A Guide to Identify and Mobilize Under-Utilized Community Resources
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FOREWORD

I am pleased to provide a foreword to this important guideline by National Agriculture and Livestock Extension Programme (NALEP). I am sure that it will enhance the work of service providers in community development.

When the term resource is mentioned, what comes to the mind of many people is money. However, it is a broad term and may not only refer to money but also physical and social assets at the disposal of a community. Other virtual entities like the beauty of a forest or a park can be an important resource to a given community. It is worth pointing out that the most important resource in any given community is its people.

According to many communities, the biggest hurdle to achieving development is its lack of resources. However, looking at the scenario critically, the main challenge is not the lack of resources but the fact that the resources within the community are under-utilized or not utilized at all.

There is a need for these resources to be identified and mobilized to achieve a community’s development agenda. The process of identification and mobilization of resources is an integral process in community development. The level of community development will depend on the magnitude of resources identified and mobilized.

This guideline attempts to list various categories of resources within communities and goes further to highlight the tools that can be used in identifying these under-utilized resources. Various strategies that can be employed to mobilize these resources have also been suggested.

This guideline has relevance to all communities and is highly recommend to those who have a desire to see their community develop. It is my sincere hope that you will make full use of this important document.

Tom Bonyo
NALEP PROJECT COORDINATOR
ACKNOWLEDGEMENTS

Acknowledgements are made to the Ministries of Agriculture and Livestock Development for facilitating this process. As well, National Agriculture & Livestock Extension Programme (NALEP), World Agroforestry Centre (ICRAF) and Safe Environment and Health Organization (SEHO) are acknowledged for their enormous contribution in the guideline preparation process.

Our gratitude goes to NALEP under the leadership of the Programme coordinator, Mr. Tom Bonyo for providing the necessary funds to undertake this noble task.

The contributions of Iscar of SEHO and Walter of ICRAF cannot go unmentioned. Your tireless efforts, insights and skills made it possible to have the document within the stipulated time.

Appreciations go to Chege, Macharia, Luganje and Amuko. Your field experiences in resource mobilization in Loikotoktok, Lugari, Mombasa and Dagoreti respectively was enlightening. This demonstrates that mobilizing local resources for community development is not a myth.

All those who contributed directly or indirectly to the development of this document are highly acknowledged. Finally, we thank in advance those who will read this guideline and put it into practice.
<table>
<thead>
<tr>
<th>ABBREVIATIONS</th>
<th>Definition</th>
</tr>
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<tbody>
<tr>
<td>BBS: Broad Based Survey</td>
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<tr>
<td>CBO: Community Based Organization</td>
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<tr>
<td>CIG: Common Interest Group</td>
<td></td>
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<tr>
<td>CSO: Civil Society Organizations</td>
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<tr>
<td>FADC: Focal Area Development Committee</td>
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<td>FBO: Faith Based Organizations</td>
<td></td>
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<tr>
<td>ICRAF: International Centre for Research in Agroforestry (World Agroforestry Centre)</td>
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<tr>
<td>IGA: Income Generating Activities</td>
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<tr>
<td>NALEP: National Agricultural and Livestock Extension Programme</td>
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<tr>
<td>NASEP: National Agricultural Sector Extension Policy</td>
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<tr>
<td>NGO: Non-Governmental Organization</td>
<td></td>
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<tr>
<td>PAPOLD: Participatory Analysis of Poverty and Livelihood Dynamics</td>
<td></td>
</tr>
<tr>
<td>PLWHAS: People Living With HIV and AIDS</td>
<td></td>
</tr>
<tr>
<td>PWD: People With Disabilities</td>
<td></td>
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<tr>
<td>SEHO: Safe Environment and Health Organization</td>
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<td>SHF: Stakeholders Forum</td>
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</table>
DEFINITION OF TERMS

Focal Area: A focal area is a unit of operation selected on the basis of people’s livelihoods and administrative factors where development efforts are concentrated for a specific time.

Mapping: A methodology used to link community resources with an agreed upon vision, organizational goals, strategies, or expected outcomes.

Resource: Any physical or non-physical entity of limited availability, that needs to be utilized to obtain a benefit.

Resource mobilization: An assessment of resource endowment at the disposal of a defined group or individual, and strategising on how best the resources could be accessed and efficiently be utilised.

Mobilization: This is an art of bringing different components of a given item or community to function in harmony and make positive contributions.

Partnership: This is a relationship where two or more parties, having compatible goals form an agreement to work together in a mutually beneficial relationship. It implies the sharing of resources, work, risk, responsibility, decision making, power, benefits and burdens. It should add value to each partner’s respective services, products or situation.

Community development: This is the social, cultural, economic and environmental enrichment of individuals who are identified as a community. It is a process of change whereby community members come together to take collective action and generate solutions to common problems.
TABLE OF CONTENTS

FOREWORD .................................................................................................................................1
ACKNOWLEDGEMENTS .............................................................................................................3
ABBREVIATIONS ......................................................................................................................4
DEFINITION OF TERMS .............................................................................................................5
1.0 GENERAL INTRODUCTION .................................................................................................7
2.0 RESOURCE IDENTIFICATION ............................................................................................8
  2.1 INTRODUCTION ................................................................................................................8
  2.2 CATEGORIES OF RESOURCE .........................................................................................8
  2.3 CURRENT SITUATION ......................................................................................................9
  2.4 RESOURCE IDENTIFICATION TIPS ..............................................................................8
3.0 RESOURCE MOBILIZATION ...............................................................................................13
  3.1 INTRODUCTION .............................................................................................................13
BIBLIOGRAPHY .......................................................................................................................17
APPENDIX 1: CATEGORIES OF HUMAN SKILLS AND TALENTS ........................................18

LIST OF TABLES
Table 1: Mapping Community Resources...........................................................................11
Table 2: Resource Mobilization Strategies............................................................................14

LIST OF FIGURES
Fig 1: The half full / half empty glass ..................................................................................9
Fig 2: The community basket ...............................................................................................9
Fig. 3: The Nine Square Dot .................................................................................................9
1.0 GENERAL INTRODUCTION

National Agriculture and Livestock Extension Programme (NALEP) is one of the agricultural sector programmes that is committed to eliminating hunger, enhancing employment and incomes and industrialization by facilitating a pluralistic, efficient and effective extension service delivery.

NALEP uses the Broad-Based Survey (BBS) and the Participatory Analysis of Poverty and Livelihood Dynamics (PAPOLD) strategies in community mobilization, identification of appropriate opportunities and enterprise development. This notwithstanding, there have been limitations in the identification and mobilization of community resources. The NALEP II mid-term review report revealed that there were a number of unidentified and underutilized resources. These included but not limited to unemployed young graduates, retired civil servants, educational institutions and other change agents.

To overcome this, it was deemed necessary to develop and operationalize a user friendly guide. This would assist the resource identification and mobilization process. The guide highlights the process, procedures and principles of resource identification and mobilization. It also seeks to give an in depth understanding of the available local resources- skills, talents and gifts; stimulate thinking outside the box (outside the traditional ordinary way of doing things); and, exploit the underutilized but available community resources. Proper utilization of this guide would help improve the skills of the users to be able to create more wealth and manage the available resources sustainably.
2.0 RESOURCE IDENTIFICATION

2.1 Introduction
Resources are the driving forces of organizations. They must be identified and mobilized to achieve the intended results. Resource identification is the process of enumerating, enlisting and assessing the availability and utilization thereof. The strategies used fundamentally depend on the organization’s vision and mission statement; structure; governance; and policy. This chapter highlights the categories of resources, current situation, tips and strategies of resource identification.

2.2 Categories of Resources
- Financial- Funds;
- Human - skills, expertise, gifts and talents;
- Natural - land, water and minerals;
- Social – Community associations, Relationships
- Institutions-Non Governmental Organizations (NGOs), Community Based -Organizations(CBOs), Stakeholders Forum (SHFs), Focal Area Development Committee (FADC), Common Interest Group (CIG),Civil Society Organizations (CSOs);
- Physical- Infrastructures.

2.3 Current Situation
In general, the SHF and the FADC have been successful in motivating and mobilizing NGOs, CBOs, CSOs, Private sector representatives, Government of Kenya (GoK) and other public institutions to work as a team promoting local development. However, there are additional resources which still need to be mobilized.

2.4 Resource Identification Tips
The basic principle in resource identification is to acknowledge the fact that the greatest resource a community has is its people. Thus, every community has its unique assets upon which its future is built. Communities must strive to discover, rediscover and realign their potential to develop as illustrated below:
Fig 1: The half full /half empty glass

- Hold a glass with water inside it
- Ask the participants what they can see.
- Is this glass half empty or half full?

LESSONS LEARNT

Fig 2: The community basket

- Draw a basket;
- Fill it different items;
- Ask participants to pick items from the basket;
- Describe the items picked;

LESSONS LEARNT

Fig. 3: The Nine Square Dot

- Draw a nine squared dot on the ground;
- Join the nine dots with one single line without lifting the pen;
- What is your experience?

LESSON LEARNT
2.4.1 Lessons Learnt

- Communities are endowed with a number of resources that can be utilized to enhance sustainable development. Where you start does not matter so long as you are able to:
  - Identify what you need, Why you need it, When you need it and How to get it;
- Solutions to community challenges are not restricted to certain parameters, think outside the box. Stereotype kind of approaches can be costly;
- Uphold the spirit of partnership and collaboration while identifying resources. What you are not able to do, somebody else can;
- Set practical interventional measures to achieve the set goals.

Tips

- Create a community vision and goals. This will help give a picture of where you want to be.
- Assess the current situation. This will tell you where you are now and determine the existing community capacity.
- Focus on available community based resources. This will engage the locals to invest in their own future besides creating a sense of ownership, hope and control thus sustainability.
- Build on the existing strengths regardless of the source (external or internal).
- Work across programs and geographical boundaries to realize the set vision and goals. This requires many resources.
- Adopt a relationship and partnership driven approach; a group of equals with a common interest working together over a sustained period of time to accomplish common goals.
- Move beyond the generating interest stage and offer concrete new attractive, result oriented investment opportunities (be innovative and creative).
### Table 1: Mapping Community Resources

<table>
<thead>
<tr>
<th>Resource</th>
<th>Areas to be identified</th>
<th>Tools for identification</th>
<th>Source of information</th>
<th>How</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human</td>
<td>• Skills&lt;br&gt;• Talents&lt;br&gt;• Gifts&lt;br&gt;• Expertise&lt;br&gt;• Capacities</td>
<td>- Appreciative inquiry&lt;br&gt;- Interviews&lt;br&gt;- Seasonal calendar</td>
<td>-Households&lt;br&gt;-Groups&lt;br&gt;-Focus Groups (Vulnerable, Aged, retirees, youths)</td>
<td>- Identify target households and groups to be interviewed&lt;br&gt;- Identify existing skills, talents, expertise and capacities&lt;br&gt;- Develop an inventory&lt;br&gt;- Categorize them (See Appendix 1)</td>
</tr>
<tr>
<td>Institutions - SHF, CIGs, FADC, CSOs</td>
<td>• Personnel&lt;br&gt;• Facilities&lt;br&gt;• Equipment&lt;br&gt;• Economic power&lt;br&gt;• Expertise&lt;br&gt;• Links to other networks</td>
<td>- Venn diagram&lt;br&gt;- Appreciative inquiry</td>
<td>-Community&lt;br&gt;-Institutions</td>
<td>- Make a list of local institutions&lt;br&gt;- Map out the resources they have</td>
</tr>
<tr>
<td>Social</td>
<td>• Associations&lt;br&gt;• Relationships</td>
<td>- Community maps</td>
<td>Households Community</td>
<td>- Draw community map showing households&lt;br&gt;- With arrows, show the relationship each household has with the others&lt;br&gt;- Repeat this periodically to show how social capital is built and trust is developed</td>
</tr>
<tr>
<td>Resource</td>
<td>Areas to be identified</td>
<td>Tools for identification</td>
<td>Source of information</td>
<td>How</td>
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<tr>
<td>Natural</td>
<td>• Land&lt;br&gt;• Water&lt;br&gt;• Minerals&lt;br&gt;• Forests&lt;br&gt;• Flora and Fauna</td>
<td>- Community maps&lt;br&gt;- Transect walk&lt;br&gt;Historical matrix</td>
<td>-Community</td>
<td>- Draw a community map showing land use, tenure and water resources. Use different items, signs or colours to indicate different resources&lt;br&gt;- Conduct a transect walk across the community to identify various types of resources. Observe and note the different features&lt;br&gt;- Participatory, engage community in identifying historical events and trends</td>
</tr>
<tr>
<td>Physical</td>
<td>• Infrastructure&lt;br&gt;• Social Amenities</td>
<td>Community Maps&lt;br&gt;Transect walk</td>
<td>Community</td>
<td>- Draw a community map showing roads, schools, buildings, markets and others. Use different items to indicate diverse resources&lt;br&gt;- Conduct a transect walk across the community to identify various physical features Observe and note the different features&lt;br&gt;- This process should be facilitated by the community in a participatory manner</td>
</tr>
<tr>
<td>Financial</td>
<td>Funds</td>
<td>- Venn Diagram&lt;br&gt;- Wealth ranking&lt;br&gt;- Leaky bucket(^1)</td>
<td>Institutions Individuals</td>
<td>- Map out the sources of funds&lt;br&gt;- Develop an inventory of potential funders</td>
</tr>
</tbody>
</table>

\(^1\) See Figure 4
3.0 RESOURCE MOBILIZATION

3.1 INTRODUCTION
Resource mobilization is an assessment of resource endowment at the disposal of a defined group or individual, and strategizing on how best the resources could be accessed and efficiently be utilized. It can help promote cohesion and filling in the gaps that individual resource would not.

This chapter seeks to provoke the readers’ understanding on effective resource mobilization strategies and tips.

Tips
✓ Have multiple sources of funding as this will increase independence and flexibility during implementation of your programmes

✓ Think of what your organization can do locally before soliciting external sources (appreciate what you already have)

✓ Use creative approaches and innovative resource mobilization techniques with non-traditional development partners

✓ Recognize the importance of non-financial resources, such as time, ideas, labor and other contributions

✓ Build development partners confidence through efficient delivery of commitments (Timeliness, quality, cost effectiveness)

✓ Build a strong reputation for your work. Networking with diverse groups and serving in leadership positions will help your organization to be recognized

✓ Build on local skills and expertise. Use local residence to deliver services/ trainings instead of hiring external expertise

✓ When asking for volunteering services, remember it’s by choice without monetary reward but benefits the community. Identify tasks to get done, outline a job description, duration of volunteer service and skills required. Recognize and acknowledge the volunteer publicly

✓ Appreciate contributions verbally or in writing

✓ Develop mechanisms to timely correct problems identified during mobilization.
### Table 2: Resource Mobilization Strategies

<table>
<thead>
<tr>
<th>Resource</th>
<th>Specific resource to mobilize</th>
<th>Strategy</th>
<th>How</th>
</tr>
</thead>
</table>
| Human    | Vulnerable:                   | - Networking and linkages | □ Identify relevant service providers  
|          | - Youth                        | - Capacity development | □ Link the vulnerable to the service providers |
|          | - Widows                       | - Mainstreaming | □ Offer life support skills |
|          | - Orphans                      |                        | □ Encourage cross learning and open forum |
|          | - Elderly                      |                        | □ Sharpen the identified skills, talents, gifts through trainings |
|          | - Physically challenged        |                        | □ Affirmative action (promote user friendly technologies and activities) |
|          |                               |                        | □ Deliberately involve them in grassroots forum |
| Professionals: | Building on the local skills and expertise | Use local residents as resource persons  
|          | - Retired civil servants      | | Encourage volunteerism in serving the community |
|          | - Unemployed young graduates   | | Involve the retirees in community mobilization |
|          | - Underemployed               | | Have a free forum for discussion and brainstorming |
|          | - Private practitioners        | | |

<table>
<thead>
<tr>
<th>Resource</th>
<th>Specific resource to mobilize</th>
<th>Strategy</th>
<th>How</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth:</td>
<td></td>
<td>- Capacity development</td>
<td>□ Build business drive&lt;br&gt; □ Provide specific enterprise training&lt;br&gt; □ Engage in formal learning&lt;br&gt; □ Engage in social-cultural events</td>
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<tr>
<td></td>
<td>- Out of school</td>
<td>- Linking &amp; networking</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Unskilled</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>- Semi-skilled</td>
<td></td>
<td></td>
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<tr>
<td>Diaspora</td>
<td></td>
<td>- Lobbying and partnerships</td>
<td>□ Encourage them to invest locally&lt;br&gt; □ Give back to the community</td>
</tr>
<tr>
<td>Institutions</td>
<td>- Personnel</td>
<td>- Partnerships and networks</td>
<td>□ Develop a common understanding&lt;br&gt; □ Joint planning and activities&lt;br&gt; □ MOUs&lt;br&gt; □ Undertake strategic, regular dialogue with major stakeholders and development partners</td>
</tr>
<tr>
<td></td>
<td>- Facilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Materials</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Equipments</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Economic power</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social</td>
<td>- Community relationships</td>
<td>- Advocacy</td>
<td>□ Hold meetings&lt;br&gt; □ Give gifts&lt;br&gt; □ Exchange visits&lt;br&gt; □ Sporting events&lt;br&gt; □ Cultural days/night&lt;br&gt; □ Table banking&lt;br&gt; □ Initiate Village savings and loaning schemes</td>
</tr>
<tr>
<td></td>
<td>- Associations</td>
<td>- Networking</td>
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<tr>
<td>Resource</td>
<td>Specific resource to mobilize</td>
<td>Strategy</td>
<td>How</td>
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<tr>
<td>Natural</td>
<td>- Land&lt;br&gt;- Water&lt;br&gt;- Mountains&lt;br&gt;- Hills&lt;br&gt;- Forests&lt;br&gt;- Tourist attraction sites</td>
<td>- Integrated natural resource management</td>
<td>- Encourage Community afforestation programmes&lt;br&gt;- Harness non-wood products (bee-keeping, gums and resins)&lt;br&gt;- Promote eco-tourism&lt;br&gt;- Promote appropriate soil and water conservation techniques&lt;br&gt;- Harness alternative energy sources</td>
</tr>
<tr>
<td>Physical</td>
<td>Social amenities: Hospitals&lt;br&gt;- community centers&lt;br&gt;- Infrastructure: Schools, buildings, roads, electricity, markets</td>
<td>- Social advocacy</td>
<td>- Community meetings&lt;br&gt;- Sensitization at open forums&lt;br&gt;- Demand for services</td>
</tr>
<tr>
<td>Financial</td>
<td>- Funds</td>
<td>- Fund raising&lt;br&gt;- Lobbying&lt;br&gt;- Partnerships</td>
<td>- Community action plans&lt;br&gt;- Strategic plans&lt;br&gt;- Internal savings&lt;br&gt;- Proposals&lt;br&gt;- Business plans&lt;br&gt;- Local micro-credit schemes&lt;br&gt;- Harambees&lt;br&gt;- Appeals and donations</td>
</tr>
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BIBLIOGRAPHY


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Operational procedures 2010, National Agriculture and Livestock Extension Programme.
### APPENDIX 1: Categories of Human skills and talents

<table>
<thead>
<tr>
<th>Categories</th>
<th>Examples</th>
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</table>
| General skills and abilities (ignored and never recognized) | • Food preparation  
• Cattle rearing  
• Tree climbing  
• Weaving                                                             |
| Civic skills                                       | Community building skills;  
• Organization/planning skills  
• Communication  
• Ability to work with youth or elderly  
• Leadership skills .etc                                            |
| Entrepreneurial skills                             | Business skills  
• Operation of small business  
• Book keeping  
• Marketing  
• Supplying of goods and services                                    |
| Cultural and artistic skills                       | • Craft making  
• Dancing  
• Theatre  
• Story telling  
• Music  
• Poetry, Pottery, Painting                                        |