GEO GROUP ON EARTH OBSERVATIONS

# GEO **Resource Mobilisation** Toolkit

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## SECTIONS



## TOOLS

# Section 1. **Introduction to the GEO Resource Mobilisation Toolkit**

## 1.1.

## What is the GEO Resource Mobilisation Toolkit?

The GEO Resource Mobilisation Toolkit (RM Toolkit) is a capacity development resource that outlines a systematic and targeted approach to planning and implementing resource mobilisation activities. It contains guidance information, tools, checklists and practical tips designed specifically for the GEO community. The unique and specific context of the GEO Work Programme presents a set of challenges and opportunities to mobilising resources. The RM Toolkit is designed to maximise these opportunities, minimise the challenges, and share lessons learned across the Work Programme. The aim of the RM Toolkit is to build the capacity of the GEO Flagships, Initiatives and Pilot Initiatives to develop targeted and effective resource mobilisation plans that raise resources for defined activities.

**Key learning outcomes:**

- **Greater understanding of key concepts in resource mobilisation**
- **Increased knowledge and skills for resource mobilisation**
- **Ability to design a strategic approach to resource mobilisation**
- **Application of tools and tips to support resource mobilisation activities**

# 1.2.
# Who will use the RM Toolkit?

The intended audience is the GEO Work Programme including GEO Pilot Initiatives, GEO Initiatives, GEO Flagships and Regional GEOs. The content has been developed to respond to the specific context of the GEO Work Programme and user needs determined through consultation with the GEO community.

# 1.3.
# How to use the RM Toolkit?

The RM Toolkit has been designed to address the needs of a community with a broad range of skills and experience. Users can select the approach that will address their needs by following one of three pathways to using the RM Toolkit. The flexibility of the RM Toolkit also enables an incremental approach to resource mobilisation capacity development to reflect time and resource constraints.

**Table 1. How to use the RM Toolkit**

| Path | Outcome | How to use the RM Toolkit | Why use this approach? |
|---|---|---|---|
| 1 | **A comprehensive resource mobilisation plan** | Use the RM Toolkit to develop a comprehensive Resource Mobilisation plan by completing each section in order | To create a strategic and holistic approach to resource mobilisation, and to monitor progress |
| 2 | **Strengthen specific resource mobilisation capabilities** | Use the resource mobilisation checklist to highlight the key capacity areas for strengthening | To focus your efforts on the greatest resource mobilisation needs of the group, or if you have existing strengths and capacity and want to build capacity in particular focus areas |
| 3 | **Strengthen existing resource moilisation approach** | Complete tool 4 Donor Profile and tool 5 Donor Engagement Plan to create a strategic resource mobilisation plan for identified prospective and current donors | To focus your efforts on mobilising resources from identified prospects and current donors as a first step |

# Tool 1.

## Resource Mobilisation Capability Checklist

Use the Resource Mobilisation Capability Checklist to identify the sections and tools within the RM Toolkit that are most relevant to the GEO Work Programme activity and respond to a gap in resource mobilisation capacity.

| | KEY QUESTION | YES | NO<br>Go to RM Toolkit Section | KEY OUTCOME |
|---|---|---|---|---|
| 1 | **Do you have a good understanding of resource mobilisation in the GEO context?** | Go to Q2 | **Section 2.2**<br>An overview of resource mobilisation in GEO | Users understand resource mobilisation in the context of GEO |
| 2 | **Do you know what resources you are seeking to mobilise?** | Go to Q3 | **Section 3.1**<br>What resources do we need? | Users know the specific resources and value, to match with prospective donors |
| 3 | **Are you a low-risk investment for donors?** | Go to Q4 | **Section 3.2**<br>Are we a risky investment? | The GEO Work Programme activity is a low-risk investment for donors |
| 4 | **Do you know the types of donors that support the Work Programme and what resources they provide?** | Go to Q5 | **Section 4.1**<br>Donors that fund the GEO Work Programme Activities by type | Users have an understanding of the types of donors and resources available |
| 5 | **Do you have a shortlist of prospective donors and opportunities that can and would fund your work?** | Go to Q6 | **Section 4.2**<br>Donor research and mapping. | Users have a list of high-quality prospective donors with strong alignment and capability |
| 6 | **Are you able to build strong relationships with prospective donors?** | Go to Q7 | **Section 5.**<br>Engaging with donors and building relationships | Users have strong relationships with donors |

# Tool 1.

## Resource Mobilisation Capability Checklist

| KEY QUESTION | YES | NO<br>Go to RM Toolkit Section | KEY OUTCOME |
|---|---|---|---|
| 7 **Do you have a compelling case for funding and key messages?** | Go to Q8 | **Section 5.3.**<br>Tools for pitching capability and key messages | Users are equipped with the key messages and tools to make a case for resources when engaging with prospective donors |
| 8 **Do you monitor open calls for funding?** | Go to Q9 | **Section 6.1.1**<br>Identifying open calls for proposals | Users establish a system to identify open calls on an regular basis |
| 9 **Are you able to respond efficiently and effectively to open calls for proposals?** | Go to Q10 | **Section 6.1.2**<br>Deciding to submit a proposal | Users are able to respond strategically to open calls for funding |
| 10 **Are you able to create a compelling and competitive proposal?** | Go to Q11 | **Section 6.1.4**<br>Creating the win themes of a project proposal<br>**Section 6.1.5**<br>Writing a compelling proposal | Users are able to write competitive applications |
| 11 **Are you able to mobilise resources outside of open calls for proposals?** | Go to Q12 | **Section 6.2**<br>Requesting funding outside of grant rounds | Users are able to develop and implement a plan to engage for funding |
| 12 **Are you able to maintain donors over several grant cycles and increase support?** | | **Section 7.**<br>Managing relationships with donors | Users are able to maintain and grow support from donors through stewardship |

# Section 2. **Introduction to Resource Mobilisation**

This section gives the user an overview of resource mobilisation in the GEO context.

## 2.1.

## What is Resource Mobilisation?

**Resource mobilisation** is the process of acquiring and managing financial and non-financial resources to support the implementation of operations and activities. It can also include maximising existing resources to increase value. The term resource includes funding, human resources, goods and services.

**Resource mobilisation donors** may be called resource partners or funders. They are the entity that provides the resources for use in programs and activities. See **Section 4.1** Donors that fund the GEO Work Programme Activities by type.

**The Resource Mobilisation Cycle** represents the four key steps of a strategic resource mobilisation process, from identifying a new donor to receiving and managing funding. Taking a strategic approach and following these steps will increase the efficiency and efficacy of your activities. **Section 3-6** of this toolkit details each of these steps with supporting tools.

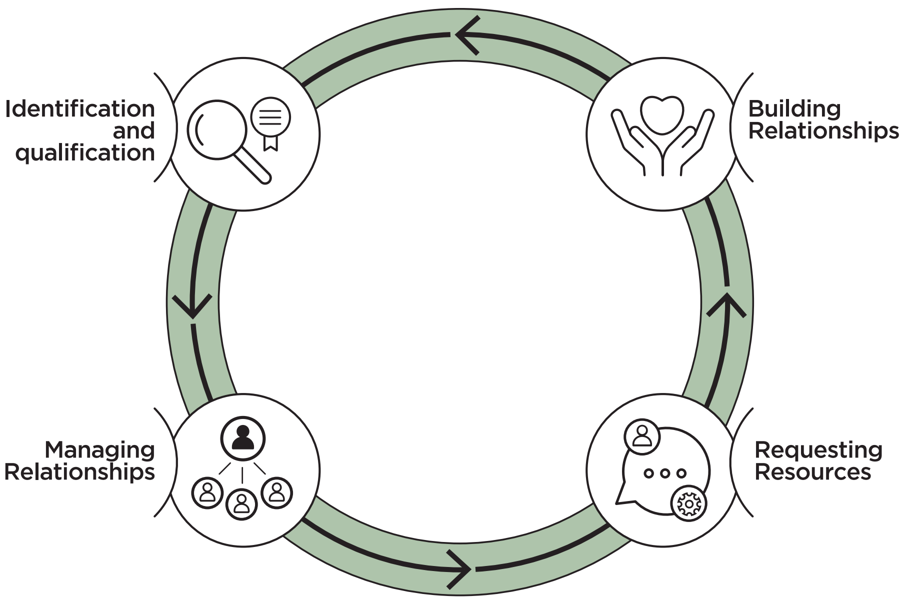


Diagram 1. **The Resource Mobilisation Cycle**

# 2.2

# An overview of resource mobilisation in GEO

### Why mobilise resources?

Financial and non-financial resources from donors support operational and project activities to achieve impact. Resources are essential to not only implement the activities included in the implementation plans but also to convene and organise the Flagships, Initiatives, Pilot Initiatives or Regional GEOs. Most funding by nature is short-term and resource mobilisation is necessary to maintain and grow donor support. Resource mobilisation by the GEO Work Programme can achieve the following;

- **New and additional resources**
- **A diverse funding base**
- **New partnerships and collaborations**
- **Greater financial security**
- **Increased or sustained impact**

### What are the resources?

- **Financial resources** - Funding from governments, international agencies, foundations and corporate donations
- **Human resources** – Human skills through secondments, internships and short-term inputs to fill capacity gaps
- **Goods and services** – Such as equipment, data, software, cloud credits, training, offices and venues

### Who owns the resources?

- Government ministries such as environment, climate change, agriculture, water, foreign affairs, international development, scientific and research agencies, space agencies
- Philanthropic Foundations
- Corporation Foundations and the private sector (Note, the RM Toolkit targets grants and donations only)
- International finance institutions and banks
- Multilateral agencies

### What are their motivations for funding?

- Achieving program or organisational objectives
- Influence political relations or geopolitical security
- Policy and planning relevance

### What mechanisms do we use to get them?

- Responding to requests for proposals
- Advocating for resources

### What does it take to be successful?

- A strategic approach to resourc mobilisation
- Strong partnerships for financial management (with partners, fiscal sponsors or hosts)
- A track record of impact
- Strong relationships with donors
- Robust theory of change and project designs
- A strong comparative advantage (why fund us over others?)

### What is the biggest challenge for the GEO Work Programme to mobilise resources?

- The lack of legal status leaves the Work Programme ineligible for resources or non-compliant to many donors who require legal status and financial management capability.

| What is GEO's unique value proposition? | |
|---|---|
| **AUDIENCE** | **VALUE PROPOSITION** |
| **GEO Universal** | GEO empowers anyone to use, and contribute to Earth intelligence to make better decisions for people, planet and nature. |
| **Indigenous Peoples and Local Communities** | GEO works with Indigenous communities to amplify their voices in international fora, and to co-produce culturally sensitive, innovative solutions that incorporate traditional knowledge and protect cultural heritage. |
| **Young people** | GEO empowers young people with inspiration, knowledge, possibilities, networks and direct access to Earth experts and resources and to advocate for change and accountability for the future they want. |
| **Government** | GEO offers a unique global platform for governments to share and gain streamlined access to Earth intelligence, creating solutions to national and international challenges and unlocking socioeconomic value for countries. |
| **Private Sector** | GEO provides opportunities for Earth observation companies to engage with our global network and contribute commercial solutions to key sustainability challenges. GEO also enables companies in a wide range of sectors, from insurance to healthcare, to better respond to customer needs. |
| **Global General** | GEO creates opportunities for anyone to learn about the potential of Earth observation applications for sound decision-making, to contribute to practical solutions for the planet, and to advocate for change. |
| **Academia and Research** | GEO provides a global platform for researchers/scientists to share knowledge and co-create practical solutions that address environmental and socio-economic challenges. |
| **International and National Non-government organisations** | GEO gives access to Earth intelligence and collaboration opportunities across sectors and countries help I/NGOs advocate, plan, implement, and achieve meaningful changes faster and more efficiently. |
| **United Nations** | GEO provides the UN system with the integrated, holistic tools to monitor, report and accelerate action on multilateral environmental agreements and sustainable development. |

# Section 3. **Preparing to mobilise resources**

This section describes the strong foundation required by groups and organisations to attract and secure resources. The focus for the GEO community includes identifying the needs, while also ensuring the organisational and programmatic foundations to comply with the requirements of prospective donors.

## 3.1. What resources do we need?

**To be strategic in the identification of donors and implementation of resource mobilisation activities, a comprehensive list of the required resources is essential.** Identifying and describing resources can happen through the normal budgeting process for project activities and annual operations planning. A budget that identifies all the required resources for a project and highlights the resources secured and the resource gaps is a good foundation. Including resources already secured in a budget to a donor demonstrates that the project is validated and supported by others. An alternative to a complete budget is to create a simple table listing the resources required, description, value, justification and the potential sources to guide the development of the resource mobilisation plan, including donor research.

**The types of resources required can include the following;**

- **Financial resources** - Financial resources can be requested to cover all resource gaps that will be listed below. These costs should be budgeted based on actual prices with a clear description. It is more difficult to secure unrestricted or untied funding than tied.
- **Facilities** - Do you need to use specialised facilities or meeting venues?
- **Human resources** - Do you need additional personnel or specialised skills to achieve identified objectives? Do you need training, secondments, internships or another kind of human resource? Have you budgeted for additional project management support?
- **Goods and services** - Do you need access to data and software and training in use?
- **Equipment** - Do you need specialised technical equipment to achieve objectives? And what general organisational and office equipment is needed to operate and communicate?
- **Knowledge, skills, relationships, networks** - What additional resources can help achieve objectives and create impact?

# Tool 2.

## Resource Map

The resource map is a simple table listing the resources required, description, value, justification and the potential sources to guide the development of the resource mobilisation plan, including donor research.

| RESOURCE | DESCRIPTION | TOTAL VALUE (CURRENCY) | JUSTIFICATION | POTENTIAL SOURCES |
|---|---|---|---|---|
| The **name and type** of the resource | Describe the specific details needed to place a value on the resource | $ | **Why it is needed**, how it has been costed and what's the risk to the project if it isn't secured | List the **donor types or specific donors** that could provide the resource |
| | | | | |
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# 3.2

# Are we a risky investment for the donor?

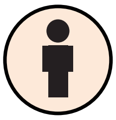
Risk is a significant consideration for donors. While some donors fund high-risk, high-reward ideas, donors tend not to fund high-risk operations. Donors conduct due diligence on partners through the proposal process with eligibility requirements and assessment criteria on organisations experience and capacity to undertake the project. Additional compliance is undertaken during the contracting process. To reduce the risk profile of the group, review and respond to the following recommended steps;

## 3.2.1

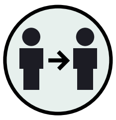
## Eligibility

The lack of legal status is the biggest risk for the GEO Work Programme to successfully mobilise resources. Donors are experienced investors who minimise risk by selecting partners with a track record of financial and project management. GEO Work Programme Flagships, Initiatives and Pilot Initiatives are not legal entities and therefore do not have the organisational infrastructure required to receive and manage funding. The Work Programme relies on agreements with fiscal sponsors, hosts or partners to apply, receive and manage grant funding. These stakeholders act as the grant manager and can pay salaries or purchase goods and services required to implement activities. Many of these actors apply a fee, usually applied as a percentage of the total budget, for example, the World Meteorological Association applies a 7% fee. Review the eligibility requirements of prospective donors to determine the partnership arrangements required to support an eligible application.

**The usual options for the GEO Work Programme are:**



- **Primary applicant eligibility - If GEO is eligible as a primary applicant, a fiscal sponsor or host will be needed to receive and manage financial resources.**



- **Sub-grantee eligibility - If GEO is only eligible as a sub-grantee, a partnership with an eligible organisation (usually an NGO or multilateral agency) will be required to manage financial resources.**

# 3.2.2

# Strategic vision and mission

Your mission statement and supporting language should clearly articulate why your organisation exists and may include elements about the impact you expect to have on the population you serve.

**A clear strategy, vision and mission enables a donor to evaluate the organisation in several ways:**

- Alignment of values and strategic objectives
- Strategic focus of projects and programs
- The unique value add of the GEO Work Programme activity

# 3.2.3

# Strong project designs

Donors support well designed projects that outline a clear pathway for social, environmental and/or economic impact to justify the activities and inputs (resources).

**A strong project design is the cornerstone of a compelling and convincing proposal which enables the donors to understand:**

- The need for the project
- The evidence for your solution
- The reason your solution is novel and compelling
- The link between your activities and the project outcome (theory of change)
- The specific indicators that will be used to monitor the progress of the project
- The justification for the costs
- Why you are best placed to solve this problem

Most government and philanthropic donors will require a version of a theory of change, program logic or impact pathway. The purpose of this is to show how and why the proposed activities will solve the specific problem you are addressing.

**To develop a quality design, undertake one of the following steps:**

- Identify a member of the work programme with skills and experience in project design for donors,
- Identify a qualified and experience Project Designer to facilitate a project design and theory of change workshops or,
- Invest in building capacity in project design in the work programme.

# 3.2.4

# Measuring results and impact

Donors need data to measure the social, environmental or economic return on investment. Regular monitoring and evaluation create a portfolio of measurable impact that can be used to demonstrate the capability of the GEO Work Programme. Past achievements are evidence of the ability of the Work Programme to deliver on future projects.

**To demonstrate results to donors, consider the following;**

- **Develop or publish a monitoring and evaluation framework for the standard annual activities of the GEO Work Programme and the practice of measuring, reflecting and improving your work**
- **Ensure each project and proposal has a robust monitoring and evaluation framework**
- **Publish the quantitative and qualitative results of activities GEO Work Programme activity and/or specific projects.**

**Note:** The GEO Capacity Development Toolkit includes a detailed explanation of developing a theory of change and Monitoring, Evaluation and Learning Framework.

# Section 4.
# Identification and qualification of prospective donors

This section outlines a methodology for creating a shortlist of prospective donors that have strong alignment with your priorities and capability to provide the resources you need. This shortlist becomes the donor map, which is the key resource mobilisation tool. Identifying and researching donors is an ongoing process to keep the project pipeline full of good prospects that can be taken through the resource mobilisation cycle. It will take the identification of many prospective donors to achieve funding from one donor.

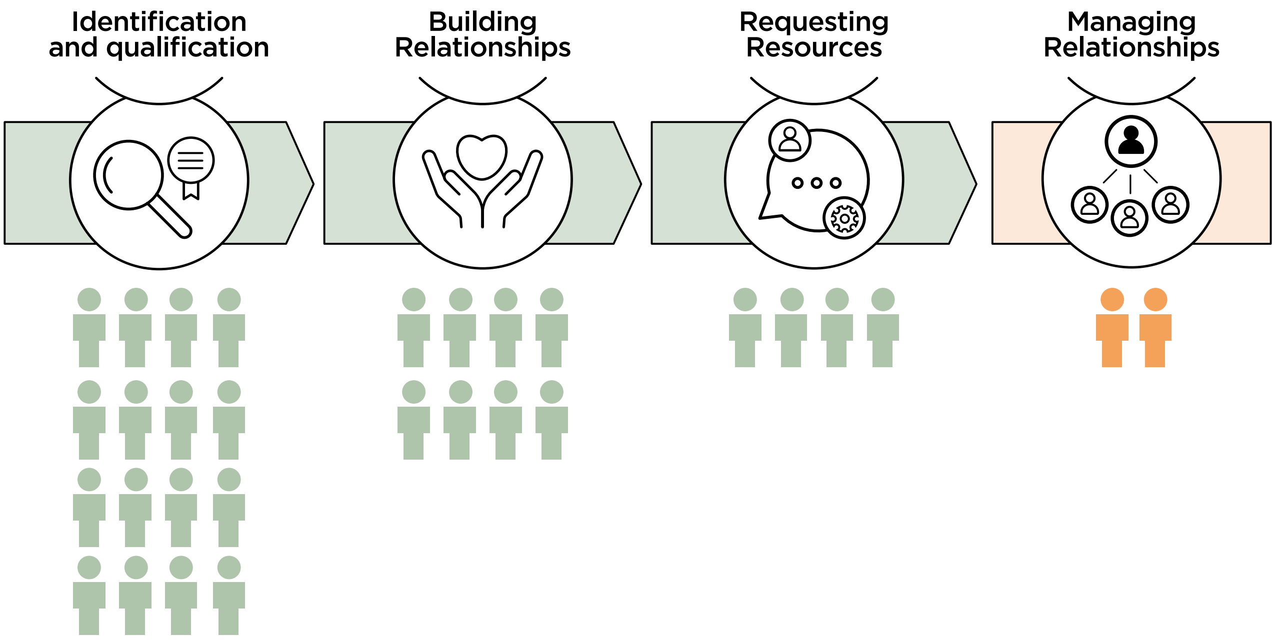



Diagram 2. **Moving donors through the steps of the resource mobilisation cycle**

# 4.1

# Donors that fund the GEO Work Programme activities by type

The GEO Work Programme has been successful in mobilising resources from several types of donors. The following table summarises the donor type, motivation, funding source and types of resources available from those key donors who have or would support the GEO Work Programme, often as subgrantees or subcontractors to a primary applicant or host organisation.

**Table 2.** Donor types for the GEO Work Programme

| Donor type | Motivation | Funding source | Resources available |
|---|---|---|---|
| **Foreign aid agencies (overseas development aid)** | Impact the Sustainable Development Goals (SDGs) and civil society | Public | Funding, secondments, access to information, political support |
| **Government ministries and agencies e.g. Environment, Climate, Water, Agriculture etc.** | Impact on national priorities | Public | Funding, secondments, equipment, access to information and data, political support |
| **Foundations** | Meeting own organisational goals and objectives | Private wealth or profit | Funding |
| **Corporate Foundations and/or private sector (Note: donations and grant funding only)** | Motivations include Corporate Social Responsibility (CSR) objectives, increasing market share, visibility and reputation and employee engagement and satisfaction | Funding is allocated to CSR or philanthropy from the corporate entity | Funding, skilled and unskilled human resources/volunteering, goods and services usually related to business products |
| **Multilateral agencies** | Meeting own organisational goals and objectives | Funding is received from donors through fundraising activities and member contributions | Funding |
| **International financial institutions and development banks** | Meeting strategic objectives and goals | Funding is received from national governments and regional entities for the implementation of development programs | Funding |

# 4.2

# Donor research and mapping

**Donor mapping is the process of identifying, researching and qualifying donors to match your objectives.** The donor map is a table that includes essential information on donors and assesses the likelihood of support to your work using a set of specific criteria. The user is then able to identify those donors with shared objectives, required resources, funding ability and established relationships or links to GEO. Knowing your best prospects will focus efforts on opportunities that have a greater chance of success.

**The following steps take you through the process of developing a donor map.** They can be undertaken in a short workshop in person or online with colleagues in the Work Programme or by inputting to a shared document over a short period of time. Input from more people will improve the quality of the list.

## Partnerships for resource mobilisation

**The GEO Work Programme delivers impactful projects through partnerships with NGOs, organisations, agencies and governments globally and locally. These partnerships for impact deliver a strong value proposition to donors. GEO's partners may be eligible for a greater range of funding than the Work Programme. Take a note of your current and potential partners and consider the eligibility of partners when completing the donor mapping.**

# Tool 3.

## Donor Map

The donor map is a table, usually recorded in excel, that documents key information about a donor and records the users' assessment of the donor as a prospect for their work. It enables an assessment of the interest and capability of the donor to fund the GEO Work Programme, and therefore the prioritisation of prospective donors with a numerical score.
There are two main steps involved. First, create a long list of prospective donors and then conduct research to identify the best prospects for your work.

**Step 1.** CREATE A LONG LIST OF DONORS

**Brainstorm and review databases (Annex 1) to identify new prospective donors using the following prompts;**

- Past donors
- Current donors
- Donors of similar organisations
- Government departments and agencies
- Multilateral organisations
- Foreign aid funding
- Associations
- Corporate foundations
- Private sector (donations)
- International Finance Institutions and banks

**Step 2.** CREATE A SHORT LIST OF QUALIFIED DONORS

This step involves desktop research to uncover key information about a donor, recording it and making an assessment of suitability using a set of criteria. Gathering information through networks and experience is also valuable.

**The main information recorded about the donor in the donor map includes:**

- **Donor name:** NAME
- **Donor location:** Office Headquarters
- **Donor type:** Organisation type
- **Description:** 1-2 sentence overview
- **Thematic Priorities:** Priority areas and cross-cutting issues
- **Capability:** Note the type and volume of resources available. Record GEO's eligibility as primary or secondary applicant.
- **Geographic Priorities:** Any geographic focus or trends
- **Capability Score:** Score (0-5) Assess the amount and type of resources available, the relevance for GEO and the ability to partner directly with GEO or through a partner
- **Alignment Score:** Score (0-5) Assess the thematic and geographic alignment of priorities between GEO and donor
- **GEO funding:** Yes = 1, No = 0
- **Relationship with GEO:** Yes = 1, No = 0
- **Total score:** Sum of Capability Score, Alignment Score, EO Funding and Relationship with GEO
- **Weblink** - http://

**Step 3.** FILTER BY TOTAL SCORE TO IDENTIFY YOUR TOP TEN PROSPECTIVE DONORS FOR THE FOLLOWING RESOURCE MOBILISATION STEPS:

| Donor | Location | Type | Description | Thematic Priorities | Capability | Geographic Priorities | Capability Score | Alignment Score | EO Funding | Relationship with GEO | Total Score | Hyperlink |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Name | Office Headquarters | Org type | 1-2 sentence overview | Priority areas and cross-cutting issues | Note the type and volume of resources available. Record GEO's eligibility as primary or secondary applicant. | Any geographic focus or trends | Score (0-5) Assess the amount and type of resources available, the relevance for GEO and the ability to partner directly with GEO or through a partner | Score (0-5) Assess the thematic and geographic alignment of priorities between GEO and donor | Yes = 1, No = 0 | Yes = 1, No = 0 | Sum of Capability Score, Alignment Score, EO Funding and Relationship with GEO | http:// |
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# Section 5.
# **Engaging with donors and building relationships**

This section outlines a process for purposeful and strategic engagement with donors from research to outreach.

## 5.1.

## What is the value in engaging with donors before requesting resources?

An application for funding should not be your first engagement with a donor. Relationship development is the single most important aspect of resource mobilisation. An investment of time in building relationships can both increase chances of receiving funding through existing mechanisms and can create new opportunities for funding outside of grant rounds.

**The value of engagement for GEO:**

- **A deeper understanding of the priorities of the foundation and unspoken preferences for partners and projects.**
- **Builds the relationship and reputation of the Work Programme.**
- **Strengthens donor engagement through project influence and/or co-design.**
- **Potential to advocate for funding for the GEO Work Programme including additional funding outside of grant rounds.**

**The value of engagement for the donor:**

- Leverage their technical and project skills and experience to improve outcomes.
- Build trust and reduce project risk.
- Enable better project monitoring.
- Co-design the project idea and logic.

**TIPS FOR ENGAGEMENT**

- Work through connections and networks where possible.
- Approach donors as equal partners in with a shared objective.
- Listen and learn. Identify the challenges that your work can help address.
- Be prepared with key messages.
- Be action oriented and identify the next opportunity for engagement.
- Document and record engagement.
- Use social media to learn and build relationships.

# 5.2.

# Preparing for strategic donor engagement

The following two tools enable research and planning for engagement. These steps enable the development of targeted key messages in support of an achievable goal.

# Tool 4.

## Donor Profile

A donor profile is a 1-2 page document outlining key information about the donor relevant for your resource mobilisation activities. This information gives an essential overview of the funding mechanisms, strategies and key decision makers for a donor. Use this information to develop a goal for engagement and the key messages to be delivered when connecting.

Create a donor profile for each of the top scoring donors in the donor map using online information from websites, annual reports, strategies, grants databases and news articles. Update the document as you engage and learn more information about a donor.

| | | |
|---|---|---|
| **DONOR NAME** | | |
| **DONOR SUMMARY** | An overview of the donor background and relevant insight. | |
| **STRUCTURE** | Describe the donors' organisational structure, governance and staffing including the relevant departments or positions for GEO | |
| **CONTACT** | Name and contact details of core personnel#1 | Name and contact details of core personnel #2 |
| **SOCIAL MEDIA** | Insert hyperlink to social media account #1 | Insert hyperlink to social media account #2 |
| **VISION / MISSION** | Record the vision and mission of the organisation. For government departments and others see purpose or strategy documents. | |
| **THEMATIC PRIORITIES** | List all thematic priorities including cross-cutting issues. Include information on preferences or budget allocation, if available. | |
| **GEOGRAPHIC PRIORITIES** | List the geographic priority areas (city, country, region) and preferences or budget allocation, if available. | |
| **FUNDING MECHANISM** | Detail the main funding mechanisms used including regular funding schemes, and details on accepting unsolicited proposals. | |
| **PREVIOUS FUNDING** | Note any previous funding to GEO or the GEO Work Programme, and any relevant similar funding as a case study. | |
| **GEO RELATIONSHIP** | Note the relationship with GEO or the GEO Work Programme and potential networks to gain introductions. | |
| **STRATEGIES** | Include links to key strategy documents. | |
| **APPROACH** | Detail your approach to this donor based on the information you have researched and recorded. | |
| **KEY MESSAGES** | What are the 3-5 key messages you want to deliver to the donor over the course of the engagement. | |

# Tool 5.

## Donor Engagement Plan

An engagement plan is a set of activities to be undertaken over a specific period of time to achieve a goal. By this point, you will have a good understanding of both the resources you need and the resources that the donor can offer that will inform the development of an achievable goal such as a specific resource or funding amount. Create a donor engagement plan for each key prospective donor.
Networking to expand your connections with donors should be an ongoing activity of the team. Use your networks in person and on Linked in for introductions and take the opportunity to engage face to face with donors who are often present at international and national conferences and conventions.

| **GOAL:** | Formulate a clear objective for your engagement plan.<br>Note that this may change as you engage and understand more about the donor. |
|---|---|
| **DONOR NAME** | |
| **WHO** | Identify the donor staff that this engagement is targeting. When considering engagement identify those who have power and influence on resource allocation. Use your network to identify influential connections that can support in the delivery of your key messages directly to the donor at an executive or governance level. |
| **WHAT** | The type of engagement activity should reflect the audience and message. Engagement activities may include meetings, presentations, informal and opportunistic catch ups, social media posts and sharing among others. This activity may be delivered by GEO Work Programme team or key influential members of your network who can advocate on your behalf directly with the donor. |
| **WHEN** | Ensure there's regular engagement throughout the year with the donor at events like conferences and meetings, and through direct engagements. |
| **KEY MESSAGE** | Identify the key message intended for the donor through this particular engagement. |

# 5.3.

# Tools for pitching capability, and key messages

One of the most valuable tools for engagement is the online presence of the GEO Work Programme. An up to date, clear website and social media accounts demonstrate professionalism and activity. Most donors have a LinkedIn and Facebook presence and individuals will look to link and/or follow the Work Programme Activities. An active presence online, can build a relationship with a donor while also providing valuable insights into activities of donors that may not be available elsewhere such as announcements, conference attendance, requests for proposals and other opportunities for face-to-face engagement.

There are some common resource mobilisation tools that are designed for use with donors. Whether they are used formally or not, the act of preparing them helps create key messages and high-level summaries of capability that can be used in many circumstances including written proposals. These tools are; the elevator pitch, the pitch deck and capability statement.

**Table 3.** **Tools for pitching capabilities and key messages**

| Tool | Format | Length (approx.) | Purpose |
|---|---|---|---|
| **6. Capability Statement** | Document | 2 pages | To send a detailed statement to prospective donors about the strength of the Work Programme in addressing the problem by including more information on, team skills, track record and measurable impact. |
| **7. Pitch Deck** | Presentation | 10 slides | To present a high-level overview prospective donors and partners on the specificity and strength of the Work Programme's approach. |
| **8. Elevator Pitch** | Verbal | 5 sentences | To tell prospective donors and partners briefly about the problem, solution and comparative advantage of the Work Programme in order to secure a follow up meeting/contact details. |

These tools contain similar information packaged in different formats. It can be a valuable exercise to create the longest tool first (the capability statement) and use that information to develop the shorter tools, the pitch deck and the elevator pitch.

**TIPS FOR THE DEVELOPMENT OF THESE TOOLS**

- Understand your audience - what are their priorities and pain points? This will help you craft your message to meet their needs.
- Be concise and to the point - don't use jargon and avoid complex descriptions.
- Focus on the why, not on the what - why is this important? Why are you best placed to tackle it?

# Tool 6.

## Capability Statement

The capability statement is a 2-page (maximum) document that highlights specific information on the GEO Work Programme Activity for a prospective donor or partner. It should easy-to-read, jargon-free with visual information such as simple infographics, pictures and icons. Use subheadings to organise the information and allow the reader to skip between sections and key messages easily.

| **The Problem** |
|---|
| What is the specific problem you are addressing and who does it impact? Give evidence (statistics, insights) about the problem? |
| **The Solution** |
| What is the solution you have to the specific problem (you may have more than one feature of your solution to highlight)? |
| **Who are [insert GEO Work Programme Activity Name]?** |
| Brief overview of the GEO Work Programme including; Vision and Mission; description of the Work Programme; the team's broad and/or specific skills. |
| **Why [insert GEO Work Programme Activity Name]?** |
| Highlight the comparative advantage of the GEO Work Programme to deliver the proposed solution and create impact. |
| **Impact/achievements** |
| Highlight the quantifiable impact and/or significant achievements of the Work Programme. |
| **Project experience** |
| Two-three sentence summary of similar projects or similar funded projects that includes project title, the problem (one sentence), what you did/the solution (one sentence) and the outcome of the project. Include project cost and dates. |

# Tool 7.

## Pitch Deck

The pitch deck is a presentation tool to enable brief introductions (maximum 10 slides) on the GEO Work Programme in meetings with prospective donors and partners, or other forums. The presentation should be consistent in style and format, be clear, jargon-free and brief. Note that clutter (too many words and complex diagrams) detracts from the key messages to be delivered. The suggested slides to include in the pitch deck are as follows:

| | | |
|---|---|---|
| **1** | TITLE SLIDE | |
| **2** | CONTENTS | |
| **3** | PROBLEM | What is the specific problem you are addressing and who does it impact? Give evidence (statistics, insights) about the problem? |
| **4** | SOLUTION | What is the solution you have to the specific problem (you may have more than one feature of your solution to highlight)? |
| **5** | IMPACT | What have you achieved so far (measurable impact) to address this problem? |
| **6** | WHO ARE YOU? | Vision, mission and goals |
| **7** | STRATEGIC PLAN | What are your key work areas and objectives for the next # years? |
| **8** | TEAM | Group structure (management, governance) organisational chart and key personnel |
| **9** | WHY ARE YOU BEST PLACED TO SOLVE THIS? | What is different about your approach or team that makes you best placed to solve this over others? |
| **10** | NEXT STEPS | What are the next steps you are taking? |

# Tool 8.

## Elevator pitch

The elevator pitch is a short description of the GEO Work Programme that has been crafted to highlight the unique advantage of the team, the experience and impact while informing the audience of the specific problem being addressed. It is useful for chance meetings or brief opportunities to deliver an interesting and intriguing pitch about the Work Programme. The objective is to walk away with contact details and action items for following up with the audience. Tailor your elevator pitch to the specific audience you are addressing.

**Generally, the elevator pitch should be around a minute.**
**The following format can give you structure for the delivery;**

### The Hook

Key messages about what problem the GEO Work Programme is solving, how and why this solution is different from existing activities.

**10-15 seconds**

### The Body

Describe the specific need for the solution and impact you deliver. Include further messages on your unique advantage to solve the problem and your track record. State what you are doing in the next 12-24 months, especially the options requiring support or engagement.

**30 seconds**

### Wrap-up

Highlight the potential areas of synergy with the prospects work and request contact details, follow up or a more specific engagement.

**10-15 seconds**

# Section 6.
# **Requesting resources**

This section provides guidance on requesting resources from donors through open calls for funding and advocating for resources outside of grant rounds. Each approach requires a different plan and skillset.

## 6.1.

## Identifying and responding to calls for funding

Donors release open, or limited, calls for proposals for grant schemes. Each call has specific objectives and accompanying guidelines that vary between donors and schemes. Applicants must not only provide the requested information, but make a compelling case for funding that scores highly against the evaluation criteria.

**There are four key steps in the process:**

- **Identifying open calls for proposals – Create a system to monitor for calls**
- **Deciding to submit a proposal – Use the proposal decision form**
- **Preparing an application – Use the proposal development management tool**
- **Writing a compelling proposal – Identify the win themes of your proposal**

# 6.1.1

# Identifying open calls for proposals

Calls for proposals are often published and circulated by donors through their own communications mechanisms such as regular newsletters and social media. To identify relevant opportunities for funding, regular monitoring of donor websites and communications is a requirement.

**Undertake the following steps to monitor for opportunities and create a pipeline of resource mobilisation calls for proposals:**

- **For all key donors identified in the donor map, subscribe to donor newsletters and follow on social media. Government and institutional donors often advertise opportunities on their own websites, grant and tender portals that may have alerts and subscriptions.**

- **Create a grant calendar and map any regular funding opportunities by the donor, noting that many calls are not annual and therefore difficult to predict.**

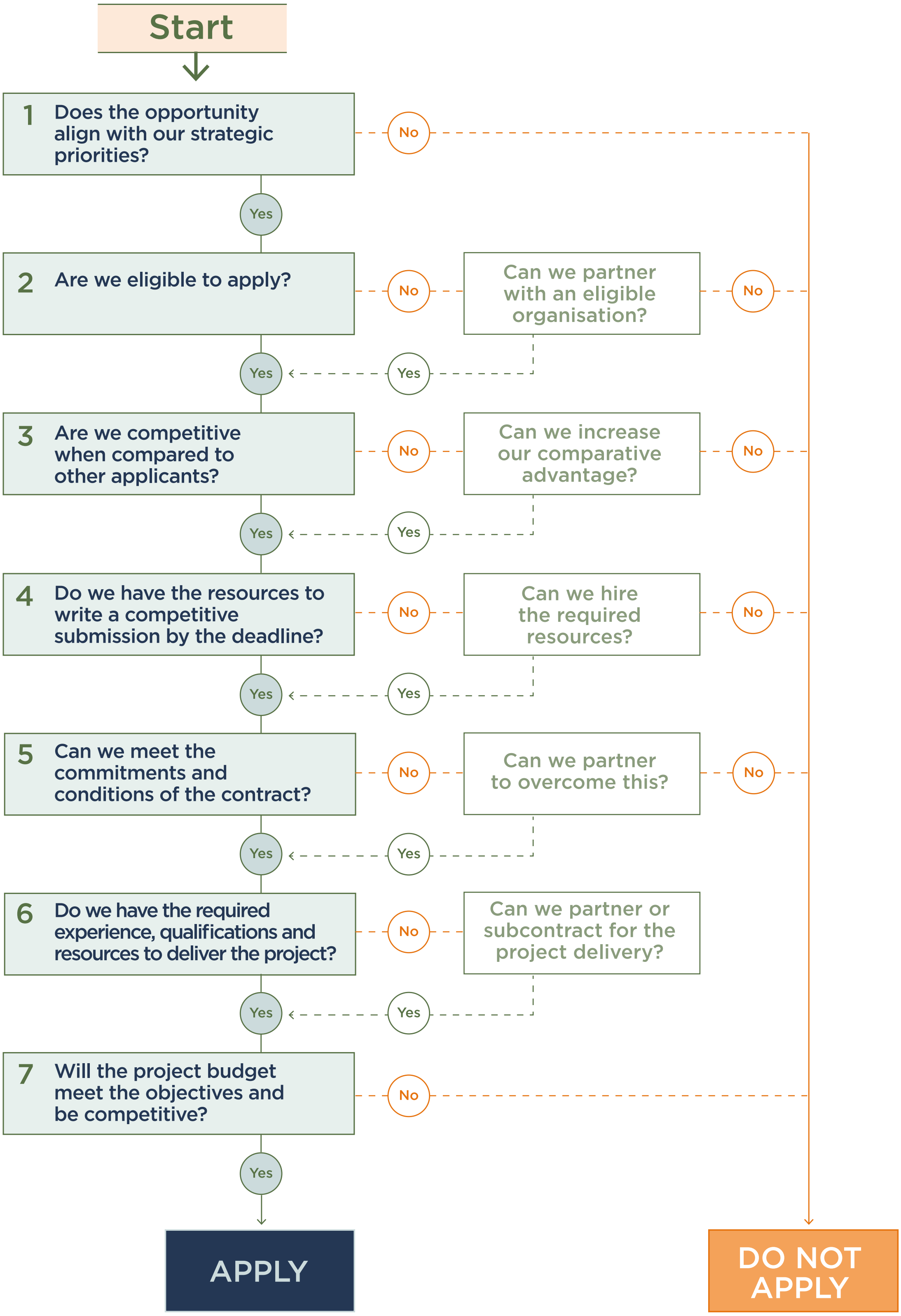
- **Conduct a weekly or fortnightly check of donor's websites and social media for opportunities. Create a list with hyperlinks to make the regular checks faster.**

# 6.1.2

# Deciding to submit a proposal

Before beginning an application for funding, take time to review and analyse the opportunity to inform your decision. This step will ensure you have a good understanding of the requirements of the call and that you use your time efficiently and effectively. Applying for opportunities where you are not eligible or competitive will cost time and may impact your reputation with prospective donors should you submit a low-quality application. **A strategic decision not to apply is a good decision.**

# Tool 9.
## Proposal Decision Chart



# 6.1.3

## Preparing an application

Developing a competitive application in a short period of time requires good project management of the process. Once a decision to apply has been made, work with the team to identify the key steps, responsibilities and due dates. **Use the proposal development management tool as a template and add or delete steps relevant for each call.**

# Tool 10.

## Proposal Development Management Tool

| STEP | DESCRIPTION OF STEP | RESPONSIBILITY | DATE |
|---|---|---|---|
| **Proposal released/identified** | | | |
| **Proposal decision form** | Decision to apply made through use of **Tool 9.** Proposal Decision Chart. | | |
| **Develop bid timeline** | Complete **Tool 10.** Proposal Development Management Tool | | |
| **Identify the proposal components** | List the key documents and supporting materials to be supplied in the application. | | |
| **Assign roles and responsibilities** | Select the proposal team and assign roles and responsibilities (For e.g., proposal coordinator, financial/budget coordinator, reviewer, compliance, formatting etc). | | |
| **Secure partnership** | Identify the key partnerships required to cover all required skills and experience and to ensure effective financial management and project delivery. Seek confirmation of involvement and/or support. | | |
| **Engage the donor** | Some donors may discuss project ideas prior to submission. If this is the case, send a half page summary of the project idea and request meeting to discuss feedback. | | |
| **Project design workshop** | Facilitate a project design workshop to develop the theory of change and other key project elements requiring agreement. | | |
| **First draft proposal and budget** | Write the first draft of the proposal and budget. | | |
| **Review of the first draft** | Design team to review the first draft of the proposal and budget and give feedback | | |
| **Final draft proposal and budget** | Finalise the proposal and budget. | | |
| **Final review of the proposal and budget** | Two reviewers outside of the design team to review and give feedback. | | |
| **Compliance check** | Final compliance check to ensure all requirements are met. | | |
| **Submit** | Nominated personnel submit the full proposal. | | |

# 6.1.4

# Creating the win themes of a project proposal

To understand and convey your competitive advantage, identify the ‘win themes’ of your project that can be used to write a compelling proposal. Win themes are one sentence statements that describe the unique features and benefits of your solution, and why it is the best choice for the donor. The win themes will inform the development of the proposal and will feature strongly throughout the proposal. Each win theme should be a statement of how your unique advantage will address the donors’ priorities and/or needs.

**The key steps to develop your win themes:**

- **Know the donor: What are the main objectives or challenges faced by the donor in this area? What are they trying to achieve and what are the barriers? Order the list by significance to the donor.**

- **Know your solution: What are the key features of your solution that address the donor’s challenges and objectives? How will your solution provide a significant benefit for the donor (value)? What about your solution is different from others?**

# 6.1.5

# Writing a compelling proposal

Open grant schemes are highly competitive. Winning applications are compelling proposals with strong project designs. The foundation of a well-designed project is the program logic or theory of change. Most donors will expect to see the logic presented in the proposal in a table or narrative format.
**Tool 11.** Proposal Guidance provides guidance notes on how to effectively address each of the major components of a proposal. The sections and guidance notes are based on templates from large international foundations and government donors that may support the GEO Work Programme. Not all the sections will be used in every donor template. Use the Proposal Guidance as a proposal template when a donor does not have a required template or format.

# Tool 11.
## Proposal Guidance

| PROPOSAL SECTION | GUIDANCE NOTES |
|---|---|
| **Executive Summary** | The purpose of this section is to provide a brief summary of the project that is convincing and compelling, encouraging the reader to read on.<br><br>**• Provide an overview of the problem this project is addressing (project need).**<br><br>**• A short description of the project including the main objectives, outcomes and impact of the project on the target population.**<br><br>**• Identify the target population and the location where the project activities will be implemented.**<br><br>**• Provide an estimate of the duration of the project and the budget.**<br><br>**• Include a brief statement on the organisation, role and capability to deliver the project.**<br><br>**This section is best completed last, following the development of the full proposal.**<br><br>This should be the most compelling section convincing the reader that this project is urgent and important. |
| **Problem Statement**<br><br>***Other names; Background, project justification, project need.*** | The purpose of this section is to provide the reader with all the background information required to understand the need and the appropriateness of the intervention.<br><br>**• Provide a detailed explanation of the social, environmental and/or economic problem, including its causes, effects, and implications. Use evidence (quantifiable where possible) to support your argument.**<br><br>**• Describe how this problem impacts the targeted population.**<br><br>**• Explain why this problem is important and use evidence to demonstrate the severity and urgency to address this problem.**<br><br>**• Include an overview of the current attempts to solve the problem and highlight why they are unable to sufficiently solve the problem.**<br><br>**• Be succinct, but persuasive. Present arguments in a logical manner.** |

# Tool 11.
## Proposal Guidance

| PROPOSAL SECTION | GUIDANCE NOTES |
|---|---|
| **Project Design**<br><br>***Other names: Project logic, theory of change, Project Narrative, Project Description.*** | The purpose of this section is to provide the reader with a clear understanding of the project logic; what will be achieved, how and what will be the impact.<br><br>**• List the main objectives of the project in a clear and concise manner. Each objective should be measurable and achievable.**<br><br>**• Provide an overview of the expected outcomes of the project and how they will benefit the target population.**<br><br>**• Provide a detailed description of the project design, including the activities that will be carried out, the methodology that will be used, and the overall approach.**<br><br>**• Include a theory of change to link the project elements together in a table.**<br><br>**• Explain how the project will be sustained over the long term and how it will be institutionalized in the target population.**<br><br>**• Use clear sequencing such as numbering and include details such as phases and durations.**<br><br>Where applicable, provide an indication of the Technology Readiness Level.<br><br>Use GEO's Capacity Development toolkit to inform the Theory of Change. |
| **Target Beneficiaries** | The purpose of this section is to illustrate a sound knowledge of the target population (users) and outline their engagement in the project. A project designed specifically around voiced needs of the target population with their engagement in the design and management has a higher chance of achieving desired outcomes.<br><br>**• Provide a detailed description of the target population, including demographic information and the geographic location where the project will be implemented.**<br><br>Describe how the project will benefit the target population and how they will be involved in project activities. |
| **Impact** | The purpose of this section is to highlight the significance of the project and to convince the reader that this project will make positive social, economic and/or environmental change.<br>Describe the long term change the project will make on, highlighting the change to the current systems, processes, knowledge and situation. |

# Tool 11.

## Proposal Guidance

| PROPOSAL SECTION | GUIDANCE NOTES |
|---|---|
| **Monitoring and evaluation**<br><br>***Other names; Monitoring, evaluation and learning, Monitoring, evaluation, research, learning and adaptation.*** | The purpose of this section is to show how the project will be reviewed and adapted throughout its duration to ensure the project activities and design are achieving the intended outcomes.<br><br>**• Describe how the project's progress will be monitored and evaluated throughout its implementation.**<br><br>**• Explain how progress and impact will be measured and what indicators will be used.**<br><br>List the main indicators and targets for measuring the success of the project.<br><br>Use GEO's Capacity Development toolkit to inform monitoring, evaluation and learning frameworks. |
| **Project Management** | The purpose of this section is to describe the resources required to deliver on the project objectives.<br><br>**• Describe how the proposed project will be effectively managed. Identify the key personnel and provide the following information for each key personnel position:**<br>**· Position title and amount of full-time equivilent.**<br>**· Key qualifications and skills of the proposed individual.**<br>**· Roles and responsibilities for each position.**<br>**· Reporting and lines of authority for each position (org chart).**<br>**· The organisational and physical location.**<br><br>**• Discuss how the partner relationship will be managed and the roles and responsibilities of each partner.** |
| **Project Governance** | The purpose of this section is to describe the project governance arrangements to inform and steer the project.<br><br>**• Describe the governance and advisory bodies that support the project, their purpose and how they will engage with the project management structure.**<br><br>**• Describe the people/organisations that will be on the governance groups.**<br><br>**• Include the logistics of how often and how the group will convene.** |

# Tool 11.

## Proposal Guidance

| PROPOSAL SECTION | GUIDANCE NOTES |
|---|---|
| **Innovation** | The purpose of this section is to highlight the novelty of the project and convince the reader that this project is different from similar work and goes beyond the current solutions<br>**• Describe how your project goes beyond the status quo, and the extent the proposed work is ambitious. Indicate any exceptional ground-breaking research or development, novel concepts and approaches, new products, services or business and organisational models.**<br>Provide an indication of the Technology Readiness Level, from the beginning to the end of the project. |
| **Risks** | The purpose of this section is to demonstrate that the key risks to project delivery have been explored and strategies to reduce the risks identified. For all funders, including high-risk, high-reward, project delivery should be low risk.<br>**• Create a table that lists and describes each risk.**<br>**• Rate the level of likelihood as low, medium or high.**<br>**• Rate the level of severity of impact as low, medium or high.**<br>**• Describe the proposed risk mitigation measure.** |
| **Organisational Capacity and Partnerships** | The purpose of this section is to demonstrate the organisational capacity of the lead applicant and partners in delivering the project successfully.<br>**• Describe the lead implementing organisation, its mission, vision, staff and operational structure.**<br>**• Describe similar types of projects that your organisation has undertaken in the past, including the identified results of the projects and the projects' successes in achieving those results.**<br>**• Highlight unique strengths or activities related to deliver of the project.**<br>**• Include any steps that your organisation would need to take to increase its capacity in order to successfully implement this project.**<br>**• Please describe specifically how your organisation will administer and manage funds for this project, either directly or through a third party.**<br>Partner organisations: Include a paragraph of all partner organisations highlighting their role in the project and describing their capacity to successfully deliver their inputs or create a table. Include letters of support for the partners as an annex to your proposal. |

# Tool 11.
## Proposal Guidance

| PROPOSAL SECTION | GUIDANCE NOTES |
|---|---|
| **Cross-cutting theme:**<br>LOCALISATION | The purpose of this section is to illustrate how the project is designed to include and respond to the needs of local communities.<br>**• Describe how Indigenous peoples and local communities will be involved in the project.** |
| **Cross-cutting theme:**<br>GENDER EQUITY, DISABILITY AND SOCIAL INCLUSION | The purpose of this section is to demonstrate the approach to gender equity, disability and social inclusion.<br>**• Describe the approach of the project to include diverse voices in the design and implementation process.**<br>**• Outline the approach to ensuring the project output is accessible to all.** |
| **Cross-cutting theme:**<br>CLIMATE | The purpose of this section is to demonstrate the consideration of the project's impact on the climate through both project implementation and of the project's outputs.<br>**• Describe the measures undertaken to mitigate the impact on climate.**<br>**• Describe the project benefits on the climate.** |
| **Budget table categories** | The purpose of this section is to list the typical budget categories included in a budget table for a proposal. These categories can be used in a simple budget, or an activity budget where they form the categories under each key activity listed. In a table provide a detailed cost breakdown of the project budget categories (see below)<br>**• Salaries – Include the position, Days or FTE equivalent, rate plus any additional benefits/costs, total costs.**<br>**• Travel – Include the origin and destination of flights/trains and daily transport allowance in-country for taxis.**<br>**• Equipment and supplies – Include all equipment costs over $500 (or the rate specified by the donor) and project supplies such as consumables and office supplies.**<br>**• Sub-grants – Include any lump sum sub-grants for partners to undertaken a portion of the work.**<br>**• Other direct costs – Include any other costs such as specific operating costs.**<br>**• Indirect costs – Include indirect costs. Do not exceed indirect cost limits of the donor. For example, if WMO is managing the contract, include fees of 7%**<br>Costs toward communications, monitoring and evaluation should be included in the budget. |

# Tool 11.

## Proposal Guidance

| PROPOSAL SECTION | GUIDANCE NOTES |
|---|---|
| **Budget narrative** | The purpose of this section is to explain the required inputs and costs to complete the project and to provide evidence for the logic used to create the budget.<br><br>• **Provide a budget justification explaining description and justification of each line item with enough detail to demonstrate the need for the input and to assess the cost.**<br><br>• **Describe and put a value on the in-kind contributions from partners (Example of indirect costs calculations).**<br><br>• **Include a description on value for money.** |

### What makes a proposal compelling?

**Compelling proposals create a sense of urgency and convince the evaluator that the proposed approach and team can create novel and impactful results. Use the following questions to assess the strength of your case for support.**

- **Why now? Why is this important now and what has happened up to this point to make this possible now?**
- **What impact will this intervention have? Quantify the value of the project to address as many of these questions as possible; How many people will be impacted? What is the economic benefit? How much time will this save? How much will this improve performance? Use available statistics, numbers and information to quantify the impact. Historical information can assist in projections.**
- **Why is your solution different from other interventions to address the problem and more likely to succeed?**
- **Why are you best placed to solve this problem/achieve the objective? Detail your capabilities and past achievements/impact.**

# 6.2

# Requesting funding outside of grant rounds

Not all donor funding comes through open calls for funding. Many donors do not accept unsolicited applications for funding and invite applications from actors that they know and trust. Additionally, there are many donors who can allocate funding outside open grant rounds to specific activities they have identified as priorities. As GEO is often ineligible to directly apply for funding, advocating for support that can be received through another mechanism is a good option.

Attracting funding and resources outside of open grant rounds requires strategic planning and a significant investment of time. It may take years to realise results. The results may be direct resources, or the development of a specific competitive grant for your work, which you may or may not win. The key steps for attracting funding through this approach are akin to an advocacy plan. **The Donor Engagement Plan** (Tool 5) is a tool to develop the framework and key steps to build a strong relationship with a donor for a specific objective.

**TIPS FOR REQUESTING FUNDING OUTSIDE OF GRANT ROUNDS**

- Have a strong evidence base for your solution (not just your problem)
- Be realistic in your request from the donor
- Tailor your key messages to the priorities of the donor
- Target the decision makers for your engagement
- Be clear and consistent with your key messages
- Engage your network and community to share your messages

## 6.3

# Seek feedback for unsuccessful proposals

Feedback on your unsuccessful proposal will help improve your next application for this and other projects. Always request feedback from a donor preferably through a meeting, and at a minimum in writing. In some cases, you may be able to improve the proposal and request funding in a future funding round. A 'no' is an opportunity to explore, build the relationship, ask more questions, and encourage engagement.

# Section 7.
# **Managing relationships with donors**

This section focuses on the period following receiving the resources where a formal partnership is formed between the donor and the grantee/s. Managing resources well and building strong relationships with donors is key to growing resources from existing and new donors. Successful donor-supported projects create a solid track record and a strong reputation backed by references. This is a long-term investment of time and effort to build long-lasting partnerships.

## 7.1.

## Donor engagement in projects

Donors to the GEO Work Programme have skills and experience that are extremely relevant to general project delivery and often include technical expertise. Engaging donors in the program design and delivery can improve the project outcomes and the relationship.

**Examples of the role of donors in project design and delivery:**

- Co-design of activities
- Representation in project governance including steering and advisory roles
- Participation in project events and presentations
- Attending monitoring trips
- Providing additional capacity development support

# 7.2.

# Manage and report

It is essential that a project is well managed and that the activities and results are achieved and reported efficiently and in accordance with the design document. This step relies on the development of an evidence-based project design with a well-developed theory of change, supported by clear and achievable contract terms and conditions.

**Adhere to the following steps to ensure good management and communications.**

- Acknowledge resource partners' contribution
- Know and meet all contractual obligations
- Manage resources effectively
- Regularly report on resource partner's contribution
- Meet branding and visibility requirements
- Be upfront and transparent with challenges and changes to the program

# 7.3.

# Communications

Communications and engagement beyond the terms of the project sets a grantee apart from others and increases the value of the relationship to the donor.

**Additional engagement can build stronger institutional and personal relationships by increasing trust and mutual understanding.**

- Include donors branding on all public communications
- Disseminate results to your wider network in collaboration with the donor
- Develop advocacy communication tools (brochure, website etc).
- Advocate for continued support
- Set up regular meetings to seek verbal feedback outside of formal reporting and feedback structure
- Co-present project methodology and results at conferences and events
- Invite to attend and present in GEO Work Programme events and activities
- Share positive stories with donor branding and tagging on social media
- Meet face to face where possible
- Be results focused sharing measurable achievements of the project
- Use clear language and communicate effectively
- Be genuine and build personal connections with counterparts

# Annex 1.
# Donor databases

• **Resource Mobilization Guide UNWater** – A detailed donor map and analysis of government, MDBs and Foundations for SDG 6
https://www.unwater.org/sites/default/files/app/uploads/2022/05/UN-Water-Resource-Mobilization-Guide-2022-04-17.pdf

• **RAMSAR Convention Funding Organizations Database** – This database lists 124 organisations from the public and private sector that fund or invest in wetland conservation, wise use and restoration.
https://contacts.ramsar.org/funding-organizations

• **Finance Resources (FIRE) for Biodiversity** – This database lists over 200 public and private sector organisations that have conservation objectives or other objectives linked to biodiversity.
https://fire.biofin.org

• **Donor Tracker** – This database tracks the largest Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC), government aid donors by key issues including Agriculture, Climate and Global Health.
https://donortracker.org

• **The SDG Financing Lab** - This resource provides estimates of financing in support of the SDGs from countrie, multilateral organisations and large foundations.
https://sdg-financing-lab.oecd.org

GROUP ON
EARTH OBSERVATIONS

# GEO **Resource Mobilisation** Toolkit