

RESOURCE MOBILISATION STRATEGY 2022 - 2024



Table of Contents

List of Acronyms	3
Foreword-By Board Chairperson	4
ACKNOWLEDGEMENTS	6
Executive Summary	6
CHAPTER 1: INTRODUCTION AND BACKGROUND	9
1.1 Preamble	9
1.2 About the organisation.....	9
CHAPTER 2: RATIONALE FOR THE RESOURCE MOBILISATION STRATEGY.....	11
Relevance and importance of resource mobilisation	11
Reasons for having a resource mobilisation strategy.	11
2.1 The need for sustainability	11
2.2 The need to allow for improvement and scale up of organisation services.	12
2.3 The impact of COVID-19	12
CHAPTER 3: RESOURCE MOBILISATION ENVIRONMENTAL ANALYSIS	13
3.1 Environmental analysis.....	13
3.2 SWOT Analysis.....	13
CHAPTER 4: MAPPING ORGANISATIONAL NEEDS.....	15
4.1 Programme needs	15
4.2 Organisational needs.....	15
4.3 Resource Mobilisation needs	15
CHAPTER 5: STRATEGIC OBJECTIVES	17
5.1 General objective(s):	17
5.2 Specific objectives	17
CHAPTER 6: STRATEGIC FOCUS	18
6.1. Primary Focus: Stability/ Sustainability.....	18
6.2. Secondary Focus: Growth.....	18
CHAPTER 7: GUIDING PRINCIPLES	19
7.1 Embracing One EMTHONJENI WOMENS FORUM.....	19
7.2 Swift adaptability & response to FD sector trends and opportunities.....	19
7.3 Keeness on return on investment	19

7.4 Transparency and accountability.....	19
CHAPTER 8: CRITICAL SUCCESS FACTORS	20
External environment factors.....	20
8.1 Enabling environment	20
8.2 Strategic partnerships and networking	20
Internal Environment factors	20
8.3 Organisational capacity	20
8.4 Governance issues.....	20
8.5 Policy issues.....	20
8.6 Resource issues (human, financial, etc.).....	21
8.7 Stakeholder related issues.....	21
8.8 Relationship with other players.....	21
CHAPTER 9: SOURCES AND TARGETS	22
9.1 Individual sources:.....	22
9.2 Earned and non -restricted income:.....	22
9.3 Special events and campaigns	22
9.4 Institutions	23
APPENDIX 1: PERFORMANCE PROGRESS MONITORING.....	24
APPENDIX 2 ACTIVITIES AND ANNUAL TARGETS	25
APPENDIX 3: RESOURCE MOBILISATION STRATEGY IMPLEMENTATION BUDGET	26
APPENDICE 4: CASE FOR SUPPORT.....	26

List of Acronyms

CSO.....	Civil Society Organisation
GBV.....	Gender Based Violence
EFW.....	Emthonjeni Women’s Forum
RMS.....	Resource Mobilisation Strategy
VAW.....	Violence Against Women

FOREWORD-BY BOARD CHAIRPERSON- Thobekile Matimbe

'Exploring with us, the joy of impacting women's lives!'



In order for Emthonjeni Women's Forum (EWF) to reach its maximum in fostering a gender-based violence free society, we acknowledge the need for a robust resource mobilisation strategy. The Board is focused on ensuring stability of the organisation and growing the impact of the great work being done by the EWF team members. As such, we endeavour to mobilise resources from partners who are keen to explore with us the joy of impacting women's lives. Our thrust as EWF is sustainability which will be achieved through programs that capacitate women and resourcing that facilitates organisational growth ensuring stability. We take pride in our partnership with legitimate partners who conform to human rights standards across the private and public sector ensuring a good EWF record. We pledge our transparency in line with values of accountability, integrity and responsibility. In our quest for resources the Board and team members will strive for the reduction of women's economic dependence.

ACKNOWLEDGEMENTS

Emthonjeni Women's Forum (EWF) appreciates the concerted support and contribution from African Women Development Fund (AWDF). Great appreciation goes to our partner AWDF for assisting and guiding EWF during the development of our Resource Mobilisation Strategy. Their commitment to giving their time for this task is greatly appreciated. This strategic plan would not have been developed without the invaluable support from AWDF whom we are eternally grateful.

Furthermore, the EWF Board has shown consistent support for the value of having a Resource Mobilisation Strategy for 2022-2024 hence their support and commitment to the operationalisation of the strategy. This commitment to strategic planning, and the task of implementation, shows strong and progressive leadership of the EWF board.

EWFs mandate is to assist in preventive and responsive measures to gender-based violence and in addressing behaviour change gaps for survivors and perpetrators of domestic violence as well as addressing inequalities that exist between men and women. It is our hope that this Resource Mobilisation Strategy will contribute to EWF's efficiency, stability and growth.

EXECUTIVE SUMMARY

Emthonjeni Women's Forum (EWF) values strategic thinking and planning processes that give the organisation clarity of strategic direction and focus, prioritisation of programming choices for greatest impact and building of required core capabilities. A resource mobilisation strategy is the basis for organisation's sustainability, efficiency and growth. EWF realises that the successful implementation of the strategy will be very much dependent on the organisation's human and financial capacity as well as refocusing staff's attitudes and skills to align with the requirements of the Resource Mobilisation Strategy.

The convergence of the expiration of the last Resource Mobilisation Strategy in December 2021 with the emerging shift in the political, social and economic landscape in Zimbabwe has given importance to the timing of the strategy development process. Heightened political tensions and violence, economic hardships worsened by the currency crisis, worsening poverty and pending COVID-19 pandemic induced lockdown exposing women to all forms of abuse and discrimination.

For EWF to survive, it needs support for its various work including programme work, organisational needs and continuous mobilisation for stability and sustainability. This heightens the importance of identifying and mapping EWFs needs for the next three years taking into cognisance the nature of our work around violence against women.

The Strategic goal for EWF for 2022-2024 is *"To contribute towards a gender just and Gender Based Violence Intolerant Society"*. The intention of the strategy and its objectives is to ensure that EWF increases its funding portfolio through use of diverse strategies, including increasing private partnerships with corporates, individuals and earned income.

The Resource Mobilisation Strategy will be achieved through two specific areas; stability and growth of EMTHONJENI WOMEN'S FORUM. Stability and sustainability will guarantee the survival of EWF for many years to come. Inevitably this stability will contribute to the growth of the organisation. The RMS will give direction to how EWF can develop its niche in the fight against violence on women.

Resource mobilization focuses on forging partnerships built on trust and mutual accountability so as to attract adequate and more predictable contributions, with the long-term goal of sustainability. EWFs resource mobilisation target (for 2022-24 USD 1.5 million) represents the share of voluntary contributions required to carry out interventions in targeted communities. As such EWF guiding principles for the RMS include the portrayal of a consistent organisation, that is versatile and can swiftly adapt and respond to prevailing trends and opportunities. EWFs principles of transparency and accountability form part of this strategy as well.

For Emthonjeni Women's Forum Resource Mobilisation Strategy to succeed various critical success factors have been considered and factored into the strategy. As such both external and internal factors have been considered and recognised and constitute part of the RMS. The external factors include an enabling environment within the country and the identification of strategic partnerships and networks. Internally it is imperative to invest in organizational capacity that would contribute to resource mobilisation in the process upholding values of EWF.

EWF will use various strategies in the implementation of the Resource Mobilisation Strategic plan. This will ultimately contribute and provide stability and growth for the organisation. These strategies include engaging corporates, INGOs, individuals, hosting of special events and tapping into earned and non-restricted funds to generate income.

The Resource Mobilisation Strategy will go a long way in enhancing the work of EWF as well as contributing immensely to a gender just world where women are protected and can freely engage at various platforms without fear of violence being perpetrated upon them.

CHAPTER 1

INTRODUCTION AND BACKGROUND

Emthonjeni Women's Forum (EWF) values strategic thinking and planning processes that give the organisation clarity of strategic direction and focus, prioritisation of programming choices and resource mobilisation for greatest impact and building of required core capabilities. A Resource Mobilisation Strategy is the basis for mobilising resources and their appropriate allocation for the achievement of EWF's strategic objectives.

The Resource Mobilisation strategy formulation process was done with support and guidance from African Women Development Fund.

1.1 PREAMBLE

Emthonjeni Women's Forum (EWF) is pleased to present the 2022-2024 Resource Mobilisation Strategy. It is our road map to the rapid response in advocacy around women's right issues, transforming gender norms and economic empowerment towards ending gender-based violence. It is our mandate as EWF to commit to making the contents of this Resource Mobilisation Strategy come to reality. The ideal that we want to see is a society where women live free from domestic violence and actively and effectively participate in social and economic development of their communities.

The vision, mission and values of EWF contained herein continue to resonate for all our stakeholders and partners to feel our heartbeat. I urge all EWF members of staff to embrace and own the vision as we work towards achieving our goals and meeting our objectives. Together we make EWF relevant and a life changing reality to women in our community.

1.2 ABOUT THE ORGANISATION

Emthonjeni Women's Forum (EWF) **Trust No CF 54/2010 (registered on 28 May 2010)** is an emerging apolitical Zimbabwean women's non-profit-making organization which seeks to prevent and respond to domestic violence, in the process assisting women realize the potential power they have to empower themselves and take a stand against all forms of violence. The organization was established to assist in preventive and responsive measures of gender-based violence and in addressing behaviour change gaps for survivors and perpetrators of domestic violence in Zimbabwe. Emthonjeni Women's Forum was founded specifically to assist women overcome domestic violence and realize their economic potential as well as creating a platform where they can share and exchange information on various issues brought about by inequalities between men and women.

The aim of the organization is:

To reduce all forms of violence against women specifically domestic violence in the process promoting women's rights.

The organization's vision is:

To see a society that is gender-based violence free, seeks gender justice and equity, offers equal access to positions of responsibility.

The organization's mission is:

To provide an opportunity and platform for targeted communities to challenge the behaviours, beliefs and customs that promote gender-based violence, inequity and gender injustices.

CHAPTER 2

RATIONALE FOR THE RESOURCE MOBILISATION STRATEGY

RELEVANCE AND IMPORTANCE OF RESOURCE MOBILISATION

Emthonjeni Women's Forum (EWF) prerequisite is to channel efforts towards reviewing the Resource Mobilisation Strategy (RMS) in the context of COVID 19 recognising that funding flows have been affected, hence to adapt to the new context and beyond. For any organisation to thrive, it has to plan and focus on a sustainable funding flow that would contribute to its growth and development. The RMS is also influenced by the need for EWF to continue providing services to survivors of gender-based violence and women in general. This is in addition to the contribution of EWF to its growth and scaling up of service provision.

The Zimbabwean political landscape is unstable leading to heightened violence against women (VAW). After the dramatic change of power in November 2017 which saw military backed street demonstrations and the ousting of former President Robert Mugabe, the second republic has used brutal force to contain unrest and women have been worst affected, hence seeing more women needing the support of EWF's services for the realisation of their constitutional rights.

Access to justice has been hindered by limited resources constrained by COVID 19, which has affected more women due to Intimate Partner Violence (IPV) as a result of strict lockdown regulations. These are aggravated by lack of or limited sources of income. The judiciary system is operating at half capacity, similarly the Victim Friendly Unit. The focus has been on COVID 19 at the expense of gender-based violence.

Economically, Zimbabwe is currently going through an economic crisis which has been characterised by fuel shortages and very high inflation. Vulnerable women who were already struggling to make a living have their situation further worsened by these economic challenges. EWF will therefore be required to strengthen its capacity to economically empower women through various strategies, beyond counselling as a holistic package for women. These push factors are the reason why EWF needs a resource mobilisation strategy. It is envisioned that if EWF reviews its Resource Mobilisation Strategy then EWF will continue its service provision to the various communities, survivors of gender-based violence and ensuring organisational sustainability in the process.

REASONS FOR HAVING A RESOURCE MOBILISATION STRATEGY

2.1 The Need for Sustainability

Currently, the organisation is receiving 100% of its project budget from funding partners. EWF needs to diversify its funding through growing the existing partnerships and expanding the funding basket to include cooperates, mass market crowd funding and high net worth individuals. In the event that the donors pull out, this will mark the end of the organisation and its projects. This strategy will guide the organisation to put in place practical measures to ensure future self-reliance and tapping into other modes of funding.

2.2 The Need to Allow for Improvement and Scaling Up of Organisation Services.

Currently the organisations focus is on responsive and preventive measures to GBV, which is mainly done through soft programming, however, EWF needs to offer services such as consultancy and economic empowerment and scaling up our services to increase funding such as being research hub.

2.3 The Impact of COVID-19

COVID-19 pandemic has also affected the organisation in terms of resources and funding. COVID - 19 has led to rechannelling of funds towards responding to VAW in the context of COVID-19. Additionally, it has led to funding organisations calling for proposals to respond to VAW in COVID context. This therefore means that EWF has had to embrace the current context and adapt its programming so that it speaks to the context. Funding focus has therefore shifted to focus on how women have been affected and this calls on EWF having to adapt.

CHAPTER 3
RESOURCE MOBILISATION ENVIRONMENTAL ANALYSIS

3.1 ENVIRONMENTAL ANALYSIS

Politically, the landscape in Zimbabwe over the last 2 years has gone through spectacular changes which even the most astute political scientists would not have imagined. These changes have impacted on the lives of the ordinary people, particularly women and children. Firstly, was the change of power in November 2017 which saw military backed street demonstrations and the ousting of former President Robert Mugabe who was replaced by President Emmerson Mnangagwa. There was a lot of hope for a better Zimbabwe with promises by the leadership that the country was open for business as part of a new dispensation. However, the polarisation in the country has increased to retrogressive levels and citizens are the ones who suffer the most. This unstable environment has seen more women needing the support of EWF’s services for the realisation of their constitutional rights.

Economically, Zimbabwe is currently going through an economic crisis which has been characterised by crippling fuel shortages and very high inflation. Vulnerable women who were already struggling to make a living have their situation further worsened by these economic challenges. EWF will therefore be required to strengthen its capacity to economically empower women. Socially, the effects of COVID-19 have increased the prevalence of VAW which has made it difficult for women to escape violence or seek support and justice.

3.2 SWOT ANALYSIS

		What needs to be done
Strengths	<ul style="list-style-type: none"> ✓ Very knowledgeable about GBV and Violence Against Women matters ✓ Good relations with government departments e.g. Ministry of Women Affairs and Small to Medium Enterprise. ✓ Visible and solid presence in Matabeleland region. ✓ A GBV organisation that also focuses on men involvement. ✓ Advocacy using social accountability model. ✓ Very good financial systems. ✓ Work in rural communities reaching the most vulnerable groups. ✓ Staff diversity with complimentary skills. ✓ Good partnership relations with other organisations. ✓ Offer rehabilitative counselling for perpetrators of GBV. ✓ Good reputation attracts donors. <p>Good networking for collaborations.</p>	

Weaknesses	<ul style="list-style-type: none"> ✓ Funding is only donor dependant, no funding portfolio diversification. ✓ Insufficient transportation resources, organisation only has 2 vehicles. ✓ Poor mechanism for tracking the success and failure of proposals. ✓ Limited office space. ✓ No safe shelter for women. ✓ No organisational lawyer to assist women in attaining justice. 	<ul style="list-style-type: none"> ✓ To mobilise more resources for the sustainability of the organisation.
Opportunities	<ul style="list-style-type: none"> ✓ Increased use and availability of social media. ✓ Increased reporting of GBV cases. ✓ Introduction of independent commissions in the constitution such as the Gender Commission and Human Rights Commission. ✓ Increased interest of funders owing to the COVID-19 pandemic and the political and economic volatility in Zimbabwe. ✓ INGO's increased interest in working with local organisations. 	<ul style="list-style-type: none"> ✓ To harness the existing opportunities to increase EWF's funding portfolio.
Threats	<ul style="list-style-type: none"> ✓ Political instability towards 2023 elections. ✓ Amendment of existing Laws and Enactment of new laws e.g. Cyber Bill and PVO Bill. ✓ Subjection of GBV survivors to a vicious cycle of violence. ✓ Economic instability and fear of recurrence of 2008 situation where Bank accounts were wiped out overnight. ✓ Failure to secure long-term grants from donors. 	<ul style="list-style-type: none"> ✓ Constantly scan the environment and adapt.

CHAPTER 4

MAPPING ORGANISATIONAL NEEDS

EWFs mandate is on preventive and responsive measures to gender-based violence, ensuring women live lives free from all forms of violence. For EWF to survive, it needs the support of for its various work including programme work, organisational needs and continuous mobilisation for stability and sustainability.

4.1 PROGRAMME NEEDS

An estimated cost of US\$1 137, 460.00 is required to cover programme expenses. These expenses include costs related to transport, equipment, communication, training materials and conference fees and awareness raising activities.

Programmes on prevention: The focus is on reducing violence against women through promoting gender equitable systems and structures, increasing women's voice, choice and agency. The prevention focus will empower women with knowledge and awareness about human and legal rights so that they can emerge as a strong field force intolerant to all forms of violence.

Programme on advocacy: The focus is to strengthen women's agency in demanding the fulfilment of their rights and strengthen their participation in governance processes.

Programme on responsive measures to violence against women: EWF provides counselling services to survivors of violence as well as rehabilitative counselling to perpetrators of violence so that they realise the folly of their behaviour and change to be better man. Community structures in the form of community-based counsellors are also established to assist with basic counselling.

Economic empowerment: The focus is to ensure that women are economically independent and need not rely on the abuser for survival.

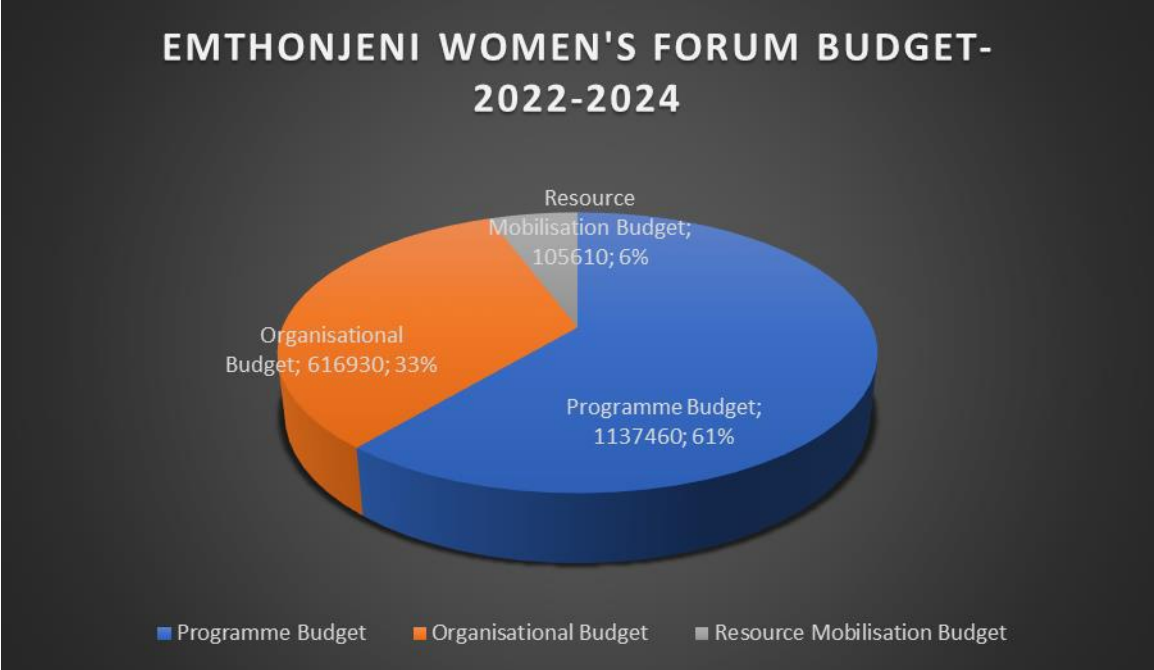
4.2 ORGANISATIONAL NEEDS

An estimated cost of U\$616 930 is required to cover organisational needs such as salaries insurance, benefits and other taxes, purchase of office furniture, maintenance costs, supplies, stationery, printing and photocopying costs, rent and utilities, bank charges, audit fees, communication costs and capacity building. This accounts for 39% of the total 3-year budget.

4.3 RESOURCE MOBILISATION NEEDS

EWF recognises the need to have money to make money hence the importance on having a resource mobilisation budget line at an estimated cost of US\$105 610.00 to ensure that the organisation mobilises sufficient resources to sustain its operations from 2022 to 2024.

	Total amount	Total %
Programme needs	1 137, 460.00	60%
Organisational needs	616 930.00	39%
Resource Mobilisation	105 610.00	1%
Total	1 860 000	100%



CHAPTER 5 STRATEGIC OBJECTIVES

5.1 GENERAL OBJECTIVE(S)

To mobilise diversified resources for US\$2.5 million for Emthonjeni Women's Forum's (EWF) from 2022-2024.

5.2 SPECIFIC OBJECTIVES

- To raise 5% of unrestricted funds for EWF by 2024.
- To increase EWF's resources by 50% each year up to 2024.
- To reduce EWF's donor dependence by 50% in 2022.
- To increase public private partnership contribution by 80% through Resource Mobilisation Strategy.

CHAPTER 6

STRATEGIC FOCUS

Emthonjeni Women's Forum is cognisant of the fact that a Strategy focus is the heartbeat of the Resource Mobilisation Strategy, as it highlights the core issues hence the need to select and prioritise three strategic focuses.

6.1. PRIMARY FOCUS: STABILITY/ SUSTAINABILITY

The primary strategic focus of Emthonjeni Women's Forum is to sustain its core mission through diversifying its sources of income. The funding sources of Emthonjeni Women's Forum will range from partnering with corporates, mass market, crowd funding and harnessing high net worth individuals. The organisation will utilise its strength in financial management accountability to mobilise resources. Emthonjeni Women's Forum programming is also rooted in community-based structures which ensures the sustainability of the organisation's interventions. The organisation also aligns its programmes with government's long terms plans and strategic plans and this is also used to sustain organisation's mission.

6.2. SECONDARY FOCUS-GROWTH

The secondary strategic focus of Emthonjeni Women's Forum is to increase fundraising revenue to allow for growth. EWFs focus will be to retain current partners, expand and diversify funding portfolio leading to an increased funding revenue base that will strengthen the organisation's operations. This would enable EWF to deliver its services more effectively to women and ultimately contributing towards a gender just and GBV intolerant society.

CHAPTER 7

GUIDING PRINCIPLES

Resource mobilization focuses on forging partnerships built on trust and mutual accountability so as to attract adequate and more predictable contributions, with the long-term goal of sustainability. EWFs resource mobilisation target (for 2022-24 USD 1.5 million) represents the share of voluntary contributions required to carry out interventions in targeted communities. As such EWF has the following guiding principles

7.1 EMBRACING ONE EMTHONJENI WOMEN’S FORUM.

The recognition that EMTHONJENI WOMEN’S FORUM needs one corporate approach in its interaction and relations with its donors and partners. Embracing one EMTHONJENI WOMEN’S FORUM ensures that donors and partners get a consistent message regardless of the source within EMTHONJENI WOMEN’S FORUM.

7.2 SWIFT ADAPTABILITY & RESPONSE TO FD SECTOR TRENDS AND OPPORTUNITIES

It’s fundamentally important that EWF keeps abreast of the Resource Mobilisation Sector trends, best practices and technologies for it to be able to respond and align to them appropriately. Associating with key industry influencers and players through attending conferences, dialogue meetings and interaction with experts in the field when opportunities arise shall be a deliberate effort. Swift response to opportunities like calls for proposals, invitation to dialogue meetings, etc. will be prioritised at all times.

7.3 KEENNESS ON RETURN ON INVESTMENT

EWF will dedicate resources to finance this strategy, at the same time ensuring maximum efficiency on capital return on investment. EWF will continuously mobilise funds and build the capacity of officers to lead RM process.

7.4 TRANSPARENCY AND ACCOUNTABILITY

EWF will ensure transparency and accountability of all resources mobilised, ensuring they are used in accordance with set agreements and are aligned to agreed strategic objectives.

CHAPTER 8

CRITICAL SUCCESS FACTORS

For EWF to successfully mobilise for resources both external and internal factors need to be considered and recognised prior to the execution of the strategy. It is equally important that EWF recognises the inextricable relationship between the RMS and the organisation strategic plan.

EXTERNAL ENVIRONMENT FACTORS

8.1 ENABLING ENVIRONMENT

It is imperative that EWF operates in an enabling environment so that it can fully harness funds towards the growth and sustainability of the organisation. It is therefore imperative that EWF should constantly analyse and scan the funding environment and be able to adapt.

8.2 STRATEGIC PARTNERSHIPS AND NETWORKING

It is pertinent that EWF identifies and has allies in the public private sector, development work that are strategically placed to influence on behalf of EWF. This gives EWF leverage in accessing a broader range of resources and expertise.

INTERNAL ENVIRONMENT FACTORS

8.3 ORGANISATIONAL CAPACITY

Emthonjeni Women's Forum has 17 staff members, some who will need to be capacitated with knowledge and skills on RM. The organisation also has board members who have diverse skills that will propel the organisation to greater heights in terms of resource mobilization. ARM Committee will be established to lead the RMS to include board members, volunteers within and outside the country.

8.4 GOVERNANCE ISSUES

Emthonjeni Women's Forum has a vision statement, mission and values statements that are well articulated and shared. These statements are posted in open space for everyone to see as a constant reminder and sense of ownership and commitment to EWF values. The organisation also has a governing body and leadership who are committed to the organisation and bring vast knowledge, experience and skill towards RM. The organisation realises the need for the board members to be involved in resource mobilisation.

8.5 POLICY ISSUES

Emthonjeni Women's Forum has several policies that help the organisation to tie together its mission, vision and values into clearly written and easily accessible documents for all employees to take to heart. These policies create uniformity in employee rights and responsibilities which are critical for resource mobilisation. Policies are also consistently reviewed and updated.

8.6 RESOURCE ISSUES (human, financial, etc.)

Emthonjeni Women's Forum has realised that a satisfied and skilled workforce is critical in resource mobilisation because it will determine whether the staff implements quality programs. Therefore, the organisation will continuously apply human and financial resources policies that address the needs of its staff members.

8.7 STAKEHOLDER RELATED ISSUES

Emthonjeni Women's Forum (EWF) works with various stakeholders with different levels of interest and influence on the work of the organisation. Therefore, EWF will continue to analyse the stakeholders and have appropriate engagement strategies for each stakeholder. Stakeholders with high interest and in the work of the organisation and high power of influence that can impact on the achievement of EWF's mission will be prioritised.

8.8 RELATIONSHIP WITH OTHER PLAYERS

Emthonjeni Women's Forum values networking and partnerships and therefore participates in recognised networks that are relevant to its programmes and services. The organisation leverages its participation in networks and is able to demonstrate partnership and engagements with other team players, CSOs, relevant Government entities. The organisation also realises the need to partner with private institutions hence it will prioritise such relationships for resource mobilisation.

CHAPTER 9
SOURCES AND TARGETS

EWF will various strategies to mobilise for funds and these are highlighted below. Targets as a guide will be set for each strategy in line with providing stability and growth for the organisation.

		2022	2023	2024	Total
1	Institutions, Government & Corporate sources	US\$350 000	US\$350 000	US\$350 000	US\$1 050 000
2	Individuals	US\$120 000	US\$120 00	US\$120 000	US\$360 000
3	Special events and campaigns	US\$100 000	US\$100 000	US\$100 000	US\$300 000
4	Earned and non-restricted income	US\$50 000	US\$50 000	US\$50 000	US\$150 000
	TOTAL	US\$620 000	US\$620 000	US\$620 000	US\$1860 000

9.1 INDIVIDUAL SOURCES

EWF will seek for resources from celebrities, alumnae and high network individuals. We expect USD 360000 from individuals. EWF intends to engage influential individuals within the country and outside the country as it has a large citizenry in the diaspora. These individuals will include ordinary monied people, celebrities, high income earners like Strive and Tsitsi Masiyiwa.

9.2 EARNED AND NON -RESTRICTED INCOME

EWF will establish a separate entity to mobilise resources to cater for administrative needs that are not taken care of by restricted funding. We target to raise 50,000 USD from this entity.

9.3 SPECIAL EVENTS AND CAMPAIGNS

EWF will come up with at most four special events and campaigns a year to raise funds. Two of the events will be done in partnership with celebrities and Corporates for greater traction. EWF targets to raise USD300000 from this type of resource.

9.4 INSTITUTIONS

EFW intends to raise **USD1 050 000** from institutions including Foundations, bi and multi- lateral agencies and royal entities both within and outside the country. EWF will maintain the current partners and will tap into social capital for reference to other institutions.

APPENDIX 1: PERFORMANCE PROGRESS MONITORING

Strategic Focus	Source of income	Resource Activity	Mobilisation	Key success indicator
Growth	Private Companies	Lobby, relationship building and partnership		# of companies engaged. Amounts generated and support/donations in kind received
	International NGOs	Proposal writing Lobby and relationship building		Grant amount and support/donation in kind received
	Earned income	Consultancies and administration fees for services		Number of consultancies Amount /income generated Amount generated.
	Individuals (High income earners from locals and in the diaspora)	Lobby and relationship building. Lobby celebrities such as musicians and soccer players		Grant amount received/ donations generated
				# of celebrities lobbied. Amount generated
Special events	Fundraising dinners/ Marathons & fun runs.		Amount generated	

Strategic Focus	Source of income	Resource Activity	Mobilisation	Key success indicator
Stability	Institutions such as INGOs	Proposal Writing		Number of submitted proposals.
		Form Consortiums/partnerships		Number of consortiums formed.
	Individuals	Source for cash donations and gifts.		# of individuals approached. Amount received.
	Special Events	Fundraising Dinners Women's High-level Teas Crowd funding		% of income earned from special events and crowd funding. # of events held.
	Earned and non-restricted income	Consultancy Trainings (harnessing on diverse EWF skills) Service delivery (In-house lawyer for legal services)		% of positive increase in number of consultancy services obtained. Number of Trainings conducted. % of service delivery income out of the total budget. % of positive increase in numbers of members.
Corporates	Lobby and partnership		# of corporates approached. Amounts received Donations and support received.	

APPENDIX 2 ACTIVITIES AND ANNUAL TARGETS

Source of income	Resource Mobilisation Activity	Annual targets (in USD)			Strategic period target (in USD)
		2022	2023	2024	Total
Institutions Corporates, Multilaterals, etc)					
Private Companies	Lobby, relationship building and partnership	US\$50 000	US\$30 000	US\$20 000	US\$100 000
International NGOs	Proposal writing Lobby and form partnerships and consortiums	US\$300 000	US\$320 000	US\$330 000	US\$950 000
	SUB TOTAL	US\$350 000	US\$350 000	US\$350 000	US\$1050 000
Events					
	Fundraising dinners, Women's High-level Teas, Marathons & fun runs	US\$82 753	US\$63 363	US\$76 884	US\$223 000
	SUB TOTAL	US\$82 753	US\$63 363	US\$76 884	US\$223 000
Individuals	Lobby celebrities such as musicians, high net worth individuals and soccer players	US\$60 000	US\$50 000	US\$45 000	US\$155 000
	Source for cash donations and gifts	US\$40 000	US\$35 000	US\$37 000	US\$112 000
	SUB TOTAL	US\$100 000	US\$85 000	US\$82 000	US\$267 000
Earned income	Consultancies and administration fees for services	US\$70 000	US\$50 000	US\$50 000	US\$170 000
	Consultancy Training (harnessing on diverse EWF skills) Service delivery (In-house lawyer for legal services)	US\$100 000	US\$20 000	US\$30 000	US\$150 000
	SUB TOTAL	US\$170 000	US\$70 000	US\$80 000	US\$320 000
	GRAND TOTAL	US\$702 753	US\$668 363	US\$588 884	US\$1 860 000

APPENDIX 3: RESOURCE MOBILISATION STRATEGY IMPLEMENTATION BUDGET

Source of income	Budget (in USD)			Strategic period
	2022	2023	2024	Budget (in USD)
Institutions (Corporates, Multilaterals,)	7000	7000	4610	18 610
Events	12 000	9000	8000	29 000
Individuals	12 000	9000	8000	29 000
Earned income	12 000	9000	8000	29 000
TOTAL BUDGET	43 000	34 000	28 610	105 610

APPENDICE 4: CASE FOR SUPPORT

Thandiwe is hurt...
is afraid...
is alone...

Together, we can create a gender-based violence free society.

Every month, over 100 cases of domestic abuse are reported in Matabeleland region. For these women, the nightmare is far from over. After suffering physically and emotionally scarring abuse - often for years, and more often than not at the hands of an intimate partner, the sense of shame and blame follows them.

That is why Emthonjeni Women's Forum exists and focuses on preventive and responsive measures of gender-based violence and in addressing behaviour change gaps for survivors of domestic violence. The ultimate goal of EWF is to contribute towards a gender just and gender-based violence intolerant society. The above-mentioned goal is achieved through focusing on four thematic areas of advocacy, transforming gender norms, counselling and economic empowerment. The goal of the organisation is also seen as a collective pool or well of hope, healing, restoration, justice and economic empowerment for women survivors of socio-political and economic injustice including gender-based violence. The organisation which was established in 2010 was therefore called "Emthonjeni" which means a 'at a well', derived from a cultural concept of a water hole that supplies life sustaining water to all people in a community. Emthonjeni Women's Forum also offers women a safe space where they can be supported without fear of stigmatisation.

I am customarily married to Isaac Ndlovu (50 years) and I have been constantly physically assaulted throughout the marriage. I would go to seek refuge from my neighbours and with time my husband followed where I had sought protection in a place of safety. The neighbours started denying me the protection as my husband would start fighting with them. After obtaining knowledge about EWF through awareness raising and approached them for help. They counselled me and assisted me in applying for a protection order which has since been granted. After being granted the protection order, my husband changed his behaviour, we are now leaving in harmony. The change that I have witnessed in my husband has enabled me to also refer two women from my village who were also experiencing physical abuse to call EWF and get assistance.
Silibaziso Ndlovu, 40 years

With Your Help, no victim and survivor need to be alone, EMTHONJENI WOMEN FORUM provides counselling services, prepares women for court, raises awareness and uses a holistic approach towards reducing violence against women and empowering women. The number of victims has been exacerbated by COVID 19 which has seen a rise in intimate partner violence.

To accomplish our goal of protecting women and promoting women's rights, we will need to expand both our services and staff. Through the generous contributions of our funding donors, this will be possible and will realise fruition. We need to engage legal practitioners to represent our women in a court of law. EWF needs a vehicle to reach women in hard to reach areas including to remove them from places of harm to safe spaces. EWF also needs a training and counselling centre at community level to enable access of services.