


MANAGEMENT OF COMMUNITY INITIATIVES

AND LOCAL FUND MOBILIZATION

YOUTH-LED GROUPS
ACTION GUIDE



2024



Management of Community Initiatives and Local Fund Mobilization

Youth-Led Groups Action Guide

Introduction

- Are you a youth-led group aiming to bring positive change to your community?
- Do you have an idea or a passion for addressing an issue you care about?
- Do you want to learn how to plan, implement, and evaluate your community initiative?
- Are you interested in discovering how to access and mobilize local resources to support and sustain your initiative?

If you answered "yes" to any of these questions, then this guide is for you.

This guide is specifically designed for youth-led groups seeking to launch and manage community initiatives and mobilize local resources.

» **Youth-led groups:** These are groups of young individuals who share a common interest, goal, or cause, working collaboratively to achieve it.

» **Community initiative:** This refers to efforts initiated, implemented, and managed by community members with the aim of addressing a particular issue or need within that community.

» **Local resources:** These include any available and accessible resources within the community, such as funds, materials, equipment, volunteers, and more.

» **The main goal of this guide is to provide you with practical and insightful information, advice, tools, templates, examples, and case studies to help you with the following:**

- Identifying the problem or cause you want to address in your community and gathering relevant information about it.
- Conducting a community assessment to better understand the situation and the context of your cause.
- Leading and engaging others in your initiative while mobilizing local resources.
- Planning, implementing, monitoring, and evaluating your initiative to assess its impact and effectiveness.
- Creating a lasting impact on your chosen cause or issue, your community, and yourselves.

» **This guide rests on the following assumptions and principles:**

- You are not only the future but also the present of your community. You possess the creativity, energy, and passion necessary to address the challenges that affect your lives and surroundings.
- You have both the right and the responsibility to participate and lead in the development of your community. You are equipped with the knowledge, skills, and abilities to identify and analyze the needs and strengths of your community and to design and implement effective and relevant solutions.
- You can benefit from the support and collaboration of stakeholders and other organizations in your community, such as local authorities, civil society, and the private sector. Additionally, you can learn from other youth initiatives and networks that align with your vision and mission.
- You can mobilize different types of local resources to support and sustain your project. Using various approaches and sources like fundraising, communication, and advocacy, you can effectively gather and leverage local resources.

» **The guide is organized into two main sections: the theoretical framework and the practical framework.**

We hope this guide helps you to launch and manage your community project and mobilize local resources effectively in Yemen. Furthermore, we hope it inspires and equips you to create meaningful, positive change in your community and your country. Remember, you are not alone in this journey. You have the support and collaboration of other youth-led groups, stakeholders, and organizations that share your vision and mission. Together, we can build a brighter future for Yemen.



Theoretical Framework

The theoretical framework provides the conceptual and contextual framework for the guide, covering the following topics:

Community Initiatives and Their Importance

A community initiative can be defined as a project initiated, implemented, and managed by community members aiming to address a specific issue or need within that community. It may focus on various areas, such as education, health, environment, culture, and more. Community initiatives can have diverse objectives, including improving quality of life, fostering social cohesion, promoting civic engagement, and other key goals. These initiatives often involve multiple stakeholders, such as individuals, groups, and organizations.

» Community initiatives are vital because they:

Empower community members to identify and solve their own problems using their resources and abilities.

Enhance community participation in development processes, fostering transparency and accountability in decision-making.

Strengthen community resilience and sustainability in facing challenges and crises, such as conflict, poverty, and disasters.

Contribute to social transformation and progress within the community, while advancing global objectives like the Sustainable Development Goals.

Mobilizing Local Resources and Its Significance

Mobilizing local resources refers to the process of accessing and utilizing various resources available within the community, such as funds, materials, equipment, personnel, and volunteers, to support and sustain a community initiative. This process can employ diverse methods and sources, such as fundraising, communication, advocacy, and others.

» Mobilizing local resources is essential because it:

Diversifies and expands the resource base and support network for the community initiative, fostering collaboration and partnerships among stakeholders and organizations within the community.

Increases the financial and non-financial resources required and utilized for community initiatives, while reducing reliance on external resources and donors.

Ensures the quality, sustainability, and outcomes of the community initiative, improving the efficiency and effectiveness of resource management.

Enhances ownership and participation among community members and supporters of the initiative, building trust and loyalty.

• Challenges and Opportunities

Youth-led groups in Yemen face a variety of challenges and opportunities when managing community initiatives and mobilizing local resources. The key challenges and opportunities include the following:

Challenges:

- The ongoing conflict and humanitarian crisis in Yemen have significantly impacted the safety and security of youth groups and their beneficiaries, thereby affecting access to, and the delivery of, services and activities.
- There is a lack of sufficient and reliable local resources, such as funding, materials, equipment, personnel, and volunteers, which undermines the quality and sustainability of services and activities.
- Some stakeholders and organizations, including parents, teachers, employers, government entities, and others, exhibit resistance and skepticism, which hinders cooperation and support for services and activities.
- Media coverage of youth issues and initiatives in Yemen is both limited and biased, which negatively affects youth awareness, recognition, and the visibility of their work.

Opportunities:

- The potential and diversity of Yemen's youth, who represent more than 60% of the population. These youth possess the creativity, energy, and passion needed to address the challenges affecting their lives and communities.
- Support and collaboration with other youth-led groups, stakeholders, and organizations in Yemen and beyond, who share the vision and mission of youth-led groups and can provide guidance, training, networking opportunities, and other forms of assistance.
- The widespread accessibility and innovative use of technology and social media, enabling youth-led groups to connect, coordinate, and collaborate with peers and stakeholders in their communities. These tools also facilitate access to and mobilization of both local and global resources.
- Global and regional frameworks and initiatives that support and promote youth participation and leadership in development and peacebuilding processes. Examples include United Nations Security Council Resolution 2250 on Youth, Peace, and Security, the Arab Youth Strategy, and youth empowerment projects.

• Best Practices and Key Lessons Learned

There are numerous examples and case studies of youth-led groups in Yemen and other regions that have successfully and effectively managed community initiatives and local resources. Some of the best practices and lessons learned from these examples and cases include the following:

Adopting participatory, inclusive, flexible, and adaptable strategies and approaches that align with the context and culture of the community.

Leveraging online platforms and social media to communicate, coordinate, and collaborate with youth and stakeholders in the community, as well as to access and mobilize local and global resources.

Utilizing diverse methods and sources to mobilize local resources, such as fundraising, outreach, advocacy, and others, while engaging and appealing to potential local donors and supporters.

Making use of various types and sources of local resources, such as funding, materials, equipment, volunteers, and more, by effectively leveraging the existing resources and capacities within the local community.

Employing diverse communication channels and media to share and showcase the impact and effectiveness of services and activities. Examples include storytelling and testimonials, photos, videos, podcasts, blogs, and social media. These tools help inspire and influence others to join, support youth-led groups, and advocate for their causes.

Practical Framework

The practical framework provides detailed guidance for this guide and is structured around the following phases:

Phase One: Reflection and Inspiration



This phase encourages your youth-led group to reflect on its motivations, vision, and mission for community development within your project and to mobilize local resources. It also inspires you to learn from other youth-led groups that have implemented similar or related initiatives.

Phase Two: Identification and Information Gathering



This phase assists you in identifying the issue or cause you wish to address within your community and in gathering relevant information about it. It also guides you in conducting community assessments and problem analyses to understand the context and dynamics surrounding your cause.

Phase Three: Action Planning



In this phase, you will establish a detailed plan for your project and resource mobilization efforts. It involves setting specific and measurable objectives, selecting effective strategies and activities, assigning responsibilities and roles, defining schedules and milestones, allocating and managing resources and risks, and measuring and reporting on impact and effectiveness.

Phase Four: Local Resource Mobilization



This phase guides you in mobilizing local resources to support and sustain your project. It includes identifying and researching potential local donors and supporters, building connections, fostering trust and relationships, and recognizing and appreciating their contributions.

Phase Five: Moving Forward and Implementation



During this phase, you will implement and manage your project actions and resource mobilization plans. It involves monitoring and evaluating progress and outcomes, reporting on your impact and effectiveness, adapting and improving your processes, and sustaining and expanding the reach of your impact.

Phase Six: Lasting Impact



This phase focuses on creating a long-lasting impact on your cause, community, and yourselves. It involves evaluating and documenting your impact and effectiveness, sharing and disseminating your results, celebrating your successes, and reflecting on lessons learned to ensure continued growth and improvement.

In the following sections, each phase will be described in greater detail, providing you with the information, advice, tools, and templates needed to complete them. You are encouraged to use this guide as a reference and resource, adapting it to your specific context and needs. Remember, this is your initiative, and you are best positioned to determine what works for you and your community.

Chapter One: Reflection and Inspiration

Before a youth-led group embarks on its community initiative and begins mobilizing local resources, its members must reflect on their motivations, aspirations, and objectives, as well as draw inspiration from the experiences and impact of other youth-led initiatives. This phase will assist the youth-led group in clarifying its purpose and goals, ensuring these are aligned with the values and passions of its members.

» Outlined below are the steps the youth-led group should follow to complete this phase:

Step 1: Reflect on Your Motivations

The following questions are designed to help each member consider the driving forces behind their desire to launch a community initiative and mobilize local resources.

**What are the issues and challenges that matter to you
and that you wish to address?**

**What opportunities and solutions do you perceive
and seek to pursue?**

How do you feel about these issues, challenges, opportunities, and solutions?



What skills and talents do you possess and wish to further develop?

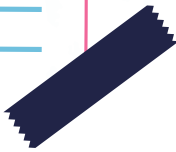
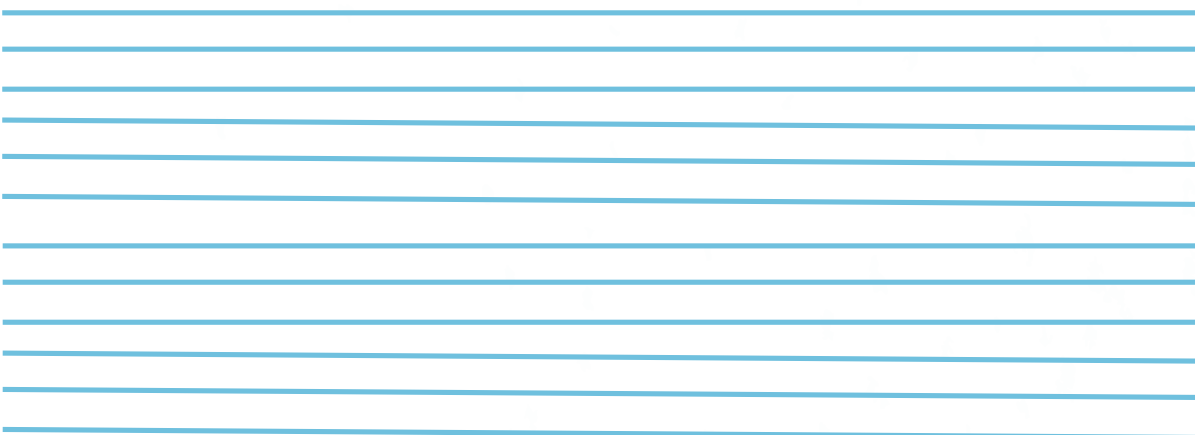



Step 2: Define Your Vision and Mission

Building upon the motivations of its members, the youth-led group will articulate its vision and mission for this community initiative (community development) and the mobilization of local resources.

The vision represents your ambitious, long-term goal, while the mission is the actionable, short-term objective. Use clear and concise language, ensuring your vision and mission are specific, measurable, achievable, relevant, and time-bound.

What is the youth-led group's vision?



What is the youth-led group's mission?

Step 3: Seek Inspiration from Others

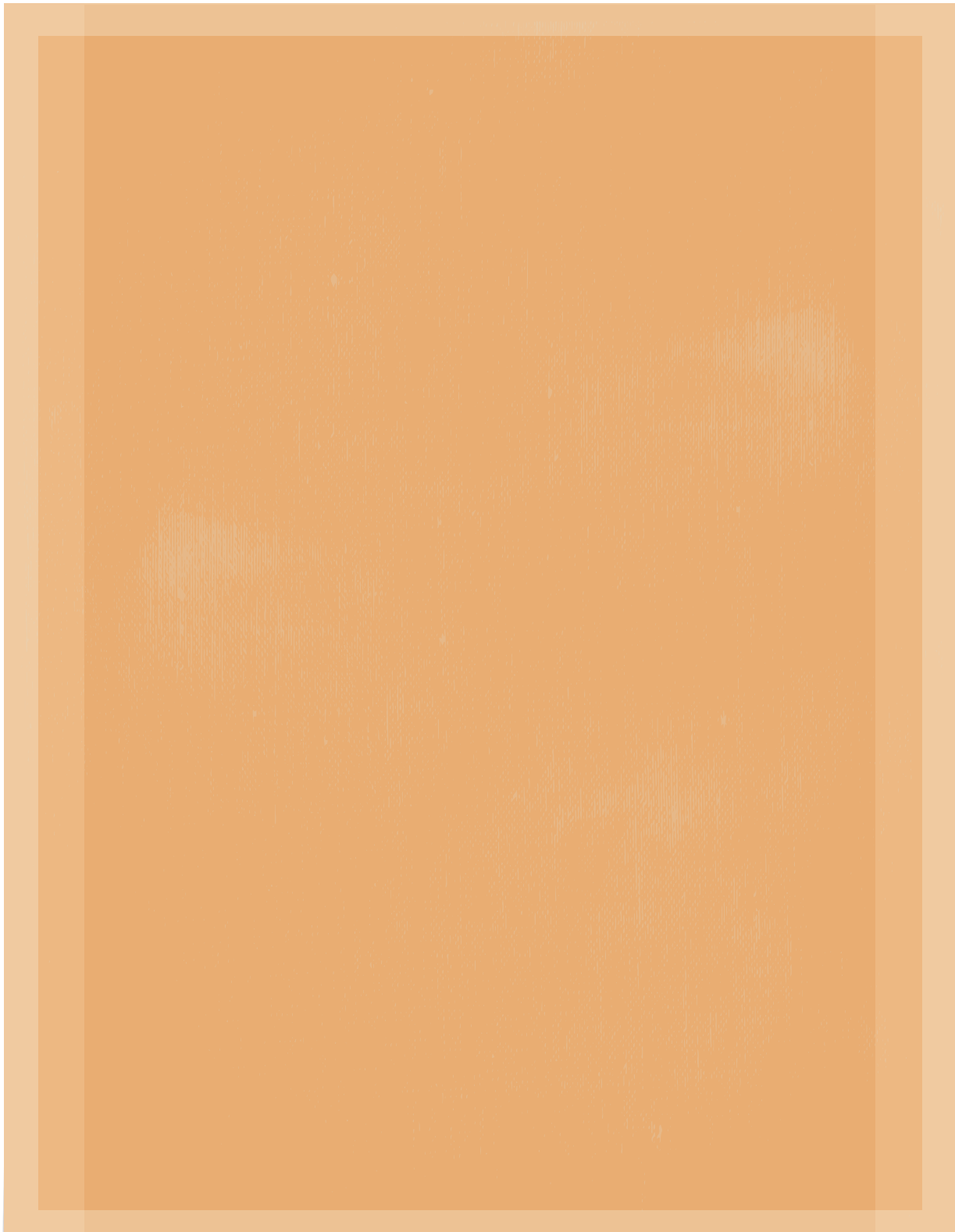
The youth-led group can look for examples of other youth-led groups that have carried out similar or related community projects and have effectively mobilized local resources. Learn from their experiences, achievements, and the challenges they encountered

» **Note down your key insights and ideas and share them with your team members.**

What impact have they achieved?	How did they plan and implement their projects and mobilize local resources?	What motivated them? What is their vision and mission?	What are some examples of youth-led groups and community initiatives that inspire you, and why?

» What drives your passion to continue with the subsequent stages and steps outlined in this guide?

The youth-led group may choose an issue that holds significance and meaning for both its members and the wider community. It should be something that inspires genuine enthusiasm among the group's members and for which they are willing to commit their efforts. Additionally, the chosen issue must be feasible and realistic to address, considering the group's available resources and capacities.



Chapter Two

Steps for Action



Phase One

Needs Assessment and Situation Analysis

Once the youth-led group has engaged in reflection and drawn inspiration, it is time to gather further information about the specific issue or challenge the group aims to address within its community.

This phase outlines the essential steps and methods for conducting a participatory needs assessment and situation analysis, in collaboration with youth-led groups and other relevant stakeholders in selected communities in Yemen. It also aims to identify the main challenges and opportunities for youth engagement and leadership in community initiatives and the mobilization of local resources. In addition, this stage provides various tools and templates for data collection and analysis, such as semi-structured interviews, focus group discussions, observation, mapping, ranking, and recording, among others. Examples and case studies from needs assessments and situation analyses conducted in Yemeni communities are also presented, highlighting key findings and outcomes from data analysis.

• What is Participatory Needs Assessment and Situation Analysis?

Participatory needs assessment and situation analysis is the process of collecting and analyzing information regarding the needs, challenges, capacities, and resources of a particular community, as well as the context and influencing factors, through the active and purposeful involvement of community members and relevant stakeholders. The objective of participatory needs assessment and situation analysis is to identify and prioritize the main issues and opportunities facing the community, guiding the design and implementation of appropriate and effective interventions or solutions.



» The benefits of participatory needs assessment and situation analysis include the following:

It ensures the relevance, appropriateness, and effectiveness of interventions or solutions that are designed and implemented based on the results of the needs assessment and situation analysis, as these reflect and address the community's actual and perceived needs, challenges, capacities, resources, and the contextual factors affecting them.

It promotes ownership, empowerment, and sustainability of interventions or solutions developed and implemented as a result of the needs assessment and situation analysis, as these are created and supported by community members and other concerned stakeholders and enhance participation in decision-making and action.

It fosters learning, capacity building, and communication among the community and other relevant stakeholders, who acquire new knowledge, skills, and relationships throughout the process of participatory needs assessment and situation analysis. These can be applied to other issues and opportunities they may encounter.

How to Conduct a Needs Assessment and Situation Analysis

The steps and methods for conducting a needs assessment and situation analysis may vary depending on the specific objectives, the scope and context of the assessment, and the preferences and availability of community members and other relevant stakeholders. Nevertheless, the general framework for conducting a needs assessment and situation analysis can be summarized as follows:

Step 1: Identify the Community Issue

This step is crucial, as it enables you to focus your attention and efforts on the most important and pressing issue affecting your community, and to communicate it effectively to others.

• Activities:

1 Identify the main problem faced by you and your community, or the issue you aspire to address, and articulate it in a single sentence.

2 Use the questions who, what, when, where, why, and how to clarify your issue and ensure it is specific, clear, and realistic.

3 Verify that your problem statement or objective is aligned with the vision and mission of your initiative, as well as with the expectations and interests of your community and other stakeholders.

• Problem Statement:

A problem statement is a sentence that describes the issue faced by you and your community and that you wish to address. The problem statement should be specific, clear, and realistic, and must answer the following questions:

Who is affected by the issue?

What is the issue?

When does the issue occur?

Where does the issue occur?

Why is the issue important?

How will the issue be addressed?

» **Example problem statement:** Youth-led groups in rural areas of Yemen lack access to quality education and employment opportunities, both of which are essential for their empowerment and development. We seek to address this issue by implementing community initiatives and local resource mobilization strategies that enhance their access to education and employment.

Step 2: Define the Scope and Purpose of the Community Needs Assessment

To determine the scope of the community assessment, the youth-led group must clearly identify the specific community issue to be assessed, the individuals affected by it, the geographic area of focus, and the key questions the group seeks to answer.

Research and learn as much as possible about the selected issue.

To understand the scope and impact of the issue, youth-led group members can begin by gathering information and data. This includes using various sources of existing information and data that have been collected and published by other sources, which can provide relevant and reliable insights about the community. Familiarize yourself with facts, statistics, trends, causes, effects, and solutions related to the issue, as well as compare different perspectives and opinions regarding it.

• Identify the key questions you want to answer through the community assessment:

To define the main questions for your community assessment, you need to determine what you already know and what you need to learn more about regarding the issue.

Youth-led group members can use the mind map below to brainstorm the information they have about the issue, as illustrated below:



Once the group members have identified the information they already possess, the space below may be used to create another mind map. This time, however, the purpose is to explore what the youth-led group wishes to learn about the issue at hand.



The youth-led group may articulate what they wish to know about their issue in the form of key questions:



Step 3: Data Collection for Needs Assessment and Situation Analysis

After defining the purpose, objectives, and scope of the needs assessment and situation analysis, as well as identifying and selecting the community and other relevant stakeholders to participate in the process, and developing and testing the data collection and analysis methods and tools to be used, this step involves the application of data collection methods and tools. These may include interviews, focus group discussions, observation, mapping, and similar techniques, to gather information regarding needs, problems, capacities, and resources within the community, as well as the context and influencing factors. This process should be carried out with active, meaningful participation and engagement of community members and other relevant stakeholders.

• Activities:



What are some tools and templates for data collection and analysis?

There are numerous tools and templates that can be used for data collection and analysis in participatory needs assessment and situation analysis. The choice depends on the specific objectives, scope, and context of the assessment, as well as the preferences and availability of the group, community members, and other relevant stakeholders. Some examples of these tools and templates include the following:

• Interviews:

Interviews are individual or small group conversations guided by a set of open-ended and flexible questions designed to elicit the perspectives, opinions, and experiences of interviewees regarding needs, problems, capacities, challenges, and resources of the group or community, as well as the context and influencing factors. Interviews allow for probing and follow-up questions, and for the exploration of new or unexpected topics that may arise during the conversation. Semi-structured interviews may be conducted face-to-face, by telephone, or online, depending on the availability and accessibility of interviewees. While semi-structured interviews can yield rich and in-depth data, they may also be time-consuming and resource-intensive and may require focused interviewing. Below is a sample guide for semi-structured interviews for participatory needs assessment and situation analysis:

» Introduction:

Introduce yourself and clarify the purpose and objectives of the needs assessment and situation analysis. Explain how the interview will be conducted, recorded, and utilized. Obtain the informed consent of the interviewee, emphasizing the confidentiality of their data and respect for their privacy.

» Basic Information:

Ask several general and demographic questions about the interviewee, such as their name, age, gender, occupation, education, and so forth, as well as their relationship and involvement with the group or community, and with the needs assessment and situation analysis.

» Needs and Problems:

Pose questions regarding the needs and problems faced by the interviewee and the group or community, such as the following:

- What are the main needs and problems you and the group or community are facing?
- How do these needs and problems affect the well-being and development of the group or local community?
- What are the causes and consequences of these needs and problems?
- How do these needs and problems differ among various groups or segments within the group or community, such as age, gender, ethnicity, and so on?
- How do you and the group or community address or respond to these needs and problems?

» Capabilities and Resources:

Capabilities and Resources: Ask questions about the capabilities and resources possessed by the interviewee and the group or community, such as:

- What are the main capabilities and resources that you and the group or community possess?
- How do these capabilities and resources help you and the group or community to meet your needs and address your problems?


Step 4: Organizing the Collected Data

You may use the following questions to guide and assist you in identifying and understanding your community and its context, as well as in analyzing the problems and issues affecting it, and the needs and aspirations of its various groups.

What is the name and location of your local community?



**What are the characteristics
you have identified in your community?**



**What are the priority issues you have found that affect
your community and that your initiative could address?**



What are the needs and aspirations of the members of your community?

Which stakeholders are involved in or interested in these issues affecting your community, or in meeting the needs and aspirations of your community?

Stakeholders	Type	Interest	Influencet

Step 5: Analysis

• Problem Analysis:

Problem analysis is the process of identifying and examining the root causes, contributing factors, and consequences of the problem or issue you wish to address. You may engage various stakeholders in analyzing the issue, such as community members, leaders, groups, and organizations.

First The Problem Tree:

What are the positive and negative impacts of the problem?

3

1

What is the problem?

What are the internal and external factors influencing the problem?

4

What are the immediate causes of the problem?

2

Second Solution Selection Matrix:

It is essential to use this tool with every focus group, as it gives participants the chance to reflect on the solutions, they deem most effective for issues they consider important. Rather than concentrating solely on measures that others should take, encourage participants to propose actions they can undertake themselves.

When a group's capacity for participation is limited—such as in children's or elderly groups—the exercise can be simplified by focusing only on Column 1 (the problem extracted from the problem tree) and Column 2 (rephrased as "What do you think could be done to solve this problem?"), leaving the remaining columns blank.

Problem	What do you think could be done to solve this problem?

The table below will help you organize and document your analysis of the problem you wish to address. It guides you through describing the issue, exploring its causes and effects, identifying stakeholders, and mapping potential solutions.

Problem	Causes	Effects	Stakeholders	Solutions
What is the priority problem you are most passionate about and wish to tackle?	What factors or conditions contribute to or cause this problem?	What are the consequences of this problem on people and the environment?	Who are the individuals or groups affected by or involved in this issue?	What possible interventions could address or prevent the problem or its underlying causes?

identify other stakeholders and organizations that have an interest in or influence over your project. Mobilize local resources by reaching out to community members, leaders, groups, partner organizations, donors, media outlets, government bodies, and any other relevant actors. Cultivate mutually beneficial relationships by soliciting their input, advice, and feedback, and by involving them in your project and resource-mobilization activities. Coordinate and collaborate with these stakeholders to achieve your shared objectives and goals. Engage in strategic partnerships with stakeholders and other organizations by mapping and analyzing each stakeholder's needs, concerns, expectations, and capacities as they relate to your project and to local resource mobilization. Plan and document your relationship-building strategies and action steps to ensure these partnerships are sustained over time.

[illegible]

- **Assessing Your Community Initiative:**

The SWOT analysis tool enables you to identify and evaluate the strengths, weaknesses, opportunities, and threats associated with implementing solutions in your youth-led initiative or assessing the broader community context. You can apply SWOT analysis to interpret the data gathered for a community assessment in Yemen. Below are some steps and tips for using SWOT analysis for this purpose:

01

» **Step One: Create the SWOT Matrix** : A SWOT matrix is a document that presents your SWOT analysis in four quadrants:

Weaknesses	Strengths
Threats	Opportunities

02

» **Step Two: Populate the Matrix** : Draw upon your collected and organized data to complete each quadrant:

- **Strengths:** Positive attributes of the project, youth- led initiative, or target community that confer a competitive advantage.
- **Weaknesses:** Internal shortcomings of the project, organization, or context that limit performance or potential.
- **Opportunities:** External conditions or trends that could benefit the project, organization, or situation in the future.
- **Threats:** External conditions or trends that could undermine the project, organization, or situation in the future.

03

» **Step Three: Analyze the Matrix** : Draw upon the information you collected in your matrix, examine how strengths, weaknesses, opportunities, and threats interact. Consider questions such as:

How can you leverage your strengths to seize opportunities or neutralize threats?

How can you mitigate or eliminate weaknesses to avoid threats or seize opportunities?

How can you harness existing opportunities to reinforce strengths or reduce weaknesses?

How can you avert or lessen threats to protect strengths or compensate for weaknesses?

04

» **Step Four: Interpret the Matrix:** Drawing on the analysis you completed in the previous step, formulate recommendations for the SWOT analysis. For instance, identify the criteria that correspond with your findings and use them to inform and interpret the recommendations you develop within your SWOT matrix.

Criteria	
If strengths outweigh weaknesses, and opportunities outweigh threats, the community initiative, organization, or community possesses a high potential for success and growth.	
If strengths outweigh weaknesses, but threats outweigh opportunities, the project, organization, or situation has a moderate potential for success and growth but requires caution and proactive measures to address the threats.	
If weaknesses outweigh strengths, yet opportunities outweigh threats, the project, organization, or situation has a low potential for success and growth; however, improvement is possible by capitalizing on opportunities and addressing weaknesses.	
If weaknesses outweigh strengths, and threats outweigh opportunities, the project, organization, or situation has a very low potential for success and growth, and a reconsideration of its strategy and direction is necessary.	

What recommendations will the youth-led group adopt as the basis for its next steps?

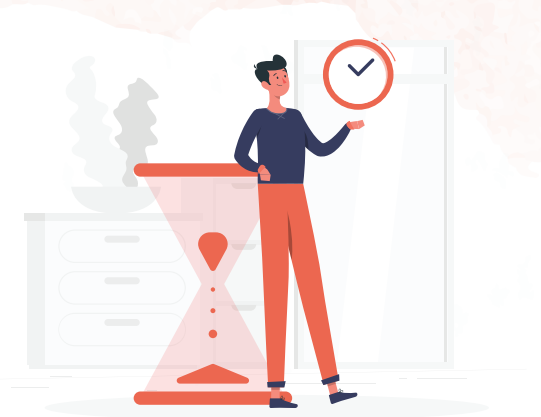
Preliminary Vision for the Community Initiative

- What are the specific problems, priority causes, and impacts that the youth-led group and community will address?
- What are the opportunities and challenges?
- What are the possible solutions and strategies that will be prioritized?
- What are the anticipated outcomes?

Phase Two

Planning the Community Initiative

Once you have engaged others in your initiative and established connections with other youth-led initiatives and networks, it is crucial to develop a clear and realistic action plan to guide your decisions and activities. This phase will assist you in creating a comprehensive work plan for your project and in mobilizing local resources. It will also help you set SMART objectives, define activities and tasks, allocate resources and responsibilities, and establish relevant indicators.



What is action planning?

» Action planning is the process of identifying the specific actions, tasks, and steps required to achieve a particular goal or objective.

It serves to translate the vision and strategy of the community initiative into concrete, measurable activities that can be assigned, tracked, and evaluated.

Action planning can be described as the process of determining and organizing the precise steps needed to accomplish a goal or objective, including the allocation of resources, assignment of responsibilities, and establishment of timelines for each action. It can also be seen as breaking down a larger goal into smaller, manageable tasks, and specifying who will do what, when, where, why, and how each task or step will be implemented.



Why is action planning important?

Action planning is important because it:

- Provides a clear and detailed roadmap for achieving a goal or objective, reducing confusion, ambiguity, and delays.
- Enables effective allocation and optimization of resources, such as time, funding, personnel, and materials necessary to complete tasks.
- Clarifies and assigns roles and responsibilities to all participants, strengthening accountability and commitment.
- Facilitates the monitoring and measurement of progress and project performance and allows for the timely identification and resolution of any issues or challenges that may arise.
- Supports the evaluation and review of project outcomes and deliverables, fostering learning from both successes and setbacks.



What are the components of an action plan?

An action plan may comprise various elements, depending on its format and the level of detail required. Nonetheless, a typical action plan should include the following components:

Step 2

Identifying Activities and Tasks

These are the actions, tasks, or steps required to achieve the goal or objective, and they should be arranged in a logical and sequential manner. This step specifies what will be done, how it will be accomplished, and who will be responsible for each activity.

You should identify the activities and tasks necessary for your project and for mobilizing local resources, ensuring that they are both feasible and effective.

Who will do it	How it will be done	What will be done	Objectives

Step 3

Allocating Resources and Responsibilities

Resources and responsibilities are the inputs and outputs that must be managed for your project and local resource mobilization. These include human, financial, material, and technical resources, as well as the roles and duties required for each task or step. This also involves specifying who will do what, when, where, why, and how for each task or step. It is essential to allocate resources and responsibilities for your project and local resource mobilization, ensuring they are sufficient and that accountability is maintained.

Step 4

Establishing the Timeline and Phases

This step involves setting deadlines and key milestones for each task or step and creating a schedule or calendar that indicates the start and end dates for each activity, as well as the anticipated completion date for the overall goal or objective.

Step 5

Setting Indicators

Indicators and targets are the metrics and standards used to monitor and evaluate your project and local resource mobilization. These include both quantitative and qualitative data, as well as benchmarks. You need to establish indicators and targets for your project and local resource mobilization, ensuring they are valid and reliable.

You are now able to plan your activities in a systematic and strategic manner that ensures the quality and sustainability of your youth initiative and its outcomes. Adopt a participatory and inclusive approach that engages and benefits young people and stakeholders within the community. Adapt and refine your actions according to the evolving needs and circumstances of the community.

You may use this template to plan and coordinate your activities, as well as to monitor and evaluate their impact. It will help you organize and document your tasks, responsibilities, timelines, resources, and indicators for your youth-led initiative.

Objectives	What are the specific, measurable objectives you aim to accomplish through your actions?
<p>.....</p> <p>.....</p> <p>.....</p>	
Strategies	What strategies and activities will you employ to achieve your objectives?
<p>.....</p> <p>.....</p> <p>.....</p>	
Activities	What specific actions will you take to implement your strategies and activities?
<p>.....</p> <p>.....</p> <p>.....</p>	
Responsibilities	Who are the individuals or groups responsible and accountable for implementing and monitoring the actions?
<p>.....</p> <p>.....</p> <p>.....</p>	
Timelines	When will the actions begin and end, and what are the deadlines and milestones?
<p>.....</p> <p>.....</p> <p>.....</p>	
Resources	What resources will you require and utilize for these actions, such as funding, staff, volunteers, materials, tools, and others? How will resources and associated risks be allocated and managed?
<p>.....</p> <p>.....</p>	
Indicators	How will you measure and report on the impact and effectiveness of your actions, such as outputs, outcomes, and impacts? Describe how, when, and by whom data will be collected and analyzed.
<p>.....</p> <p>.....</p>	

Phase Three

Mobilizing Local Resources

Once you have planned your community initiative, it is necessary to mobilize local resources to support and sustain the initiative.

Before implementing your community initiative, you must secure and maintain the resources essential for your success. It is also important to diversify and expand your resource base by leveraging accessible local funding sources within your community and country. This phase will guide you in mobilizing the local resources required for your project, as well as in identifying and utilizing various fundraising strategies and techniques to generate and manage funds from local sources.

The following steps should be taken to complete this phase:

... Step 1 Identifying Your Local Funding Sources

Your local funding sources are individuals or organizations within your community or country that can provide financial support for your project and local resource mobilization. These may include individuals, businesses, foundations, associations, religious groups, government agencies, and others.

You need to research and map relevant and suitable local funding sources for your project and local resource mobilization, categorizing them into different groups based on their characteristics, interests, expectations, and behaviors.

- **Local Funding Sources**

This tool assists you in identifying and categorizing local funding sources for your project and local resource mobilization. You are required to collect and analyze information about your local funding sources, such as their characteristics, interests, expectations, and behaviors, and to classify them into different groups according to these criteria.

[illegible]

Based on your local funding sources, project objectives, and resource mobilization goals, you need to identify the most appropriate and effective strategies and techniques for acquiring and securing resources. These may include online crowdfunding, organizing events, running campaigns, submitting project proposals, forming partnerships, volunteering, and other approaches. It is important to consider the advantages and disadvantages, costs and benefits, as well as the reach and impact of each strategy and technique.

• Resource Mobilization Strategies and Techniques

This tool assists you in selecting local resource mobilization strategies and techniques for your project. You are required to list and compare the advantages and disadvantages, costs and benefits, reach, and impact of various resource mobilization strategies and techniques, and to choose those most suitable and effective for your local funding sources and project objectives.

Local Resource Mobilization Strategies and Techniques	Advantages	Disadvantages	Costs	Benefits	Reach	Impact	Ranking
Crowdfunding							
Partnerships							
In-kind contributions							
Volunteering							

A fundraising strategy and plan is a document that outlines the objectives, sources, strategies, techniques, activities, timeline, resources, and evaluation of your resource mobilization efforts. It helps you organize and coordinate your fundraising activities, as well as monitor and measure their outcomes. It is essential to involve your team members and other stakeholders in developing and implementing your fundraising strategy and plan.

Resource Mobilization Objectives
.....
Sources
.....
Strategies
.....
Techniques
.....
Activities
.....
Timeline
.....
Evaluation
.....
Evaluation
.....

You are now required to answer the following questions:

What types and sources of local resources do you need, and which are accessible for your youth-led initiative?

.....

.....

.....

How can you identify and research potential local donors and supporters for your youth-led initiative?

.....

.....

.....

What approaches can you use to engage and communicate with potential local donors and supporters for your youth-led initiative?

.....

.....

.....

How can you cultivate, strengthen, and sustain relationships of trust with local donors and supporters for your youth-led initiative?

.....

.....

.....

In what ways will local donors and supporters recognize and appreciate the value of your youth-led initiative?

.....

.....

.....

Phase Four

Moving Forward and Implementation

After mobilizing local resources for your youth-led initiative, you must move forward and put your plans into action.

This is the phase where you translate your plan into reality by implementing your project and local resource mobilization activities. You will need to manage and coordinate your resources and responsibilities, maintain effective communication and collaboration with your team members and other stakeholders, and monitor and measure your performance and outcomes. It is also essential to learn from both your successes and setbacks.

This phase guides you in executing your project and mobilizing local resources according to your action plan. It also supports you in monitoring and evaluating your progress and results, and in making necessary adjustments and improvements.



» You should consider the following questions:



- How will you implement and manage your activities in accordance with your action plan and resource mobilization plan?
- How will you monitor and evaluate your actions, progress, and outcomes?
- How will you report on your activities, communicate their impact and effectiveness to your team members, local donors and supporters, stakeholders, and other organizations?
- How can you adapt and improve your actions based on the feedback and data you collect and analyze?
- How will you sustain, expand, and enhance the impact and effectiveness of your activities?

» **Tip:** Moving forward and implementing your actions in a timely and effective manner ensures the quality and sustainability of your youth initiative and its outcomes. Adopt a participatory and inclusive approach that engages and benefits young people and stakeholders in the community. Continuously adapt and refine your activities in response to the evolving needs and circumstances of the community.

Celebrate and share your achievements and challenges and learn from both your successes and failures.

The following steps should be taken to complete this phase:

• **Step 1: Managing and Coordinating Your Resources and Responsibilities**

You must ensure that you have adequate and appropriate human, financial, material, and technical resources to implement your project and local resource mobilization activities. It is also important to confirm that you and your team members are fulfilling your roles and responsibilities and delivering the expected outputs and outcomes. You should address any issues or challenges that arise during implementation, such as delays, conflicts, or risks.

- Project and Local Resource Mobilization Checklist
- This tool will assist you in managing and coordinating your resources and responsibilities for your project and local resource mobilization. It requires you to create a checklist of tasks and duties for each activity, and to record the status, issues, and actions related to each task and responsibility.

- **Tool:**

Use the Implementation Checklist to help you move forward and carry out your actions.

- **The Implementation Checklist:**

The Implementation Checklist is a document that assists you in organizing and documenting your tasks, progress, results, and the challenges you encounter. You can use this checklist to implement and manage your actions, as well as to monitor and evaluate their impact.

This template can be used to create your own Implementation Checklist:

Challenges	Outcomes	Progress	Tasks
What difficulties and obstacles are you facing or do you anticipate in your actions?	What are the outputs, outcomes, and impacts of your actions?	What is the status and level of completion of your actions?	What specific actions will you take to achieve your objectives?
-----	-----	-----	-----
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- **Step 2: Communication and Collaboration with Your Team Members and Other Stakeholders**

You need to keep your team members and other stakeholders informed and engaged in your project and local resource mobilization activities. It is important to share your progress and outcomes, seek and provide feedback and suggestions, and maintain and strengthen your relationships and partnerships with team members and stakeholders. You should also address and resolve any conflicts or disagreements that may arise.

- o **Progress and Outcomes Report** - This tool helps you communicate and collaborate with your team members and other stakeholders involved in your project and local resource mobilization. You are required to report and share progress and results, solicit and provide feedback and suggestions, and use it to keep your team and stakeholders informed and engaged, while maintaining and strengthening your relationships and partnerships.

- **Step 3: Monitoring and Evaluating Your Progress and Outcomes**

You need to collect and analyze data and information related to your project and local resource mobilization activities, using the indicators and targets you established in the previous phase. It is necessary to compare your actual performance and results with your planned objectives and goals, and to identify and explain any gaps or discrepancies. You should also assess the strengths and weaknesses of your project and resource mobilization efforts and determine the impact and effectiveness of your actions.

- **Step 4: Make the Necessary Adjustments and Improvements**

- o **Adjustment and Improvement Plan**
 - This tool assists you in making the necessary adjustments and improvements to your project and local resource mobilization.
 - You are required to list and describe the changes or modifications needed to improve your project and local resource mobilization, based on the results of monitoring and evaluation.
 - You are also expected to communicate and implement these adjustments and improvements, and to continue monitoring and assessing their impact.

[illegible]

Phase Five

Lasting Impact

After moving forward and implementing the actions for your youth initiative, you should aim to create a lasting impact on your cause, your community, and yourself.

This is the phase where you reflect on and celebrate your achievements and successes, while also learning from and overcoming your challenges and setbacks. You need to sustain and strengthen the positive changes and outcomes you have achieved, and address or prevent any negative or unintended consequences. It is also important to expand and replicate your project and local resource mobilization efforts to reach and benefit more people and places, and to contribute to broader knowledge and practice in community intervention.

This phase helps ensure that your project and local resource mobilization have a lasting impact on your community and cause. It also supports you in sustaining, scaling up, and expanding your project and local resource mobilization, as well as in sharing and disseminating lessons learned and best practices. The following steps should be taken to complete this phase:

1. Evaluate and Report Your Impact. You need to measure and demonstrate the impact and effectiveness of your project and local resource mobilization on your community and cause. Use a variety of sources and methods, such as interviews, focus groups, observations, and others, to collect and analyze data and information related to your project and the outcomes and impacts of local resource mobilization. Rely on the indicators and targets you established in previous phases. You should report your impact to your team members, stakeholders, donors, supporters, media, and others, using various channels and formats, such as reports, stories, testimonials, photographs, videos, and more.

2. Sustain and Scale Up Your Project and Local Resource Mobilization. You must ensure that your project and local resource mobilization efforts continue to operate and deliver results over the long term, and that they grow and expand to reach more areas and populations. Secure and diversify your resources and capacities, such as funding, staff, volunteers, partners, and others, to maintain and scale up your project and local resource mobilization. You should also adapt and improve your project and resource mobilization efforts to suit the evolving needs, interests, and circumstances of your community and cause.

- o Sustainability and Scalability Plan This tool assists you in sustaining and scaling up your project and local resource mobilization.
- o You are required to list and describe the actions and strategies you will take to secure and diversify your resources and capacities, and to grow and expand your project and local resource mobilization.

3. Share and Disseminate Your Lessons Learned and Best Practices . You need to document and share the lessons and best practices you have learned and developed through your project and local resource mobilization. Identify and extract key insights and recommendations that can inform and inspire others working on similar or related issues or in similar contexts. Share and exchange your lessons learned and best practices with other community groups, organizations, networks, and platforms, using various channels and methods, such as publications, presentations, workshops, webinars, and more.

» You should answer questions such as the following:

- How will you evaluate and document the impact and effectiveness of your youth initiative and its actions?
- How will you share and disseminate the impact and effectiveness of your youth initiative and its actions with your team members, local donors and supporters, stakeholders, and other organizations?
- How will you sustain and expand the impact and effectiveness of your youth initiative and its activities?
- How will you recognize and celebrate the impact and effectiveness of your youth initiative and its activities?
- How will you reflect on and learn from the impact and effectiveness of your youth initiative and its activities?

This template can be used to create your own impact report:

- **Tool:**

Use the Impact Report Template to help you achieve lasting impact.

- **The Impact Report Template :**

is a document that summarizes and presents the impact and effectiveness of your youth initiative and its activities. You can use this template to evaluate and document your impact, as well as to share and disseminate your outcomes.

Introduction	What is the name and description of your youth-led initiative, its cause, and its context?
.....	
Background	What is the current situation of your cause and its context within your community?
.....	
Objectives	What are the specific, measurable objectives you aim to achieve through your actions?
.....	
Activities	What strategies and activities did you employ to achieve your objectives?
.....	
Outcomes	What are the outputs and outcomes of your work, such as the number and type of beneficiaries, services, and events?
.....	
Impacts	What are the effects of your actions on your cause, your community, and yourself, such as changes and improvements in knowledge, skills, attitudes, behaviors, and conditions?
.....	
Challenges	What difficulties and obstacles did you encounter or anticipate in your actions, such as lack of resources, limited access, trust, or security?
.....	
Lessons Learned	What lessons have you learned from your actions, including best practices, successes, and failures?
.....	
Recommendations	What recommendations do you have regarding your actions, such as suggestions, feedback, and advice for improvement and scaling up?
.....	
Conclusion	What is the summary and key message of your impact report, including main points, achievements, and challenges?
.....	

Conclusion

We hope this guide proves useful and inspiring, and that it supports you in achieving positive change within your community. We encourage you to use and adapt this guide according to your specific needs and objectives, and to share it with others who may benefit from it. We also invite you to explore the additional resources and tools provided in the references section below. Your feedback and suggestions on how to improve this guide and make it more relevant and responsive to your context are most welcome.

References

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About the author

For over nine years, Sami Al-Hakimi has worked with local and international organizations, specializing in strengthening local governance systems and empowering communities. Throughout his career, he has managed transformative projects that have contributed to tangible positive impact in the development sector and the advancement of peacebuilding initiatives. In addition, he has gained extensive experience in conducting community research, developing participatory plans, policies, and practical guides. He has also been involved in training initiatives, organizations, and local authorities.

About Resonate! Yemen



Resonate! Yemen is a not-for-profit civil society foundation that contributes to inclusive and local sustainable development. It does so by providing institutional development and local community empowerment programs to a diverse range of development stakeholders, including civil society organizations (CSOs), youth, and local authorities.

Resonate! Yemen believes in community empowerment interventions as a primary driver of sustainable local development. Therefore, building the capacity of various groups of development stakeholders is essential to ensuring higher quality service delivery, especially during these challenging times.

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