Objective F2 - Resource Mobilization

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Label	Title	Description
Resource Mobilization	Mobilize sufficient resources to ensure the implementation of the strategy and functioning of the Executive Secretariat	The "4 per 1000" Initiative has mobilized sufficient resources to ensure the implementation of the strategy and the functioning of the Executive Secretariat to achieve the envisaged impact.

Targets F2 - Resource Mobilization

Baseline 2020	Target 2030	Target 2050
The aspired annual budget in 2020 was 961K€ (including the core budget of 721 K€), but the available funding was only 450 K€. A baseline for investments in SH projects on the ground has not been established.	The level of mobilized resources by partners contributing to implementing the "4 per 1000" vision increases by 10 % annually.	The level of investments has doubled as compared to 2030.

Context F2 - Resource Mobilization

Problem F2 - Resource Mobilization

Problem Statement	Description	Consequences
Resources for the "4 per 1000" Initiative are not sufficient to ensure the Strategic Plan's implementation and the Executive Secretariat's functioning.	The initiation of projects addressing the goals determined in the Implementation Strategy as well as the activities of the Executive Secretariat need financial and human resources, which are currently not available. Resource mobilization refers to all activities involved in securing new and additional resources for the Initiative. It also involves making better use of and maximizing existing resources. Both are essential to leverage action on SH and SOC and advance the transition to agroecology.	Little impact of the Initiative on the ground.

Causes F2 - Resource Mobilization

N°	Cause	Description
1	"4 per 1000" is a novel and kind of vanguard approach	Resources often focus on the "bottom line" and immediate results and don't see the point in anticipating and planning for something not in their current cultural landscape.
2	Often the complex and multi social-cultural environment	Communities are usually in survival mode and don't see the point in mobilizing for long-term viability - officials or companies in charge are ignorant of life on the ground and how the resources operate.
3	Funding not geared for preparatory or foundation phases	Funders are often unprepared to support the preliminary and initial steps of an innovative, transformative, or new concept or paradigm.
4	New, rare, and scarce skills and competencies	Resource mobilization in a novel or stressed environment has to count on such skills & competencies that also work together and cooperate. It isn't easy to synchronize different levels of education or cultural background.
5	Competition and winner take all mentality.	Resource mobilization in such a culture represents an anti-climax among participants.
6	Technologies unsuitable to local conditions	Difficulty in transferring technology to users is usually expensive, requires costly maintenance, and often is not prepared to go the route of "local contents manufacturing.
7	Communities' readiness to cope with sudden change and transformation	The current unsustainable production and consumption system is deeply seated in community culture and mindsets - a new innovative move often creates anxiety and stress - social support is unavoidable.
8	Perceptions and assumptions about a "new venture"	Anything new is a considerable risk for communities to adopt a different way to function, implement or operate - the messages and advocacy are often "flying over their heads."

Implementation strategy F2 - Resource Mobilization

Activities F2 - Resource Mobilization

N°	Label	Description
1	Develop a business model for the Secretariat and the Initiative	Develop a business model for the Executive Secretariat and the Initiative using the Business Model Canvas Methodology.
2	Develop innovative funding schemes for SH & SOC	Target potential funders and develop good business cases. Assist funding bodies in developing SH and SOC funding instruments and mechanisms that increase the returns on investment (ROIs).
3	Mobilize resources for the Executive Secretariat	Seek support beyond the Members and Partners of the Initiative, e.g., from local and international foundations, to secure and sustain the working ability of the Executive Secretariat from year to year.
4	Create a "4 per 1000" Foundation	Create a "4 per 1000" foundation, following the decision by the Consortium of Members in Madrid in December 2019 and its confirmation in December 2020. The "4 per 1000" foundation will use the funds it receives mainly for project funding.
5	Call for funding and crowdfunding at global and regional levels	Conduct an inventory of regional and local fundraising opportunities (related to D2: Regional Networks) considering domestic resources, development partners, multilateral and regional development banks, and private sector and corporate foundations. If a fiscal deduction is implemented, organize a target group-specific call for funding from the general public and among the Friends of the "4 per 1000" Initiative.
6	Monitor investment levels	Pursue sound financial reporting by establishing a baseline and disclosing developments annually.

Critical Success Factors (CSFs) F2 - Resource Mobilization

N°	Critical Success Factor	Description
1		
2		
3		
4		
5		

Barriers F2 - Resource Mobilization

N°	Barrier	Description
1		
2		
3		
4		