





# Module 8: Community mobilisation

## Pre-assessment

After reading through the module overview and introduction, complete the following pre-assessment in order to determine how experienced or comfortable you are with the topic of supporting agripreneurship. You will be asked to complete a post-assessment after you have worked through the learning content.

	Question	Self-assessment				
		Low		High		
1	I recognise that community mobilisation is important for successful extension.	1	2	3	4	5
2	I am able to choose and employ appropriate approaches to facilitate community mobilisation.	1	2	3	4	5
3	I am confident in my ability to design processes that facilitate community mobilisation involving women.	1	2	3	4	5
4	I am confident in my ability to design processes that facilitate community mobilisation involving the youth.	1	2	3	4	5

*Answer: Learner's own answer.*

# Study unit 1: Culture and diversity including gender and youth

## Session 1.1: Understanding culture and diversity

### Activity 1.1 Individual activity: Building an inclusive community

Answer the following in your own words.

1. Briefly explain why culture is important to consider in community mobilisation. (2)

*Answer: Different cultures will determine different societal norms and this will influence the advice you will give the community in a specific situation.*

2. Is the following statement true or false? If false, what is the correct statement?

It is important to include people from different cultures in the decision-making process in a community. (2)

*Answer: True*

3. Briefly explain how diversity can benefit or challenge a community. (2)

*Answer: Different cultural groups will do things differently which gives the opportunity to use each culture's unique strengths to benefit the community when the groups work together. A challenge is that where there is diversity there is division and conflict.*

**Total: 6 marks**

## Session 1.2: Vision for inclusive local community

### Activity 1.2 Individual activity: Relationships and diversity

Answer the following in your own words.

1. Is the following statement true or false? If false, what is the correct statement?

Different cultural groups living in the same area cannot form a relationship based on their shared environment. (2)

*Answer: False. Different cultural groups living in the same area can form a relationship based on their shared environment.*

2. What could be a good motivator to get people of different cultural groups living in the same community to build an alliance? (1)

*Answer: People will be willing to work together if they know they will mutually benefit from the alliance.*

3. Fill in the missing words. Different cultural groups living in the \_\_\_\_\_ area with access to the same \_\_\_\_\_ will experience the same challenges. (2)

*Answer: Different cultural groups living in the **same** area with access to the same **resources** will experience the same challenges.*

**Total: 5 marks**

## Session 1.3: Building a diverse and inclusive community

### Activity 1.3 Individual activity: Community mobilisation

Answer the following in your own words.

1. Explain why dignity and hope are important in community mobilisation in a disaster situation. (2)

*Answer: People who are recovering from disaster are dealing with a sudden extreme change in their situation. Treating them with dignity and giving them hope will motivate them to do everything they can to make the changes to recover from the shock.*

2. Fill in the missing words. A good team for community mobilisation must be \_\_\_\_\_ and the people should have the \_\_\_\_\_ and \_\_\_\_\_ to address all the different aspects of the action plan. (3)

*Answer: A good team for community mobilisation must be **diverse** and the people should have the **skills** and **capabilities** to address all the different aspects of the action plan.*

3. Is the following statement true or false? If false, what is the correct statement?

Diversity in a community can help the whole community to solve common problems more effectively. (2)

*Answer: True.*

**Total: 7 marks**

## Session 1.4: Enhancing women and youth participation and productivity

### Activity 1.4 Individual activity: Gender differences and youth participation

Answer the following in your own words.

1. Is the following statement true or false? If false, what is the correct statement?

Gender differences will influence community mobilisation because of defined gender roles present in a community. (2)

*Answer: True*

2. List some of the ways you can encourage youth participation in community mobilisation. (3)

*Answer: Education, competitions and information days at schools.*

3. Briefly explain why it is important to give support to women and youth in community mobilisation. (2)

*Answer: Cultural norms cause women and youths to be excluded from owning land and making decisions. Women are excluded because of cultural norms on gender roles and youth are excluded because of their age.*

**Total: 7 marks**

## Summative assessment: Unit 1

Answer the following questions in your own words.

1. Briefly explain the relevance of culture and diversity in guiding a local community to develop a vision. (6)

*Answer: Culture is a strong part of people's lives which influences their views, values, hopes, loyalties, worries and fears (2). Diversity in a community means there will be different ideas of what the vision should be because the problems experienced by people will differ according to their age, gender, income status and culture (2). When determining a community's vision it is best to include all groups in the decision-making process so that the different needs within a diverse community will be realistically represented and addressed by the action plan you design for their situation (2).*

2. Is the following statement true or false? If false, what is the correct statement?

Men and women have equal assets, access to resources and opportunities within a community. (2)

*Answer: False. Women rarely own land, may have a lower education and their access to productive resources as well as decision-making tend to occur through the mediation of men.*

3. Fill in the missing words: When building a \_\_\_\_\_ community it is important to give all members of that community \_\_\_\_\_ and hope. If they feel that there is \_\_\_\_\_ for a better future they will be motivated to find \_\_\_\_\_ to the problems they face. (4)

*Answer: When building a **diverse** community it is important to give all members of that community **dignity** and hope. If they feel that there is **hope** for a better future they will be motivated to find **solutions** to the problems they face.*

4. Briefly explain why it is important to support women and youth in community mobilisation. (10)

*Answer: It is the norm for adult men to be the primary land owners in many communities (2). While women do grow food crops for household use, they will still rely on the majority of the household income to come from the men (2).*

*The youth, because of their age, will not have decision-making power within a community and will also not be able to own land of their own (2). They will most likely be included in a supportive role to carry out designated tasks to contribute to their households (2). Targeting and providing safety-net support for women and youth will enable them to contribute more to the community (2).*

5. Is this statement true or false? If false, what is the correct statement? To build a good team for community mobilisation you need to employ people with the skills and capabilities to understand community diversity. (2)

*Answer: True*

6. Briefly explain why diversity in a community mobilisation team benefits the community. (4)

*Answer: If your team is diverse the members in the team will be able to better relate to the needs of different groups within a community (2). They can identify where conflicts might arise and choose the solution that will use each group's strengths to benefit the whole community (2).*

7. Is this statement true or false? If false, what is the correct statement? You do not need to understand gender differences in a community to know how to appropriately engage the members in the community before designing an action plan. (2).

*Answer: False, you will need to understand gender differences so that you can engage the members with decision-making power within a community.*

**Total: 30 marks**

## Study unit 2: Livelihood assets assessment

### Session 2.1: Gathering information

#### Activity 2.1 Individual activity: Assessments

Answer the following in your own words.

1. Fill in the missing words. It is important to set \_\_\_\_\_ so that you will know what the community hopes to \_\_\_\_\_ from making changes. The \_\_\_\_\_ will depend on the situation. It is also important to consider if \_\_\_\_\_ objectives are the same as the community's objectives. (4)

*Answer: It is important to set **objectives** so that you will know what the community hopes to **accomplish** from making changes. The **end goal** will depend on the situation. It is also important to consider if **your** objectives are the same as the community's objectives.*

2. List the main resources you need in order to collect information for a livelihood assets assessment. (5)

*Answer: Natural capital, human capital, social capital, physical capital and financial capital.*

3. Is this statement true or false? If false, what is the correct statement? Information on what resources are available to each household can be collected through different methods. (2)

*Answer: True.*

**Total: 11 marks**

## Session 2.2: Sampling and assessment planning

### Activity 2.2 Individual activity: Samples

Answer the following in your own words.

1. List the steps of planning an assessment in order. (5)

*Answer: Preliminary data collection, preparation, fieldwork, data entry and interpretation, report of findings.*

2. Is this statement true or false? If false, what is the correct statement? The sampling method you choose will only be determined by the goals of the assessment. (2)

*Answer: False. The sampling method you choose will be determined by the goals of the assessment as well as constraints on time, resources, access and security.*

3. Choose the correct answer from the options below. The accepted rule for household food security and livelihood assessments when using purposive sampling is:
  - a. 20-100 households
  - b. 200-300 households
  - c. 40-250 households
  - d. 50- 150 households (1)

*Answer: d. 50-150 households.*

**Total: 8 marks**

## Session 2.3: Core components of livelihood assets assessments

### Activity 2.3 Individual activity: Context analysis, food security, and coping strategies

Answer the following in your own words.

1. Briefly explain what context analysis is and why it is important. (8)

*Answer: Context analysis looks at information on the social, economic, political, environmental, demographic, historical and infrastructure aspects of an area and it will help you better understand the factors that influence livelihood systems.*

2. List the factors that influence food security. (5)

*Answer: Food availability, food access, food consumption, food utilisation and care practices.*

3. Fill in the missing word. Coping strategies are the \_\_\_\_\_ that people take to manage their resources in times of hardship at household level. (1)

*Answer: Coping strategies are the **actions** that people take to manage their resources in times of hardship at household level.*

**Total: 13 marks**

## Session 2.4: Analysing results

### Activity 2.4 Individual activity: Analyse and interpret data

Answer the following in your own words.

1. Fill in the missing words. Different sources of \_\_\_\_\_ need to be assessed together so that the \_\_\_\_\_ ranking reflects the concerns of the community to make sure that the core indicators of vulnerability are the \_\_\_\_\_ across all groups and zones. (3)

*Answer: Different sources of **information** need to be assessed together so that the **vulnerability** ranking reflects the concerns of the community to make sure that the core indicators of vulnerability are the **same** across all groups and zones.*

2. Is this statement true or false? Data analysis and interpretation should be done throughout the assessment process. (2)

*Answer: True.*

3. Briefly explain why it is important to identify principal causes of food insecurity and risks to livelihoods? (2)

*Answer: It is important to distinguish between acute risk factors and chronic risk factors because the interventions will differ for each situation.*

**Total: 7 marks**

## Summative assessment: Unit 2

Answer the following questions in your own words.

1. Why are livelihood assets assessments useful? (4)

*Answer: Livelihood assets assessments give a basic framework for the programme analysis, design, monitoring and evaluation of many organisations.*

2. Briefly explain what factors will influence the sampling method you choose for your assessment. (5)

*Answer: The sampling method will be determined by the goals of the assessment as well as constraints on time, resources, security and access.*

3. Describe what bias is and explain why you need to consider bias in your data. (3)

*Answer: Bias is the difference between an expected value and the true value of an estimated parameter. It must be considered so that you can choose the sampling method that will minimise it the most so that your assessment data will represent your sample population most accurately given the sample size.*

4. Name the two main sampling methods to use for data collection and state which method will have a high chance of introducing bias into the results. (3)

*Answer: Probability sampling and non-probability sampling. Non-probability sampling methods have a high chance of introducing bias into the results.*

**Total: 15 marks**

## Study unit 3: Problem solving approaches

### Session 3.1: Defining problems and their root causes

#### Activity 3.1 Individual activity: Root causes

Answer the following in your own words.

1. Is this statement true or false? If false, what is the correct statement? Defining a problem is necessary so that you know exactly what needs to be changed to make a situation better. (2)

*Answer: True*

2. Briefly explain why it is important to find the root cause of a problem. (1)

*Answer: When you identify the reason the problem exists in the first place you can find a solution that will fix the problem permanently.*

**Total: 3 marks**

## Session 3.2: Participatory development of a basket of options

### Activity 3.2 Individual activity: The importance of participatory development

Answer the following in your own words.

1. Briefly explain the importance of participatory development of different solutions. (2)

*Answer: When you include all members of a community in finding solutions to the problems they have identified, you will get many different ideas to solve their particular problem in a practical and relevant way.*

2. Fill in the missing words. Creative problem solving has the \_\_\_\_\_ of generating a \_\_\_\_\_ of possible solutions that you can \_\_\_\_\_ from to solve a particular problem. (3)

*Answer: Creative problem solving has the benefit of generating a list of possible solutions that you can choose from to solve a particular problem.*

**Total: 5 marks**

## Session 3.3: Participatory selection of an appropriate solution

### Activity 3.3 Individual activity: Feasible solutions

Answer the following in your own words.

1. List the things you must consider when deciding if a solution is feasible. (5)

*Answer: Can it be implemented in a reasonable time? Can it be done within cost limits? Will it work reliably? Will it use staff and equipment efficiently? Is it flexible enough to adapt to changing conditions?*

2. Fill in the missing words. A solution is acceptable if the implementers \_\_\_\_\_ the solution, if they perceive it was worth their \_\_\_\_\_ and \_\_\_\_\_, if the risks are \_\_\_\_\_, if the solution \_\_\_\_\_ the people affected by the problem and if it benefits the \_\_\_\_\_. (6)

*Answer: A solution is acceptable if the implementers **support** the solution, if they perceive it was worth their **time** and **energy**, if the risks are **manageable**, if the solution **benefits** the people affected by the problem and if it benefits the **organisation**.*

**Total: 11 marks**

## Session 3.4: Participatory implementation

### Activity 3.4 Individual activity: Implementing a solution

Answer the following in your own words.

1. Briefly explain why participatory implementation is important. (3)

*Answer: The community will be affected by the plan you choose to implement to solve a problem. When the community participates in making the changes and putting the plan into action they will implement what they have agreed on and it will help them to solve similar future problems on their own.*

2. List the questions you must ask when planning an action plan. (6)

*Answer: What must be done? Who will do it? When will it be started? When will key milestones be completed? How will the necessary actions be carried out? Why are these actions a solution?*

**Total: 9 marks**

## Session 3.5: Participatory monitoring and evaluation

### Activity 3.5 Individual activity: Effective monitoring

Answer the following in your own words.

1. Choose the correct answer to complete the sentence from the options listed below. Monitoring and evaluation of an action plan is important because:
  - a. It helps you track the progress of your intervention.
  - b. It makes sure there is enough funding available for the intervention.
  - c. It reduces conflict in the community.
  - d. It makes division of labour easier in the community. (1)

*Answer: a. It helps you track the progress of your intervention.*

2. Is this statement true or false? If false, what is the correct statement? Monitoring and evaluation is a linear process that does not need constant review of the plan and progress. (2)

*Answer: False. Monitoring and evaluation is a cyclical process and constant review of the plan and progress serves to streamline the process to be most efficient in the given circumstances.*

**Total: 3 marks**

## Summative assessment: Unit 3

Answer the following questions in your own words.

1. What are the things you should consider to effectively solve a problem? (2)

*Answer: To effectively solve a problem you need to define a problem and identify its root cause.*

2. Explain how you would go about identifying a root cause of a problem, and state why it is important to address the root cause of a problem? (7)

*Answer: The information collected through different surveys of household livelihood, food security, the geographical area and agricultural production systems will help identify the major problems the community faces and closer analysis of the specific problems will let you identify their root causes. When you address the root cause of a problem you are more likely to find a permanent solution to the problem and you can make sure that your intervention does not cause additional problems after implementation.*

3. Explain the importance of involving the community in the planning, implementing and monitoring and evaluating of an intervention to solve their problems. (5)

*Answer: Involving the community in the planning phase will generate a range of different possible solutions that will be relevant to their local situation. Participatory implementation is important in making sure that all the steps of the action plan are acceptable to the community who will have to do the work to make the changes to solve the problem, so that they see that the time and energy they put into achieving their goal is worth it. Participatory monitoring and evaluation helps assess whether the plan is practically feasible and the locals will be able to identify possible challenges and areas where the plan will need to be revised to make it more feasible.*

**Total: 14 marks**

## Study unit 4: Leadership development

### Session 4.1: Leadership styles

#### Activity 4.1 Individual activity: Identify different leadership styles

Answer the following in your own words.

1. List the different leadership styles. (5)

*Answer: Participative, transactional, transformational, servant and situational leadership.*

2. Which leadership style is thought to be the best in a strong leader? (1)

*Answer: Situational leadership.*

3. Is this question true or false? If false, what is the correct statement? Strong leadership is beneficial because it lets individuals in the community choose what activities they do during implementation of a plan. (2)

*Answer: False. Strong leadership is beneficial because there will be no doubt of what needs to be done and who is responsible for each activity during implementation.*

**Total: 8 marks**

## Session 4.2: Communication skills

### Activity 4.2 Individual activity: Appropriate communication styles for effective communication

Answer the following in your own words.

1. Name the communication style(s) you would use when reporting quantitative data results. (2)

*Answer: Direct and systematic communication styles.*

2. Fill in the missing words. When you interact with someone face to face there are \_\_\_\_\_ communication methods in play. These are \_\_\_\_\_, gestures, silence, \_\_\_\_\_ and use of \_\_\_\_\_. (4)

*Answer: When you interact with someone face to face there are **non-verbal communication** methods in play. These are **facial expressions**, gestures, silence, **eye contact** and use of **space**.*

3. Is this statement true or false? I false, what is the correct statement? Effective communication is characterised by active listening, providing feedback and recognising barriers to understanding. (2)

*Answer: True.*

**Total: 8 marks**

## Session 4.3: Leading and motivating community co-workers

### Activity 4.3 Individual activity: Motivating co-workers

Answer the following in your own words.

1. Is this statement true or false? If false, what is the correct statement? A successful leader is someone who does not need to work well with others because they make all decisions based on their own judgement. (2)

*Answer: False. A successful leader is a good motivator of people because they provide vision and inspiration. They are good at gaining people's trust and building solid relationships.*

2. List some common motivators for volunteers. (4)

*Answer: Service, fellowship, networking and recognition.*

3. Choose the correct answer from the options given below to answer the question.

*Why are challenges a possibility when leading friends and colleagues?*

- a. Leaders have limited decision-making power and friends or colleagues will make all the decisions.
- b. Leaders must make decisions based on their own judgement even if it disagrees with what friends or colleagues think.
- c. Friends cannot make good suggestions.
- d. Colleagues will not do what they should when their leader is part of their group normally. (1)

*Answer: b. Leaders must make decisions based on their own judgement even if it disagrees with what friends or colleagues think.*

**Total: 7 marks**

## Session 4.4: Mentoring

### Activity 4.4 Individual activity: The purpose of mentoring

Answer the following in your own words.

1. Briefly explain the purpose and application of mentoring. (3)

*Answer: Mentorship supports an inexperienced person in enhancing their skill set and allows them to advance professionally. Mentorship can be useful in empowering women and youth to find and gain access to opportunities where they can actively participate in making positive changes in their community.*

2. Is this statement true or false? If false, what is the correct statement? In a mentorship relationship the mentor is there to make all the decisions on behalf of the community. (2)

*Answer: False. A mentor is there in an advisory capacity and should let their mentee carry out tasks and make decisions independently.*

3. Fill in the missing words. Sharing \_\_\_\_\_ and expertise is important in improving retention and recruitment, \_\_\_\_\_ morale, accelerating \_\_\_\_\_ development, encouraging \_\_\_\_\_ and increasing \_\_\_\_\_ knowledge. (5)

*Answer: Sharing **experiences** and expertise is important in improving retention and recruitment, **building** morale, accelerating **leadership** development, encouraging **teamwork** and increasing **community** knowledge.*

**Total: 10 marks**

## Session 4.5: Time management

### Activity 4.5 Individual activity: Managing your time effectively

Answer the following in your own words.

1. Choose the correct answer from the options below to answer the question. What is time management? (1)
  - a. A way to make more time for leisure activities.
  - b. A stepwise plan of an intervention.
  - c. A way to organise your tasks to make sure everything is completed in a reasonable timeframe.
  - d. The time you need for a given task to be completed.

*Answer: c. A way to organise your tasks to make sure everything is completed in a reasonable timeframe.*

2. Why is effective time management beneficial? (2)

*Answer: Managing your time effectively allows you to complete all the tasks that need to be completed in a way that will not put pressure on you or cause stress. When your time is planned well you become more productive and efficient in the time you have available to you.*

3. List the characteristics of effective time management. (4)

*Answer: Prioritise tasks, set targets, set boundaries and identify your current time management habits.*

**Total: 7 marks**

## Session 4.6: Participatory goal setting and accountability

### Activity 4.6 Individual activity: Effective goal setting

Answer the following in your own words.

1. Describe what the benefits of participatory goal setting are. (2)

*Answer: By including the whole community in setting their goal, it will encourage everyone to agree on what they expect to achieve and everyone will know what needs to be done to achieve this goal.*

2. Is this statement true or false? Is false, what is the correct statement? Accountability means the leader will always take responsibility for their decisions and the consequences of those decisions. (2)

*Answer: True.*

3. List the characteristics of effective goals. (5)

*Answer: Effective goals must be shared, measurable, challenging, achievable and time specific.*

**Total: 9 marks**

## Session 4.7: Teamwork

### Activity 4.7 Individual activity: Team-building and development

Answer the following in your own words.

1. List the stages of team development in order. (5)

*Answer: Forming, storming, norming and performing.*

2. When building a team, which team-building strategies can you use and why? (4)

*Answer: Provide structured activities that promote interaction of the members in the group to help them develop familiarity and positive communication. Actively involve all team members in planning and decision-making processes to have effective meetings.*

**Total: 9 marks**

## Summative assessment: Unit 4

Answer the following questions in your own words.

1. Describe all the steps you would consider when you develop an action plan. (15)

*Answer: To develop an action plan, start by conducting different surveys to generate a contextual analysis of the area you are serving. Use surveys to generate a livelihood assets assessment of the community.*

*Engage the key stakeholders of the community, as well as the community as a whole, to find out what their needs are. Identify the problems that need solutions together and then look deeper to identify the root cause of each problem. Get the community members to actively participate in coming up with possible solutions and write down all the ideas. Set goals based on what they hope to achieve when implementing a solution.*

*Look at what and how many resources are available in the community and use this information to evaluate all possible solutions for feasibility . Use the contextual analysis to evaluate all possible solutions for acceptability. Give feedback to the community and include them in choosing the best solutions for their situation.*

*List steps of what needs to happen for the action plan to be implemented. Prioritise tasks in order of urgency . Allocate time and set deadlines for each task to be completed. Delegate tasks to people who are skilled and capable of doing the work and provide training and mentorship where necessary. Before starting with the first steps of the plan, make sure to check all the proposed changes against all the data you have collected to prevent other problems from forming as a result of the changes.*

*Monitor and evaluate the progress of the activities on a regular basis. If something is not happening according to the allocated time schedule, evaluate what the reasons for this and revise the plan.*

**Total: 15 marks**

## Study unit 5: Resource mobilisation

### Session 5.1: Understanding local resource mobilisation

#### Activity 5.1 Individual activity: Benefits of resource mobilisation

Answer the following in your own words.

1. Is this statement true or false? If false, what is the correct statement? Resource mobilisation involves learning how to connect with prospective donors in a way and with language they understand, and finding common ground through shared values and interests. (2)

*Answer: True.*

2. Briefly explain why building relationships with donors will benefit local resource mobilisation. (1)

*Answer: By building a relationship with prospective donors you can encourage them to increase their level of interest and involvement in the cause.*

3. Fill in the missing words. Organisational \_\_\_\_\_ and \_\_\_\_\_ involves establishing and strengthening \_\_\_\_\_ for the resource mobilisation process. (3)

*Answer: Organisational **management** and **development** involves establishing and strengthening **organisations** for the resource mobilisation process.*

**Total: 6 marks**

## Session 5.2: Reviewing the community strategic plan

### Activity 5.2 Individual activity: Vision, mission, opportunities, and threats

Answer the following in your own words.

1. Briefly explain the difference between a community's vision, mission and goal statements. (3)

*Answer: A vision statement tells you what the community wants to achieve. A mission statement tells you how the community will achieve their vision. A goal statement tells you what the community wants to achieve in a given timeframe.*

2. Is this statement true or false? If false, what is the correct statement? A situational analysis helps managers to understand their organisation's business environment, what it is capable of and the people they serve. (2)

*Answer: True.*

3. Describe how you would identify community opportunities and threats. (2)

*Answer: You can use a Strengths/weaknesses/opportunities/threats (SWOT) analysis. It is a stepwise analysis that takes into account all factors that might contribute to community opportunities and threats.*

**Total: 7 marks**

## Session 5.3: Determining resource mobilisation targets

### Activity 5.3 Individual activity: Determining resource mobilisation targets

Answer the following in your own words.

1. Fill in the missing words. Resource mobilisation \_\_\_\_\_ help you keep \_\_\_\_\_ of how many new or additional \_\_\_\_\_ you will need to find to \_\_\_\_\_ your goal. (4)

*Answer: Resource mobilisation **targets** help you keep **track** of how many new or additional **resources** you will need to find to **achieve** your goal.*

2. Briefly explain how you will identify resource gaps and why this is important information. (3)

*Answer: When you look at the resources you have available and compare them to the resources you need to achieve your goal, the difference in this quantity is a resource gap. It is important to know what you will need to acquire from other sources to meet your resource needs.*

**Total: 7 marks**

## Session 5.4: Identifying stakeholder group

### Activity 5.4 Individual activity: Broadening the stakeholder base and developing a map

Answer the following in your own words.

1. Name the tool you will use to identify stakeholders. (1)

*Answer: Stakeholder mapping tool.*

2. Briefly explain why it is beneficial for a community to broaden their stakeholder support base. (2)

*Answer: A community can move away from being dependent on government and NGO grants, which have restricted funds, and find other unrestricted and more consistent sources of funding by broadening their stakeholder support base.*

3. What is the main purpose of developing a stakeholder map?(2)

*Answer: To identify the stakeholders with the highest interest and most influence, so that you can approach them first for support of your cause.*

**Total: 5 marks**

## Session 5.5: Developing key messages

### Activity 5.5 Individual activity: The elements of key messages

Answer the following in your own words.

1. Briefly explain what elements your key message should include and why. (9)

*Answer: A key message should be inspiring, memorable, positive, attention-grabbing, clear and taken from experience . These are important for effectively conveying a community's vision and mission, the urgency of the need for support and how a donor's contribution will help make the necessary changes.*

2. Why is an effective communication strategy important? (1)

*Answer: It is important because it will guide you in getting your key message across effectively.*

**Total: 10 marks**

## Session 5.6: Selecting resource mobilisation vehicles

### Activity 5.6 Individual activity: Appropriate sources for resource mobilisation

Answer the following in your own words.

1. Is this statement true or false? If false, what is the correct statement? You can use the same vehicle for resource mobilisation for every type of donor in your stakeholder support base. (2)

*Answer: False. There are different donors with different levels of involvement and you will need to adapt your resource mobilisation strategy to be appropriate for each donor you are engaging.*

2. List the different resource sources that you can get income from. (5)

*Answer: Grants, special events, direct mail strategies, earned income and major gifts.*

**Total: 7 marks**

## Session 5.7: Monitoring resource mobilisation activities

### Activity 5.7 Individual activity: Monitoring the success of resource mobilisation activities

Answer the following in your own words.

1. What is the purpose of monitoring resource mobilisation success indicators? (2)

*Answer: Monitoring success indicators will give you information on whether your fundraising efforts were successful or not and where you will need to make adjustments in your resource mobilisation plan.*

2. Name the two main categories of success indicators you use for monitoring resource mobilisation activities. (2)

*Answer: Financial indicators and non-financial indicators.*

3. Fill in the missing words. When \_\_\_\_\_ a monitoring and evaluation plan you decide \_\_\_\_\_ you want to monitor, \_\_\_\_\_ you will monitor the indicators, \_\_\_\_\_ you will monitor them and \_\_\_\_\_ will monitor them. (5)

*Answer: When **developing** a monitoring and evaluation plan you decide **what** you want to monitor, **when** you will monitor the indicators, **how** you will monitor them and **who** will monitor them.*

4. Name a tool you can use for monitoring. (1)

*Answer: A proposal log.*

**Total: 10 marks**

## Summative assessment: Unit 5

Answer the following questions in your own words.

1. List the major steps in resource mobilisation. (9)

*Answer: Review the community's vision, mission and goals and identify threats and opportunities. Determine resource mobilisation targets and identify funding gaps. Identify the stakeholder support base. Develop key messages and a communication strategy to target each stakeholder effectively. Select the appropriate resource mobilisation vehicles. Monitor resource mobilisation activities).*

2. List all aspects of resource mobilisation activities you will monitor using financial and non-financial indicators. (12)

*Answer: Financial indicators give an indication of how much money was spent to raise funds, how much money was raised from fundraising activities, if profit was made, the average donation per donor, how well the budget was managed, how much money it cost overall to mobilise resources and how much you can expect donors to support your work in future.*

*Non-financial indicators give an indication of the number of volunteers that join the organisation, the response rate of donors to resource mobilisation letters, how many volunteers upgrade their involvement to become donors, how many one-time donors become repeat donors, how many donors do not renew their gifts annually and how long it takes from proposal submission to donor response.*

**Total: 21 marks**

## Post-assessment

The post-assessment is to be done once you have read through the module and completed all the activities. Compare your answers to those in the pre-assessment to identify where knowledge has been gained and where improvements can be made.

	Question	Self-assessment				
		Low		High		
1	I recognise that community mobilisation is important for successful extension.	1	2	3	4	5
2	I am able to choose and employ appropriate approaches to facilitate community mobilisation.	1	2	3	4	5
3	I am confident in my ability to design processes that facilitate community mobilisation involving women.	1	2	3	4	5
4	I am confident in my ability to design processes that facilitate community mobilisation involving the youth.	1	2	3	4	5

*Answer: Learner's own answer.*