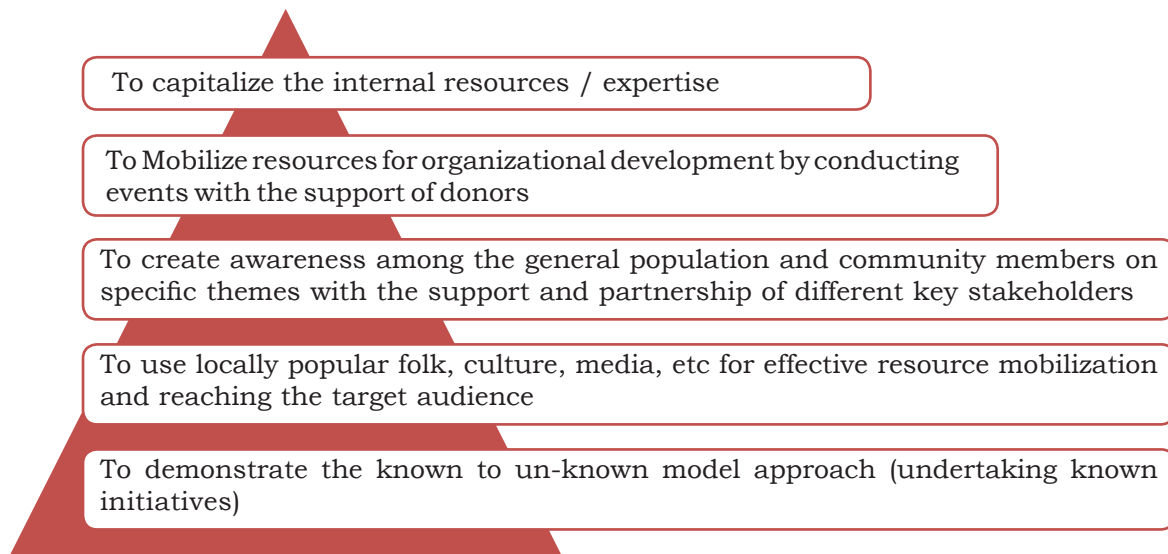
### Resource mobilization can therefore be conceptualized as a combination of:

- Resources : which are different kinds of things that are needed.
- Mechanisms : which are different ways of directly getting resources.
- Resource providers : which are different people/organizations that provide resources



5. <https://en.wikipedia.org/wiki/Event>

## 6. Importance of using event based models:



## 7.Types of Resource Mobilization :

### Campaigns for infrastructure / endowment establishment:

- Mobilizing resources for acquisition, construction / renovation of a building.
- Developing endowments for the future.
- Purchase of equipment.
- Using different approaches to mobilize resources.

### Corporate sponsorship:

- Support by a company for mutual gain, but, primarily for non-profit mission.
- Corporate sponsorship are intended to increase the resources of non-profit.
- Corporate will expect recognition, visibility, branding, etc.

### Online fundraising:

- Emerging fundraising method.
- Advertisements through website, email, social media campaigns, WhatsApp groups, facebook, Twitter accounts, etc.
- The donations will be shared through NEFT transfer, cheque, Demand Drafts, Paytm, etc., based on the result of the campaigns through technology.

### Earned income / revenue generated from sale:

- Revenue generated from sale of goods, services rendered or work performed.
- Emerging approach and gaining popularity among non-profits.
- Revenue earning programs allow organizations to diversify or expand their base of support to meet growing needs.

### Grants:

- Grants are amount of money given for a purpose.
- Provided to organization or individuals.
- It may be long-term or short-term projects.
- The grants may be provided by Government donor agencies for a particular project based on the proposal submitted.



### Gifts:

- The organizations can mobilize gifts for specific purposes.
- Solicitation of the gifts compliments the fundraising.
- The gifts may vary from Rs. 500/- to any amount.
- Gifts may be provided one time for a specific purpose / cause or providing on a consistent basis at regular intervals.

### Enrolling as member in the organization:

- Identify the Philanthropists / donors and recognize them by providing membership.
- This will develop the feel of ownership and motivate to donate.
- They may also become regular donors.
- The members may contribute: technical expertise, time, money, serving as a volunteer, extending support in mobilizing the resources / documentation, help in building partnerships with new donors, etc.



### Fundraising through donation cards:

- Selling printed cards.
- Partnering with schools, colleges and collection of money by distributing:  
a) student money collection card (collecting specific amount through one card) and b) selling donation slips / entrance ticket for an event.

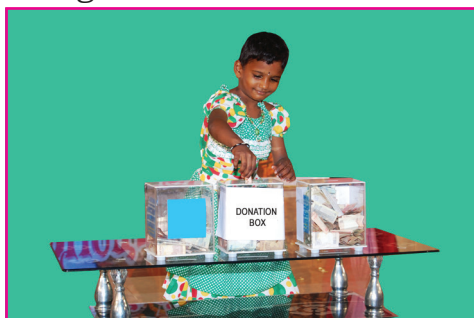


### Special events:

- Organized to recognize and strengthen relationships with current donors and introduced new donors.
- Generates publicity for organization.
- Develops capacity of the staff for fundraising and organizing events.
- Helps in raising small amount.

Listed out above are various methods of fundraising. However, the CBOs are encouraged to identify any of the method, combination of methods or any other local specific innovative methods, based on the experiences.

Kindly understand the pros and cons associated with each of the methods of fundraising.





## 8. Non-Negotiable in Resource Mobilization:

Ten non-negotiable points need to be considered by the CBOs for effective resource mobilization.

1. Few by millions and millions by few
  - a. CBOs shall put efforts to raise resources from individuals as well as big donors like Government and donor agencies
2. Sustaining existing donors to donate regularly
  - a. Retention of existing donors should be first priority for the CBO
3. Focus on local sources for resource mobilization- local individuals and companies
4. More focus on donor care and relations- involving them in our events/ activities, sending regular updates, etc.
5. Need to be strong and genuine in legal aspects like 12A, 80G, IT returns, etc.
6. Need based fundraising
  - a. Ask donation for specific needs and don't just ask money without purpose
7. Self-sustainability initiatives- service charges from members
8. Maintain ethics in fundraising
9. Exclusive team for fundraising. Not all shall do fundraising
10. Set target, plan and execute
  - a. Every year plan should be worked out and to set target for resource mobilization

## 9. Planning and management of events:

### 9.1. Pre-planning:

Effective planning and coordination is equally important for successful conduct of events for resource mobilization initiatives. The organization needs to undertake proper pre-planning efforts based on the nature of the program and the target amount proposed for resource mobilization.

Generally, the pre-planning for conducting state / national level major events may need to be initiated six months in advance. However, the same can also be managed within three months based on the capacity of the organization, expertise available with the team members, previous experience in managing events and mobilizing resources.

Some of the suggested pre-planning initiatives for consideration may include, but not limited to:

- **Identifying requirements:**

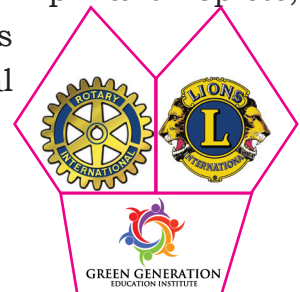
- The CBO may need to undertake an internal analysis for understanding the proposed programs, key activities, fund requirements, etc.
- This internal mapping will help the CBO to prioritize the target for mobilizing resources and develop plans accordingly.
- This will be the base for initiating resource mobilization activities.

- **Formation of Advisory Team for Resource Mobilization (ATRM):**

- Constitute ATRM with 8-10 members.
- The members may be: CBO heads, selected board members, experts / individuals, experienced in fundraising, individual philanthropists, representatives from corporate, social organizations (Lions Club, Rotary Club, etc.), educationists, non-controversial politicians and community members.

- **The purpose of the ATRM will be:**

- To develop a comprehensive resource mobilization plan.
- To undertake mapping of possible individual / corporate / organizations who can be contacted for resource mobilization.
- To share experiences and suggestions to achieve the desired purposes.
- To provide strategic suggestions to engage different key stakeholders, mobilize resources and recognize their support.



- **Planning meeting:**

Based on the suggestions emerged from ATRM, the CBO could conduct planning meeting with the CBO office bearers, project team members and community representatives. This can be a consultative meeting to decide on the following:



- Purpose of fundraising program
- Theme
- Methodology
- Target planned for mobilizing resources
- Identifying internal talents for conducting events
- Mapping of possible stakeholders with whom we can collaborate and partnered with.
- Basic guiding principles in fundraising
- Identifying possible limitations and challenges in the proposed method for mobilizing resources
- Understand other CBOs experiences in resource mobilization initiatives and develop strategic plans
- Developing timelines and dates
- Formation of committees for decentralization of activities and engaging community ownership and other aspects associated with planning and management of resource mobilization.

- **Mapping of internal talents:**

- The CBO may need to identify internal talents available with the governing board members, project staff and community members and prioritize the same (e.g.,) experience in performing street play, puppetry, folk arts, drama, mimicry, fashion parade, etc. This exercise will help in using the internal talents to the maximum for systematic resource mobilization and sustained efforts.
- Capitalize the existing talents and on need based integrate new skills required for effective way of conducting events to reach the audience.
- While prioritizing the talents, kindly consider the relevance of such performances and cultural aspects associated with.
- In case, if the internal talents are not upto the mark, then the CBO may need to either identify totally new activities which can be performed as a part of the event or identify new talents to provide value addition to the existing team.

- Through the process, identify the methodology and possible activities can be performed during the event.
- **Finalizing the theme:**
  - Based on the suggestions emerged from ATRM and sub-committee meetings, finalize the theme and key messages for conducting events to mobilize the resources.
  - While finalizing the themes, consider the interest and priorities of the possible stakeholders / sponsors. This will help in greater participation and contribution from various stakeholders.
- **Formation of committees:**
  - The CBO may plan for formation of sub-committees for carrying out specific functions, decentralized way of working, engaging community members, developing ownership, etc. This will also help in parallel execution, evolving creative ideas and systematic follow-up. The nodal officers of each sub-committees may need to interface and coordinate with other nodal officers for ensuring coordination and avoiding duplication.

**Some of the suggested sub-committees may be:**

**Part 1: Fundraising and preparations:**

- Fundraising committee
- Accounts management committee
- Publicity & media coordination committee
- Script development & training committee



**Part 2: Fundraising and preparations:**

- Registration committee
- Advocacy committee
- Back stage support committee
- Logistics committee
- Guest management committee
- Food coordination committee
- Discipline committee
- Documentation support committee
- And other committees as per the requirements



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Committee	Roles
<b>Part 1: Fundraising and preparations:</b>	
Fundraising committee	<ul style="list-style-type: none"> <li>• Mapping of potential donors / sponsors.</li> <li>• Developing a database of potential stakeholders &amp; individuals.</li> <li>• Develop a master plan and coordinate with the stakeholders for meeting and discussions.</li> <li>• Coordinate with publicity committee and finalize the marketing tools / promotional materials.</li> <li>• Undertaking visits / discussions and advocacy efforts for fundraising.</li> <li>• Collecting resources based on the project needs and priorities to support the planned programs (preferably in the form of NEFT transfer, cheque, Demand Draft, pay order or cash).</li> <li>• Coordination with the accounts section for issuing receipts and acknowledgements for the donations / resources received.</li> <li>• Organize weekly &amp; bi-monthly review meetings to understand the progress, people need to be contacted and evolve new plans.</li> <li>• Coordinate with the CBO team for achieving the desired plan.</li> <li>• And other activities in coordination with the other committees</li> </ul>
Accounts management committee	<ul style="list-style-type: none"> <li>• Develop systems for issuing receipts.</li> <li>• Maintaining account system for the amount received, expenses incurred and savings.</li> <li>• Preparing a comprehensive statement to share it with the donors / supporters for ensuring transparency, developing confidence and ascertaining the support for the subsequent years.</li> <li>• Presenting the statement with the sub-committees and coordination committees.</li> <li>• Providing needed feedback and suggestions to the fundraising committee and other committees on the financial guidelines and systems to be adhered.</li> <li>• And other activities in coordination with the other committees.</li> </ul>

Committee	Roles
Publicity & media coordination committee	<p><b>Publicity:</b></p> <ul style="list-style-type: none"> <li>Developing promotional materials such as: letter, brochure, sponsorship letters, power-point presentations, etc.</li> <li>Discuss with fundraising committee and extend support in developing publicity materials for advocacy, marketing, promotions and resource mobilization.</li> <li>Extend support in arranging write-up in the media and utilize social media.</li> <li>Extend support in identifying possible media channels to reach the potential sponsors.</li> <li>And other activities in coordination with the other committees.</li> </ul> <p><b>Media coordination:</b></p> <ul style="list-style-type: none"> <li>Developing a database on the media list</li> <li>Developing media brief</li> <li>Extending invitation</li> <li>Coordinating with registration committee for media registration</li> <li>Facilitate press meet / discussions if required</li> <li>Coordination of the media on the day of the event to enable them to get right and comprehensive information</li> <li>Preparing press note on the event and sending the same to all the press and media on the same day evening</li> <li>Collecting and documenting all the press and media coverage and sharing the same with documentation team and with CBO</li> <li>Utilizing the media team for the upcoming programs.</li> <li>And other activities in coordination with the other committees.</li> </ul>

<b>Income :</b>		
Net sales / service income	xxx	
Gain on sales of equipment	xxx	
Interest income	xxx	
Commission income	xxx	
<b>Total income</b>		xxxx
<b>Expenses :</b>		
Cost of goods sold	xxx	
Selling expenses	xxx	
Administrative expenses	xxx	
Accidental loss	xxx	
Loss on sale of assets	xxx	
Interest expense	xxx	xxxx
<b>Net Income</b>		xxxx



Committee	Roles
Script development & training committee	<ul style="list-style-type: none"> <li>• Coordinate with the CBO and other committees – finalize the theme, development of scripts, development of agenda, etc.</li> <li>• Ensure the correctness of the message and mechanisms for effective delivery to attract the intended target audience.</li> <li>• Plan and conduct training program for the core team of members associated with performing in the event – develop knowledge and skills for effective delivery.</li> <li>• Conduct rehearsal program for pre-testing, obtaining feedback and improving the same.</li> <li>• Undertake mid-term review of the ongoing events, collect feedback and incorporate need based positive changes in conducting event.</li> <li>• Equipping the team to perform and deliver effectively (including choreography, voice modulations, continuity, orderliness, face expressions, emotions, etc).</li> <li>• And other activities in coordination with the other committees.</li> </ul>
<b>Part 2: Event management and coordination:</b>	
Registration committee	<ul style="list-style-type: none"> <li>• Developing plan on the number of participants.</li> <li>• Developing registration format.</li> <li>• Establishing registration desk.</li> <li>• Managing registration on the event (participants, VIPs, stakeholders, etc).</li> <li>• Receiving the VIPs and facilitate their seating.</li> <li>• Update with the organizers on the registration (number of participants).</li> <li>• Develop participants list.</li> <li>• Coordination with other committees.</li> <li>• And other activities in coordination with the other committees.</li> </ul>
Advocacy committee	<ul style="list-style-type: none"> <li>• Identify the key stakeholders for undertaking advocacy.</li> <li>• Developing advocacy plan.</li> <li>• Undertaking advocacy with the officials, key stakeholders, invited VIPs, policy makers, etc.</li> <li>• Confirming the VIPs for participation in the event.</li> <li>• Undertaking advocacy before the event, during the event and after the event.</li> <li>• Undertaking follow-up advocacy initiatives.</li> <li>• And other activities in coordination with the other committees.</li> </ul>


Committee	Roles
Back stage support committee	<ul style="list-style-type: none"> <li>• Design and display of back drop banner.</li> <li>• Develop agenda.</li> <li>• Master of ceremony.</li> <li>• Preparing and providing briefing about the program to the VIPs.</li> <li>• Design, develop and help in distribution of shields, mementos, awards, etc.</li> <li>• Facilitate the preparation of charter of demands.</li> <li>• Coordination with the photo and video team.</li> <li>• And other activities in coordination with the other committees.</li> </ul>
Logistics committee	<ul style="list-style-type: none"> <li>• Arranging car / transportation for the VIPs.</li> <li>• Booking hall, sound system, recording system, etc., for conducting the event.</li> <li>• Seeking permission letter from public works department, police department (refer annexures for letter template)</li> <li>• Support in photocopying.</li> <li>• Arranging photo, video and documentation team.</li> <li>• TA/DA settlement.</li> <li>• And other activities in coordination with the other committees.</li> </ul>
Guestmanagement committee	<ul style="list-style-type: none"> <li>• Meeting the guest, inviting and providing briefing.</li> <li>• Send invitation letters for special invitees (refer annexure for letter template)</li> <li>• Confirming the guest participation and extending invitation.</li> <li>• Coordination with the logistics committee for transport arrangements if required.</li> <li>• Receiving guest at the program venue and send off.</li> <li>• Facilitate interactions with the community for understanding their requirements, needs and commitments.</li> <li>• Sending thanks letters.</li> <li>• Coordination with advocacy committee on the follow-up activities.</li> <li>• Coordination with the back stage support committee on distribution of mementos.</li> <li>• And other activities in coordination with the other committees.</li> </ul>



Committee	Roles
Food coordination committee	<ul style="list-style-type: none"> <li>• Discussions with the organizing committee and developing a plan on the number.</li> <li>• Finalizing the menu and other details.</li> <li>• Coordination of the serving of lunch for all the participants.</li> <li>• Facilitate tea &amp; snacks for the community members and VIPs.</li> <li>• Ensuring safe drinking water.</li> <li>• Accounting number of lunch and coordination with the finance team.</li> <li>• Collecting feedback.</li> <li>• And other activities in coordination with the other committees.</li> </ul>
Discipline committee	<ul style="list-style-type: none"> <li>• Developing basic guidelines and sharing the same in the event.</li> <li>• Maintaining discipline during the conduct of the meeting.</li> <li>• Requesting members to avoid use of mobile phones during the session.</li> <li>• And other activities in coordination with the other committees.</li> </ul>
Documentation support committee	<ul style="list-style-type: none"> <li>• Develop a plan for documentation.</li> <li>• Planning with documentationist engaged for the program.</li> <li>• Extending support in photo, video documentation &amp; obtaining feedback.</li> <li>• Collecting photos, press coverage and other clippings for inclusion into the report.</li> <li>• Collecting participants list from the registration committee for inclusion into the report.</li> <li>• Providing needed information about the organization, on the planning process, about the program and other details to enable the consultant to evolve the comprehensive report.</li> <li>• Developing and submitting reports to the project.</li> <li>• And other activities in coordination with the other committees.</li> </ul>

Each committee can be headed by a convener and supported with 4-5 community members including peer educators and peers.

The committee may meet once in a week for planning, reviewing, overcoming hurdles, introduce innovations, etc. The committees will also coordinate with other committees.



In addition to the sub-committees at CBO level, the CBO may form an organizing committee which is headed by the CEO along with Conveners of all the committees. This committee was useful in ensuring coordination among all communities, effective planning and successful conduct of the event.

• **Training for the team:**

- Based on the scripts developed, undertake training programs to build the capacity of the performing team to deliver effectively.
- Equipping the team to perform and deliver effectively (including choreography, voice modulations, continuity, orderliness, face expressions, emotions, etc).
- On need based, conduct pre-training and follow-up training programs as per requirements.

• **Marketing tools for fundraising:**

Based on the suggestions emerged from ATRM, the publicity and media coordination committee may need to develop marketing strategies to:

- Promote the organizational policies, objectives, priority areas, etc.
- Introduce about the program and the value addition associated with.
- Provide details on the sponsorship and value addition proposed for each category of sponsorship.
- Facilitate skills among the fundraising team for effective marketing by using both print and non-print materials.
- Explore on the possibilities to use goodwill ambassadors for effective marketing and mobilizing resources.
- As a part of the marketing, the emerging marketing approaches such as social media, online, etc., may also need to be considered and appropriate efforts needs to be undertaken.

Consider the following during the process of marketing:

- Get to the point in one minute – communicate in short and sharply.
- Talk about the problem winning in the market place (do not discuss about the current problems which may not be of keen interest for the donors – project the foreseeing problems in the next few years to enable the donors to show interest).
- Sell a vision before discussing the details.
- Lead with stories, not data.
- Don't be afraid in communicating with higher lever officials.

• **Mapping of potential sponsors / supporters:**

The CBO along with sub-committees may need to undertake an elaborative mapping exercise for:

- Possible philanthropists within and outside the district
- Organizations associated with similar objectives
- Political organizations
- Faith-Based Organizations
- Industries / corporate
- Academic institutions
- Donors
- Social service organizations
- Civil Society Organizations
- Government and Government related organizations
- Other stakeholders



Some of the possible organizations may be considered in the process of mapping of possible sponsors based on the type of event proposed:

<b>International Donors:</b> WHO World Bank Global Fund USAID CDC BMGF	<b>UN Agencies:</b> UNAIDS UNDP UNHRC UNICEF	<b>Social Service Organizations:</b> Lions Club Rotary Club Inner Wheel club Y's Men Club
<b>CSOs:</b> Faith Based Organizations Trade Unions NGOs Charitable Foundations And other Organizations	<b>Academic Institutions:</b> Deemed Universities Private Engineering / Medical/ Arts & Science College Schools Polytechnic Colleges Training institutions Coaching centres	<b>Financial institutions:</b> Banks/MFIs/financial institutions
<b>Corporate:</b> CII & FICCI Local industrial Associations Chamber of Commerce All India Association of Industries Trade and industry associations Indian Industries Association All India Exporters Chamber And other industries / industrial associations	<b>Individual:</b> Philanthropists Agricultural Landlords Industrial Entrepreneurs Wellwishers Government servants Non-Resident Indian (NRIs) Celebrities Business heads Other community members/ supportive members and others	

Note: The above list is very suggestive. However, the CBO may elicit the list of organizations and individuals who are likely to provide sponsorship / support for the event.

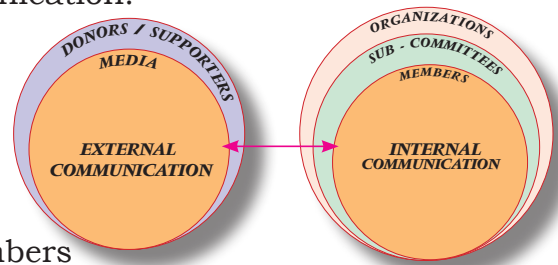
• **Advocacy and marketing:**

- For resource mobilization, advocacy and marketing are two important aspects which are need to be considered in the entire process of resource mobilization.
- This will be an ongoing activity.
- The advocacy and marketing efforts will be jointly undertaken by the fundraising committee with the support of marketing tools / publicity materials developed for this purpose.
- CBO and the experts associated with the CBO may need to provide need based handholding with the committee members to enable them to undertake effective advocacy and marketing.
- The members should adopt multiple approaches in advocacy and marketing based on the levels / position of the individual / organization with whom the advocacy and marketing efforts are being undertaken.
- On select or need based professional experts may also be engaged for this purpose – to demonstrate, to provide handholding and mentoring support to the CBO team and to reach out the higher level officials / institutions.

• **Communication – internal & external:**

CBO may need to initiate effective communication:

- Within the organizations
- With the sub-committees
- With the donors / supporters
- With the media
- Between the committees and staff members
- With the community members, etc.



Communication flow should be at regular intervals and it should be consistent in nature.

Minutes of the meeting may also need to be shared with the members after thorough review and approval by the CBO.

• **Budget planning:**

The CBO need to evolve a comprehensive budget plan for undertaking the preparatory activities and conducting the event. This will provide an idea on:

- Possible expenditures likely to be incurred.
- Developing systems and controlling expenses.

- Allocating resources for undertaking planning and preparatory activities.
- Allocating resources for conducting the event.
- Developing a target plan for mobilizing resources (both for expenditure and the additional resources required as a part of resource mobilization).

The budget may need to cover the following line items and other line items as per requirements and based on the nature of resource mobilization plan evolved:

S. No.	Particulars	Budget break-up	Amount
<b>Part 1 - Preparatory activities:</b>			
1.1	Meeting expenses for sub-committees		
1.2	Developing content and design promotional materials for advocacy		
1.3	Printing of promotional materials		
1.4	Travel for the committee members to meet the sponsors for mobilizing resources (local & outstation travel)		
1.5	Workshop for developing and finalizing the scripts / content / structure of the event		
1.6	Training for the performers		
1.7	Communication including photocopy & postal		
1.8	Volunteer honorarium for participation in the meetings and extending support in organizing		
1.9	Tea, snacks and lunch expenses		
1.10	Printing of invitations		
1.11	Other expenses if any		
<b>Part 2.1 - Organizing event - major programs:</b>			
2.1.1	Hall rent		
2.1.2	Stage backdrop		
2.1.3	Audio / LCD system		
2.1.4	Photo & video documentation		
2.1.5	Banner		
2.1.6	Chair hire charges if any		
2.1.7	Hiring of vehicles for organizing, transporting materials and facilitating VIPs participation		
2.1.8	Expenses associated with shawl, towel, gifts, bouquets, mementos (as per requirements)		
2.1.9	Travel and honorarium for the speakers / documentationist / consultants / special invitees if any		

S. No.	Particulars	Budget break-up	Amount
2.1.10	Printing of certificates		
2.1.11	Press and media coordination		
2.1.12	Working lunch expenses		
2.1.13	Stationeries / resource kit		
2.1.14	Expenses associated with conducting performances (costumes, make-up sets and other supportive materials), travel for the performers, food expenses for pre-planning and on the day of the event, etc.		
2.1.15	Purchase of musical instruments or any other instruments for conducting performances		
2.1.16	Exhibition / booth display		
2.1.17	Any other expenses		
	<b>Part 2.2 – Organizing event – small event:</b>		
2.2.1	Van hire charges for the team to travel to the event place		
2.2.2	Honorarium / other expenses to the team members		
2.2.3	Audio and light system for conducting performances		
2.2.4	Banner (same banner may be used for each event)		
2.2.5	Food expenses for the team		
2.2.6	Recognizing sponsors / donors (certificate, memento, shield, etc.)		
2.2.7	Photo		
2.2.8	Press & media coordination		
2.2.9	Stationeries		
2.2.10	Travel expenses for preparatory arrangements		
2.2.11	Exhibition / booth display cost		
2.2.12	Any other expenses associated with		

• **Receipts for amount received:**

- CBO may need to evolve a system:
- Print and provide receipts book to each committee for collection and acknowledgement.
- Encourage in providing receipts for each amount received.
- Evolve systems for weekly review for collecting the amount and verifying the certificates issued.
- Explore the possibilities of sending thanks letters along with the receipts.

**RECEIPT**

Receipt No. : 26 Date : .....

Received with thanks from .....

the sum of Rupees 400.00 .....

on account of Payment 1998 .....

by Cash/Cheque/D.D.No. .... Date .....

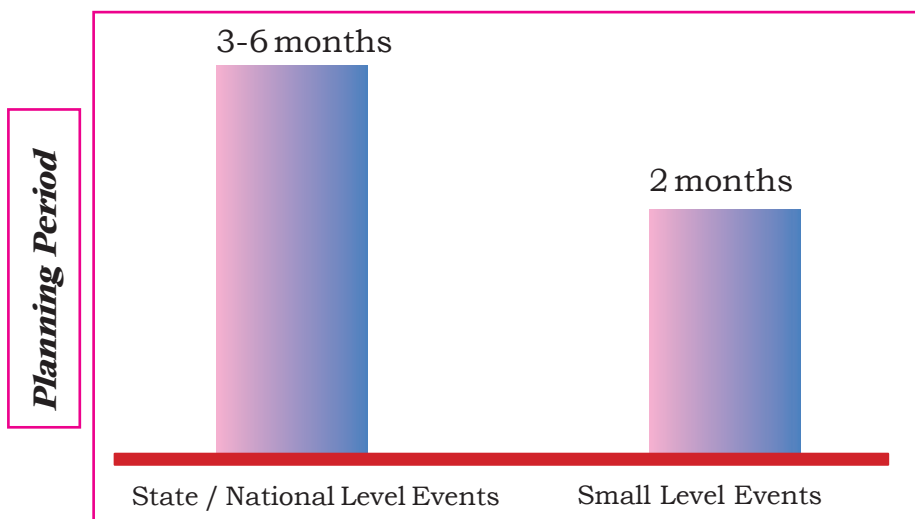
**Rs. 200.00**

Authorised Signatory

- The accounts section may need to coordinate with respective committees for systematic collection of funds and issue of receipts.

• **Developing execution plan:**

- The CBO may need to evolve an execution plan covering the preparatory activities and conducting of event.
- The execution plan may need to be developed:



For conducting major resource mobilization activities – large scale (state & national level)	The execution plan may be developed in advance for 3-6 months period
For conducting major resource mobilization activities – small level events.	The execution plan may be developed in advance for 2 months period.

The execution plan may also be reviewed at regular intervals. In case, if any of the activities are not carried out within the timeframe, efforts need to be undertaken to accomplish the same through joined effort.

**9.2. During the event:**

*Stage arrangements:*

- The CBO with the support of the sub-committees may ensure the following aspects in ensuring the systems at the stage:
- Backdrop
- Banner
- Chairs for VIPs
- Tables
- Folder along with the agenda, scribbling pad, pen, copy of the invitation, brief background about the program, etc., (for speakers to understand and communicate in line with the program team).
- Lights
- Audio system



- Seating arrangements for the audience
- Water bottles for the VIPs
- Ensuring the VIPs participation
- Name board for VIPs if required
- Podium with mike for speakers
- Materials proposed for release or distribution
- Mementos / shield / certificate / prizes and other aspects

The above are very suggestive. Based on the actual program agenda, needed additional aspects needs to be taken care of.

*Logistics coordination:*

CBO with the support of sub-committees arranged needed transportation for:

- Cultural team
- Documentationist
- Speakers
- Special guest
- Media persons
- And any other person if agreed
- Also arrange needed transportation facilities for: tea & snacks, lunch, etc.

*Finalizing the agenda:*

Based on the program plan, the entire team may need to arrive at a comprehensive final agenda by considering the aspects such as:

- All the activities planned
- Verifying the name, designation and address of the speakers
- Protocols associated with the speakers / Government officials
- Spellcheck
- And other aspects
- Develop a folder along with the agenda, scribbling pad, pen, copy of the invitation, brief background about the program, etc., (for speakers to understand and communicate in line with the program team).

Day	Time	Activity
SATURDAY, FEBRUARY 18	7:00 am – 8:00 am	Havan, Recitation of Sri Jappi Sahib & Hanuman Chalisa (108 times)
	6:00 pm – 8:00 pm	Bhajan & Rev. Dada J. P. Vaswani's Talk in Hindi – <i>Sardar Anuguh Marg</i>
SUNDAY, FEBRUARY 19	7:00 am – 1:00 pm	Havan, Recitation of Sri Jappi Sahib, Aarambh of Nari Granth, Maha Mantra Jaap, Seva, Rev. Dada J. P. Vaswani's Upanishad and Langer
	6:30pm – 8:15pm	Low Genesis: Anecdotes of Unconditional Love and Boundless Gratitude (Program by Judge Builders, the Youth Wing of Seva Vasant Mission)
MONDAY, FEBRUARY 20	7:00 am – 8:00 am	Havan, Recitation of Sri Jappi Sahib, Maha Mitranya Mantra Jaap
	12 noon – 1:00 pm	Akhand Kirtan, Seva & Langer
	6:45 pm – 8:00 pm	Shri Kirtan Uthav & Bhog of Maha Mitranya Mantra Jaap
TUESDAY, FEBRUARY 21	7:00 am – 8:00 am	Havan, Recitation of Sri Jappi Sahib & Gayatri Mantra
	6:30 pm – 8:00 pm	Brahma Naad: An audio-visual delight to recharge, revitalize and rejuvenate you. Rev. Dada J. P. Vaswani's Short Talk in English
WEDNESDAY, FEBRUARY 22	7:00 am – 8:30 am	Havan, Recitation of Sri Jappi Sahib & Simant Bhogyal Gita Chapter 13 & Bhog of Guru Granth Sahib and Nari Granth
	6:30 pm – 8:00 pm	Sunhatee Shaam: An evening for the Senior Citizens
THURSDAY, FEBRUARY 23	7:00 am – 8:30 am	Havan, Recitation of Sri Jappi Sahib & Dakh Bhanjan
	6:30 pm – 8:30 pm	Bhajan & Rev. Dada J. P. Vaswani's <i>Ruh Rihai in Hindi</i>
FRIDAY, FEBRUARY 24	7:00 am – 9:30am	Havan, Recitation of Sri Jappi Sahib & Sri Sukhmani Sahib
	6:30 pm – 8:15 pm	Rahb Da Connection... Huddle to God: An exciting performance by St. Mira's Institution. Question-Answer Session with Rev. Dada J. P. Vaswani

*Master of ceremony (MC):*

Master of Ceremony (MC) is a very important activity in the entire program. S/he will be responsible for maintaining momentum in the entire program and bring life in the program. Hence, S/he need to be very familiarized with:

- About the proposed program
- Understanding the theme



- Understanding the CBO
- Understanding the profile of each speaker
- Chronology / sequence in inviting the speakers
- Command over the language
- Willingness or ability to translate if required (in case if any of the speaker communicates in other languages which audience cannot understand).
- Listening the speakers messages and communicates comprehensively soon after the speech is over.
- Identify a nodal person from the CBO for last minute consultations, alternative arrangements, etc.
- Ability to manage the crisis
- And efficiently managing the overall program and time.



Master of Ceremony preferably may be conducted from within the organization or a person associated with the program planning. In select cases, based on the level of the program, professionals may also be identified and engaged with the detailed brief and enabling S/he to understand for effective communication.

*Sequentially conducting the planned programs:*

- While planning the agenda, interest of the audience may need to be taken into account and planned in such a way.
- The aspects such as monotony and message fatigue in the program may be avoided while planning the agenda.
- Opportunity may be provided for combinations of various programs to sustain the interest of the audience.
- The performers need to be informed in advance about the sequence of the program to enable them to be readily available.
- In case of any of the individual or performer has not reported within the time frame or fallen sick or unable to perform, alternative arrangements may need to be planned. Otherwise, changes in the sequence may also need to be taken up at the last minute by consulting with the nodal person / point of contact.

*Time management:*

- The CBO or MC may need to communicate to each speaker on the time limit and their role in their program.
- MC needs to coordinate the time management.
- In case, if any of the speaker exceeds the time or communicates the relevant information, the MC should be in a position to initiate efforts to coordinate.
- Communicating the right time of the commencement of the program with both speakers and with the audiences is equally important for effective time management.



- In case, if the program time is exceeding, the MC in coordination with the organizers may need to evolve alternative arrangements either by reducing the activities or requesting the speakers to reduce their time, etc.

*Recognizing the sponsors:*

- Who need to be recognized?
- Sponsors, donors & supporters
- Program partners / collaborators
- Funding agency
- Key stakeholders – currently supporting / supported earlier
- Officer who has mobilized more resources
- Fundraising sub-committee members
- Best performers (participated in conducting the performances in the day of the event)
- Any other person based on the recommendations of the sub-committees or CBO

*How recognition can be made?*

- How recognition can be made?
- Certificate of appreciation in the form of certificate / frame / shield
- Mementos
- Shawls
- Appreciation by a representative from the CBO
- Providing gifts (products produced by community members) and
- Any other innovative ways of recognition based on the team's suggestions and by applying creative ideas.



*Special activities during the event:*

- The organizers may consider to include innovative special activities as a part of the agenda for ensuring the attention of audience, crowd pulling, demand creation, ensuring media attention, avoiding monotony, etc. Some of the suggested special activities for consideration but not necessarily limited to:
  - Oath taking
  - Release of books / CDs
  - Exhibitions
  - Submitting recommendations
  - Interactions with the audience
  - Use of technology in between the programs

- Screening of video clippings
- Engaging celebrities
- And other innovative activities may be integrated

*Opportunity for interactions:*

- As a part of the program planning, opportunity may be provided all the audience members to interact with the CBO / organizers / speakers / experts as per the requirements.
- The interaction should be thematic and more focused.

*Use of multiple methods / approaches:*

- The organizers may consider the possibilities of integrating / adopting multiple methods and approaches in conducting the program.
- The combinations of song, drama, cultural program, mimicry, speech, question & answer session, video screening, quiz program, etc.
- However, the multiple methods should not dilute the main focus and should not deviate from the theme.

*Proposing vote of thanks:*

- Proposing vote of thanks is equally important in the entire event
- The person who proposing vote of thanks may need to take into account on the following:
  - Prepare a detailed list of people need to be thanked
  - Consider thanking the sponsors who has extended support, committee members who has extended support in resource mobilization, media, event management agency, donors, volunteers collaborators and other key stakeholders.
  - While providing thanks, consider thanking people those who are available in the event and those who has extended support but not available on the program day.
  - Proposing thanks should be very unique, personalized and should not be reading the written document.



*Group photo:*

- As a part of the event, efforts may be undertaken to take group photo for use by media, in the annual reports, presentations, etc.
- This will also help in sharing the photos with supporters as a remembrance.



### *Documentation:*

- Documentation support committee may need to undertake efforts to document the proceedings in writing, audio & video documentation.
- Coordinate with the experts identified for the documentation purposes and extend needed support for proper documentation.
- Parallely, the sub-committees and documenter need to develop the recommendations / commitments emerged during the process of the meeting for announcing during the end of the meeting.
- Documentation of the report need to be completed within seven days from the day of the program.

### *Recommendations:*

- The organizers should develop a system to capture the recommendations emerged during the event. The recommendations need to be sequenced and thematically grouped. If possible, the same can be computerized by the documenter for presentation with the sponsors and in the meeting.
- These recommendations will also be useful for sharing it with the press and media.
- While evolving recommendations, the organizing agency should be very careful in wording. The recommendations should not hurt any of the organization or individuals or government or institutions, etc.
- The recommendations of the event may be integrated into the report and shared as a part of the thanks letters.

### **9.3. Post-event activities:**

- Developing plans for fund raising based on the experiences gained / sharing of experiences.
- The organizers may need to conduct a feedback and review meeting to analyze what has worked and what has not worked. This exercise will provide ideas for effective planning for subsequent resource mobilization efforts.
- Based on the experiences gained and considering the requirements, develop a comprehensive plan for resource mobilization to achieve the organizational funding requirements and goals.
- The organizers may also need to evolve parallel efforts to identify innovative efforts being adopted by CSOs and other institutions in the country. Such innovative ideas may also be identified and integrated.

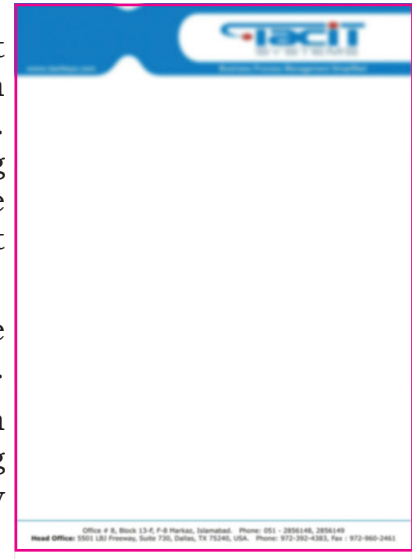
The fund raising plan for subsequent event should aim at reaching out:

- The supporters has agreed to give continuously
- The supporters committed for future supports

- The potential supporters identified from the sub-committees
- Newly emerged business entrepreneurs in the project area
- New foundations / organizations expressed willingness to support for social cause, etc.

*Communication to the supporters and possible new supporters:*

- The organizers may identify and engage an expert who can effectively draft a thanks letter to each of the donor / main supporters / collaborators. This letter will serve as a platform for expressing thanks, maintaining continuity, exploring the possibilities to mobilize support in the subsequent years, etc.
- Each letter need to be addressed to the respective officer or head of the institution as per the system.
- Each letter need to be very personalized along with the nature of support they have extended. Along with the thanks letter, any of the following may also be sent to enlist their support:



- Photographs
- Copy of the consolidated expenditure / amount generated statements (specifying the name of the donors and the amount they have contributed).
- Copy of the recommendations / brief report (if required)

*Mobilizing right audience for the event:*

- Based on the theme identified, the CBO / organizing team should plan for inviting and ensuring the right intended audience participation in the program.
- The participants for the program may need to be very systematically planned, communicated the program details, confirm their participation, facilitate the transportation if required, etc.
- Select the audiences considering the theme, language proposed to be used in the entire program, willingness to participate in the entire program, right age group, etc.
- Also, ensure the participation of audience attending the program at a right time to commence the program at right time.
- Kindly share some basic guiding principles to be followed by the audience during the event:
  - Keeping the mobile phone in silent mode
  - Not attending the phone calls during the event
  - Do not access SMS, WhatsApp, etc., during the event.



- Avoid talking during the event.
- Avoid going out – in between the program
- And other guiding principles evolved during the meeting or suggested by the sub-committees.

*Documentation and reporting (including preparation of reports / case studies / success stories / best practices):*

The documenter with the support of the documentation sub-committee may undertake efforts to develop documents pertaining to the event and related to the organizational activities to use as a promotional materials for resource mobilization in the forthcoming events:

- Case studies
- Best practices
- Documents on the pilot testing and lessons learned
- Report on the events
- Updating the brochure, etc.
- The same may be reviewed and finalized.
- Efforts may be undertaken to share selected documents at regular intervals as soft copies through emails.
- E-group may also be formed for supporters to regularly update on the organizational activities, efforts, innovations, plans, etc.

*Financial review:*

- The CBO along with the accounts team need to review the income and expenditure and identify the actual amount mobilized through this event.
- Also compare the target proposed and the total amount mobilized through this event.
- Develop systems for using the mobilized resources in a sustainable way.
- Using the money for the specific program.
- Deposit the amount in a bank and use the interest earned.
- Develop innovative programs for piloting (by using the mobilized resources)
- Develop other mechanisms for sustaining the mobilized funds.

*Evolving plans for sustaining the team:*

- The CBO may need to undertake efforts to sustain the team members trained and formed as a group for conducting events.
- The trained team may need to be provided with technical update and needed

knowledge and skills for continuing the performance.

- Opportunities may also be provided to expose to new type of programs / cultural performers to enable them to acquire additional knowledge and skills.
- The funding opportunities for the trained team to conduct events may also need to be explored.
- The trained team may also need to be equipped to perform on various themes to fulfill the needs and demands of the various organizations. This will help in leveraging funds / grants from various organizations and conducting programs in the same geographical area on different themes. This will also be very cost effective and very much effective in sustaining the team.
- Develop alternative additional skilled personnel for inclusion into the team - in case if any of the team members is left in between. This will help in sustaining the team.

### **10. Event based model – a success story:**

#### **Cultural event is one of the key for Resource mobilization for CBO corpus.**

Experience by Salem Transgender CBO.

VHS helped the CBOs to identify various resources available in their district and facilitated them in accessing these services. CBOs have raised funds to develop an effective infrastructure for resource development through an appropriate mix of techniques and funding sources in order to ensure long-term financial sustainability. Resources complements and strengthens CBOs organisational activities and able to develop new programmes and existing ones.



Salem Thirunangaigal Nala Sangam (STNS) working for the betterment of Transgenders in Salem district, conducts fund raising program regularly to raise corpus for their CBO. The experience sharing by the process they followed in the fund raising through cultural show is given below.

Mx. Pooja President of STNS who is involved in fund raising since 2008 shares her experiences in the fund raising Process. CBO will do preparatory work, plan, target of fund to be collected and assess the risk assumption. Later CBO will call for a meeting with Jamat leaders, CBO officer bearers, community staff and Volunteers who helped the CBO program previous year. President will share the concept of cultural event. Members will do critical review, evaluate the program and develop road map to reach their target.

The Treasurer will present the target of money to be collected from the event, “Less expenditure more Profit” is the magic work in the mind of every member in the organisation.

Committees will be formed to delegate the responsibilities. Such as state committee, program committee Ticket committee, logistics committee, press committee, documentation committee, ethical committee etc..to design, monitor, evaluate and proceeding of the cultural show.

The committee will develop a pamphlet consists of the theme for the cultural event, photographs of last year events, special invitees and chief guests who attended the program, their complements and proposed budget for this year program. It gives confidence to the donors and special invitees about the CBO and start supporting to them.

### **The board collect the fund from three buckets**

1. Through ticket,
2. Through sponsors and
3. Through donors.

All the staff working in the organisation were given target for selling the program ticket. Once in a week, they have to report to the committee, the amount they collected, balance leftlet, and next week target.

Board members take the responsibility to look for the special invitees, such as District Collector, Superintendent of Police, Political leaders, film actors/actress, Lions / Rotary clubs, faith based organisations, volunteers etc., who supported the program last year. They do approach colleges and institutions to support for the program as volunteers.

All the money collected from the program is deposited in the CBO bank account and no one should keep the money in their hand. The treasurer and the accountant from the CBO are sole responsibility of handling the money. Initially CBO will give money from CBO corpus to meet their immediate expenses such as pamphlet and tickets printing.

Committee will assess their performance in terms of weather the proceedings are going in the right path, or do they need any alternation or innovative approach to speed up the fund raising strategy. Such as CBO will announce, whoever sells more number of tickets will get a mobile or watch as a gift, honoring the best performer in the stage by handing over the mementos from the chief guests etc.

During the cultural events, those who sponsored the program or donated for the program will be called in the stage and honor them, it recognizes their contribution to the welfare of Transgenders and also motivates them to support in future too.

Some of the people or volunteer who witnessed the program will give donation on the stage itself. Treasurer will receive the amount and give voucher immediately to them. Talent shows by Transgenders, cultural programs and the achievements of the CBO, felicitation, special address and presidential address by the chief guests are some of the activities that take place during the program. All the staff, committee members



and the board members are brought into the stage and honoring them is done.

CBO will declare holiday the next of the program, and on the following day, all the committee members, staff, and board members from the CBO gather in the office. They review the program in detail, success, failures, challenges and threats. The sharings are well documented and implemented in the next program. CBO will sponsor lunch to them. Income and expenditure of the total program will be shared by the Treasurer and the person who mobilised more money will be rewarded through gifts. CBO will assign one day outing to them. The committee members will visit individually and extend their thanks and gratitude to each and every special invitees and chief guests and donors who supported the program.

“Fund raising from cultural events is not an easy task, if we plan the activity well in advance, we can mobilize more profit and incur less expenditure. If not it reverse back”. Sharing by the President – STNS.

### **11. Sustainability of the CBO through resource mobilization:**

- The balancing between the grant based funding models and event based resource mobilization initiatives.
- Identify donors and continue to mobilize resources (Government, private, corporate, international, others, etc.).
- Develop teams to perform in newly emerging themes on the need of developmental organizations for mobilizing resources and continue to perform.
- Continue to practice event based resource mobilization efforts.
- Form new teams on need based (in addition to the same team), the new team may be to perform other type of activities / performances.
- Conduct parallel different types of resource mobilization activities / events.
- Identify the internal teams, team’s additional talents and use the same for resource mobilization.
- Identify new emerging resource mobilization approaches / mechanisms and integrate the same into the ongoing event based resource mobilization or undertake new mechanisms based on the experiences gained from event based models.
- Develop corpus fund / permanent fund for sustaining the CBO activities.
- Document and disseminate best practices and lessons learned.
- Continue to exchange experiences and learn from others.
- Emerge as a training institution to build the capacities of the other CBOs on resource mobilization thereby provide technical assistance and generate resources.

#### **Literature review**

1. <https://healthcommcapacity.org/resource-mobilization-important/>
2. [https://en.wikipedia.org/wiki/Resource\\_mobilization](https://en.wikipedia.org/wiki/Resource_mobilization)
3. <https://www.fundsforngos.org/free-resources-for-ngos/resource-mobilization/>
4. <https://en.wikipedia.org/wiki/Fundraising>
5. <https://en.wikipedia.org/wiki/Event>
6. [http://www.nonprofitnext.org/sites/default/files/resource\\_library/fundraising\\_types\\_pros\\_cons.pdf](http://www.nonprofitnext.org/sites/default/files/resource_library/fundraising_types_pros_cons.pdf)

**Annexure**  
**Invitation Letter**  
In the CBO letter pad

To

<<Name of the official>>  
<<Designation>>  
<<Department or Organisation>>

Date:

Respected Sir / Madam,

**Sub: Invitation for inaugurating the cultural event and give presidential address – reg.**

Greetings

Thank you very much for your continuous support for the welfare of marginalised communities. State Government has done great work for the upliftment of Transgenders and it showed positive results and increased the quality of lives of the Transgenders.

<<Write about the CBO, the work it does in 4-5 lines>>

We are planning to organise cultural event to exhibit our transgender talents. Such an event we hope, would help us in mainstreaming the Transgender communities. More than 500 members inclusive of Transgenders, public, stakeholders etc will attend the program. The detail of the event is as follows.

Date:

Time:

Venue:

In this regard, we invite you to inaugurate the cultural event and deliver presidential address to the gathering. Your presence will motivate the CBO and help the general public to nurture the talents of the marginalised, accept Transgender communities and thus helping them to lead a quality life.

We shall be thankful for your continuous support.

Thanking you,  
Yours sincerely,

Signature, Designation, Contact No:

## Template Letter to Public Works Department for displaying event related banners in open space

In the CBO letter head

Date:

To

Mr / Mrs. -----

Public Works / Highways Department

<<Mention the address>>

Respected Sir / Madam,

**Sub : Requesting permission for displaying program banners in the following areas**  
**<<Mention the name of the areas>>- reg.**

Greetings.

<<About your organisation : Name of the CBO, how many years the CBO is working in the area, who are all the beneficiaries>>.

<<Why the program>>: For example, Transgender person are basically good and passionate in performing cultural activities like dance, music, folk dance, classical, and traditional dance etc, and the cultural events is the best choice and more opt for TGs to showcase their talent to the public which help them to mainstream to the general society.

Mr/Ms. ----- is the special invitee for the program. (please mention who are all the key important chief guest for the program.) We are expecting over ----- Transgenders and ---- public for the event / programme.

Hence we are requesting you to accept our request and provide permission to display the banners (mention the size of the banner) in the following areas\_\_\_\_ <<Choose maximum five places (Railway station, bus stand, market place, junctions etc). We will display the banner two days prior to the event and remove them one day after the event. We assure you that we would ensure the banners will neither disturb any general public nor it will create any public nuisance in the places.

Looking for your continuous support,

With warm regards,

Signature, Designation, Contact no.

Encl.:

Program brochure, agenda or invitation

## Template Letter to Police station

In the CBO letter head

To  
Mr / Mrs. -----  
The Inspector of Police  
Police station

Date :

Respected Sir / Madam

**Sub : Requesting permission for the cultural event program organised at -----  
(Name of the hall, Place) on ----- (Date of the event) regarding.**

Greetings .

<<About your organisation : Name of the CBO, how many years the CBO is working in the area, who are all the beneficiaries>>.

<<Why the program>>: For example, Transgender person are basically good and passionate in performing cultural activities like dance, music, folk dance, classical, and traditional dance etc, and the cultural events is the best choice and more opt for TGs to showcase their talent to the public which help them to mainstream to the general society.

Mr/Ms. ----- is the special invitee for the program. (please mention who are all the key important chief guest for the program.) We are expecting over ----- Transgenders and ---- public for the event / programme.

Hence we are requesting you to accept our request and provide safer environment, that will help us to conduct the program, without any hindrances Looking for your continuous support,

Looking for your continuous support,

With warm regards,

Signature, Designation, Contact no.

Encl.: Program brochure, agenda or invitation

Note : If the program is planned in a open space, a letter to be drafted to the Inspector Police to seek permission, before two weeks of the program.

If the program is organised in a closed place (hall, mandapam, hotel etc.,) submit a letter to the police station to give protection (it is a procedure, if more than 100 people gathered in a place, we have to submit a letter to the nearest police station) for protection.

## Thanks giving Letter template

In the CBO letter head

To

Date:

Respected Sir /Madam.

**Sub: Expressing thanks and gratitude for having participated in the event  
-----(mention the event name ) organised by -----(Name of  
the CBO) on ----- (mention the date and venue) - reg.**

We take this opportunity to thank you on behalf of ----- (Name of the CBO) for your continuous support and guidance for the cultural event happened at <<date & venue>>. With your support and guidance, the program reached the larger society and created fruitful environment for the Transgenders, thus setting an example for other districts to learn from its best practices. Once again we thank you on behalf of our organisation for your participation and for making the program more significant.

Looking forward for your continuous support and guidance towards the betterment of Transgender communities.

Thanking you,

Yours sincerely,

Signature, Designation, Contact no.