

RESOURCE MOBILIZATION STRATEGY



ADS-South Rift

To honour God and serve people



ABBREVIATIONS & ACRONYMS

ACK	Anglican Church of Kenya
ADS SR	Anglican Development Services South Rift
CBA	Community-Based Adaptation
CBO	Community-Based Organization
CBO	Community-Based Organization
CCMP	Church and Community Mobilization Process
CVA	Citizens Voice and Action
ED	Executive Director
ED	Executive Director
FAQs	Frequently Asked Questions
FBOs	Faith-Based Organizations
FCDO	Foreign, Commonwealth & Development Office
FM	Frequency Module
ICT	Information, Communication, and Technology
IEC	Information, Education, and Communication
INGO	International Non-Governmental Organization
IT	Information technology
JD	Job Description
KM	Knowledge Management
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
NGO	Non-Governmental Organization
NIDP	Narok Integrated Development Program
PEP	Participatory Evaluation Process
PESTEL	Political, Economic, Social, Technological, Legal and Environmental
PVCA	Participatory Vulnerability Capacity Assessments
RM	Resource Mobilization
RMS	Resource Mobilization Strategy
SDG	Sustainable Development Goals
SMT	Senior Management Team
SWOT	Strength Weakness Opportunity Threats
TB	Tuberculosis
TRDP	Trans- Mara Rural Development Program
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNIFEM	United Nations Development Fund for Women
WASH	Water, Sanitation, and Hygiene
WHO	World Health Organization

FOREWORD

ADS South Rift, the development arm of the ACK Diocese of Kericho, has made key strides since its registration in 2015. Key among them included the development of various strategy documents. As the organization reached the acceleration stage, it was important to formulate this Resource mobilization strategy to support its next stage of growth.

This Resource Mobilization Strategy provides an exciting opportunity for ADS SR to reenergize our work with and for the communities we serve. It outlines the strategic direction and priorities that we will pursue over the next five years to support the Government of Kenya's efforts to accelerate community and national development. The plan takes cognizance of and is aligned with the ADS SR corporate strategy 2023-2027 together with its Annual Operational Plans.

This Strategy was developed in consultations with key internal and external stakeholders including the board, management, and staff. We appreciate the informative input and feedback that culminated in the final plan. We reiterate our commitment to the spirit of collaboration and partnership that is critical to the successful implementation of the plan and call upon all stakeholders to join us in this endeavor.

Mary Naikumi
EXECUTIVE DIRECTOR

Date_____

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The development of this Resource Mobilization Strategy was a team effort that benefited from the time, commitment, expertise, and resources of many individuals from the ADS SR board and staff, the NPI EXAPND team, and the H.K Enterprises Kenya Consultants. The leadership of H.K Enterprises Kenya Consultants ably steered the development of this Strategy and in addition, provided critical technical inputs.

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Rt. Rev. Ernest Ngeno
BOARD CHAIRPERSON

Date _____

EXECUTIVE SUMMARY

Resource mobilization activities are undertaken by an organization to secure new and additional financial, human, and material resources to advance its functioning. In this case, the resources mobilization strategy has been developed to ensure Anglican Development Services South Rift (ADS SR) has sustainable funding and ensure the viability of its operations. This resource mobilization strategy is prepared and informed through the analysis of the ADS SR's overall needs, to enable its effective functioning and performing several humanitarian and development projects in Kenya. The objective of this strategy is to identify the most effective ways to mobilize resources to sustain current and upcoming activities. This document is focused on the processes of resource mobilization and donor mapping expected to provide information and guidelines on how ADS SR can secure sufficient resources.

The ADS SR leadership is aware that the resource mobilization environment is constantly evolving, as the resource partners' policies seek scrutiny of resource utilization projected towards long-term humanitarian and development strategies with substantial results of outcomes and eventual sustainability. Even though the region is receiving significant donor attention its status does not readily guarantee funding. Besides the support, the donor community chooses to allocate their contributions to align with their national priorities for development, demand for accountability, and demand for results. Given this scenario, the resource mobilization strategy (RMS) has been designed to meet five objectives: enhance and scale up revenue from social enterprises, maintain and expand funding from conventional and non-conventional donors, expand on the internal fundraising sources through the organization IGAs, strengthen organizational systems and structures that support resource mobilization, and finally, build the capacity of ADS SR Staff and Board on resource mobilization.

This resource mobilization strategy provides an essential roadmap that the processes of how resources can be leveraged to meet ADS SR's resource needs. The action plan covers a short period of time and details the specific activities required to get there. The RMS action plan specifies the activities needed to address each of the objectives of the RMS, including responsibilities and timelines. The importance of resource mobilization cannot only be overstated but it leads to.

- Diversified and expanded resources income
- Supports an independent budget.
- Allows spending and utilization of resources.

- Prioritizes the need to enhance the RMS capacities within the organization.
- Minimizes dependency on others.
- Sustains the organization and its programs.
- Expand relationships by supporting a coordinated approach to the resource's partners.
- Fulfills responsibility for the community

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1.0 INTRODUCTION

Anglican Development Services (ADS) South Rift is the development arm of Anglican Church of Kenya Diocese of Kericho and is one of the 10 ADS Regions in Kenya. It operates in Bomet, Kericho and Narok counties with a population of 3 million people in an area of 21,900 square kilometers. The organization has been working with both rural and urban communities in these three counties.

The organization has been in operation since 1983 as ACK Narok Integrated Development Program (ACK NIDP) and ACK Trans- Mara Rural Development Program (ACK TRDP). To align with the expanded geographical coverage and scope, all the ACK programs in South Rift consolidated and registered in 2015 as ADS South Rift.

The organization has extensive experience in designing and implementing projects through various community engagement processes such as the Church and Community Mobilization Process (CCMP), Participatory Evaluation Process (PEP), Participatory Vulnerability Capacity Assessments (PVCA), Citizens Voice and Action (CVA), Community Challenge and Community Based Adaptation (CBA) Approach. As a result, communities identify and prioritize their needs, opportunities, and resources then take actions to address them by integrating disaster risk reduction strategies.

We are a community-centered organization that is helping them bring out their potential. Since inception we have trained farmers to increase food production and be food secure, we have provided health care hence improving the health status of the community, we have sponsored many children in schools, and we have reached out to over 10,000 OVC. We have helped communities improve their livestock breeds. The first strategic plan covering 2017 to 2020 helped refocus the organization, and human resources development and built her capacity and structures to manage transformative programs within the communities we partner with.

1.2 ADS SR's Strategic Objectives

The 2023 - 2027 ADS SR strategic plan focuses on the following pillars and goals:

Pillar 1: Community Development

Goal: Empower communities in South Rift Region to be Self-reliant and self-sustained by 2027

Expected Outcome: Improved living standards for communities in the South Rift region.

Thematic Areas under this pillar: -

- i. Human Health
- ii. Livelihood and Economic Empowerment, Food security
- iii. Climate Change
- iv. Peace Building
- v. OVC Care and Support
- vi. Cross-cutting issues: Advocacy; Emergency Response, Disability and gender integration, Capacity building; Participatory Monitoring, Evaluation and Learning

Pillar 2: Organization Transformation & Sustainability

Goal: Establish & strengthen systems, structures, and policies to effectively deliver the organization Vision and Mission

Expected Outcome: Functional and reliable systems and processes.

Thematic Areas under this pillar: -

- i. Governance
- ii. HR Management & Development
- iii. Financial Management

Pillar 3: Property and Investment

Goal: Create a self- sustaining organization by enhancing income generating activities and initiatives.

Expected Outcome: Avail the resources to meet the vision and mission of the organization.

Thematic Areas under this pillar: -

- i. IGAs Development
- ii. Asset management
- iii. Compliance
- iv. Resource mobilization
- v. Monitoring and evaluation

2.0 CONTEXT ANALYSIS

The Current funding sector trends include;

Dwindling donor funds: CSOs in Kenya are expressing difficulty in finding sufficient, appropriate, and continuous funding for their work. They find accessing donors as challenging as dealing with their funding conditions. They perceive there to be certain cartels of individuals and CSOs that control access to donor funds. They have limited resource mobilization skills and are often not looking for funds that are available locally, preferring to wait for international donors to approach them. There is a high dependency of donors and a tendency to shift interventions to match donor priorities. There is a lack of financial, project and organizational sustainability.

Poor Governance is also recognized within the sector, and within individual CSOs. Knowledge of good governance varied widely, with some regions indicating very little understanding of why NGOs are required to have Boards or what their roles and functions should be. Many other participants explained that it is difficult to achieve good governance with founders who wish to own their NGOs for their own purposes.

Absence of Strategic Planning: Few CSOs have strategic plans which would enable them to have ownership over their mission, values, and activities. This leaves them vulnerable to the whims of donors and makes it difficult to measure their impact over time.

Poor Networking is another major challenge. It is the cause of duplication of efforts, conflicting strategies at the community level, a lack of learning from experience, and an inability of CSOs to address local structural causes of poverty, deprivation, and under-development.

Negative competition for resources also undermines the reputation of the sector and the effectiveness of CSO activities at the community level. As a result, there is a great deal of suspicion among CSOs, secrecy, and lack of transparency. Many CSOs intervene at the community level without any community mapping and implement projects without due regard to ongoing community initiatives.

Poor Communications: CSOs recognize that there is very poor communication within the sector. Most CSOs have little or no access to reliable email and internet connections, they receive almost no literature on development issues and are generally out of touch with issues of global, regional, and national importance.

Limited Capacity: Many CSOs have limited technical and organizational capacity. Few CSOs are able or willing to pay for such capacity building, especially in fundraising, governance, technical areas of development, and leadership and management.

Development Approaches: Many CSOs are still focusing upon what some refer to the 'hardware' approach to development, i.e., the building of infrastructure and the provision of services, rather than what some refer to as the 'software' approach of empowering people and local institutions to manage their own affairs. Other CSOs seem unaware of changes in the role of government, the changing Aid paradigm, and the effectiveness of a "right's based" rather than a "welfare" approach. While it is becoming harder to fund and sustain service delivery interventions, most local CSOs persist with them. Community poverty and illiteracy rates remain significant. CSOs are acutely aware of the increasing and enormous needs of poor people and feel at a loss as to how they can respond to all these needs. There is a lack of sustainability and ownership of development interventions by communities.

Local Resource Mobilization provides the potential for CSOs to raise funds from local businesses, individuals, government, and locally generated income. To do this CSOs must have strong governance and accountability mechanisms, clear strategies, and local credibility.

Local Networking provides opportunities for mutual learning, identifying appropriate development initiatives, generating learning resources, improving coordination and cooperation with county and national government, harmonizing approaches to development, and pursuing effective local advocacy. Form consortia to source funding from the donor community (larger projects to access larger donors).

Regional and thematic networks present opportunities for CSOs to share research, approaches, resources, capacity and work with both Government and the corporate sector. Strong regional networks can provide the basis for supporting county-level networks.

Enabling Environment: The Kenya constitution provides citizens with more political space to undertake their own development initiatives. People at all levels of society are more prepared to pursue their own development activities rather than wait for government and external actors to provide services, relief, and welfare support. Improved infrastructure (roads, electricity, IT, communications, water, market access) provides more development opportunities to poor people and their communities. Tax incentives are now encouraging donations to registered charities. The government is also enhancing

the performance of its line Ministries, who are now all on performance contracts. The government's technical personnel are now willing to partner with CSOs who need not duplicate skills that are already locally available.

Use Volunteers: Kenya has a huge supply of idealistic, young, energetic, and well-educated graduates who are unemployed or underemployed. Many of them are searching for opportunities to serve their country and get work experience. There are also many older experienced professionals willing to give their time to CSOs. Many companies will loan experienced personnel to CSOs. Finally, there are opportunities to appoint international volunteers to fill vacancies that would otherwise require unavailable funds to fill. Student exchange programs also offer CSOs low-cost human resources that can support research, documentation, and staff capacity building initiatives.

Development Approaches: Communities have assets, wisdom, labor, time, and skills to be applied to their own development programs. Communities are now willing to work for their own development. CSOs should invest in community institution building, train local people; enable them to plan, implement and evaluate their own development programs, and to access available local resources. Innovative local solutions to local problems always attract support.

Own Income Generation: CSOs with excess assets can use them to generate income which may be used as the CSO determines. CSOs should consider renting buildings, providing consultancy, offer training, trading in your name or with locally made products.

Information, Communication and Technology (ICT): The world has moved into the technological age. CSOs like ADS SR should get connected! Internet and email are fundamental to serious organizations. Organizations should set up a simple website and start building their networks and profiles. They should consider sharing with others their work, approaches, and impact.

Partnerships with INGOs: Progressive INGOs are looking to partner with local institutions and can provide financial, technical, and institution-building support. Some also support thematic and issue-based advocacy initiatives that enhance local networking and address the structural causes of poverty, inequity, and injustice.

2.1 Internal Context

Strengths and weaknesses, opportunities, and threats of ADS SR have been analyzed to consolidate our strengths, exploit opportunities, overcome weaknesses, and reduce the impact of the potential threats on the organization.

<u>Strengths</u> • Well defined leadership and management (Board and SMT) • Available pool of volunteers to utilize. • Good networking and advocacy • Income generating investments. • Diversified resource base. • Long term revenue sources. • Respected ADS SR brand at the local level. • Strong support from the ACK Church community. • Impactful, experienced, and qualified staff. • Functional offices based within the target community.	<u>Opportunities</u> • Good image and reputation. • Localization of aid. • Donor interest in working with NGOs. • Use of technology (online donor searching and mapping, electronic giving, social media etc). • Community acceptance and goodwill. • Available pool of implementing partners and networks. • The existing and robust private sector in the South Rift- in tea, wheat, sugar, and livestock sector. • ACK global networks that can be leveraged for resource mobilization. • National and county governments goodwill. • Availability of individual philanthropists and private sector foundations. • Vibrant technology.
<u>Weakness</u> • Absence of an RM strategy/ policy (ad hoc RM and fundraising). • Lack of an RM unit. • Limited financial and material resources. • Lack of a deliberate strategy around resource mobilization. • Lack of dedicated staff for resource mobilization. • Lack of budget at the secretariat for resource mobilization. • Lack of engagement strategy with the private sector and other stakeholders. • Inadequate use of technology and social media to communicate. • Inadequate use of knowledge products and reports to communicate results. • ADS SR has not leveraged on national, regional, and global networks.	<u>Threats</u> • Insecurity and access limitations in some regions. • Prevalence of climate related risks like droughts. • Competition for resources from other organizations. • Unstable political environment. • Dependency on external funding. • Donor fatigue and shift of funding dynamic to global crisis • The dwindling donor funding and paradigm shift. • Lack of structured communication.

2.2 External Context

The analysis of the external environment identifies factors outside the control of ADS SR that may affect performance positively (opportunities) or negatively (threats). The analysis was undertaken through a review of the Political, Economic, Social, Technological, Legal and Ecological/Environmental (PESTEL) factors.

Factors	ISSUES
Political	• ADSSR has good relations with national and county governments. • Kenya being a low-middle-income country limits donor resources. • Fraud and corruption lead to reduced restricted funding, loss of donor trust, and affect reputational risk.
Economic	• The robust private sector in the south rift- in tea, wheat, sugar, maize, and livestock sector • Opportunities for investments or expansion of the current investments. • Diversified funding base • Dwindling donor base • High cost of living and reduced disposable incomes due to high taxation. • High rates of unemployment.
Social	• ADS SR is a respected brand at the community level. • Existing tangible results being delivered by ADS SR. • The ACK Church has national, regional, and global network following. • Frequent inter-communal conflict in the South Rift region. • Inadequate demographic information.
Technological	• Functional ICT infrastructure and website. • Inadequate leveraging of ICT and social media. • Vibrant technological changes. • Risks related to cybercrime.
Environmental	• Existing programs on climate change and conservation • Mixed climatic conditions in the south rift- cool, rivers, forests, tourism, ASAL areas • Effects of climate change increases community vulnerability. • Poor crop yields lead to low production. • Poor infrastructure hampers movement
Legal	• ADSSR being independently registered, can raise revenue and invest. • Lack of resource mobilization strategy • Lack of dedicated resource mobilization committee in the board

To successfully respond to the internal and external funding contexts, ADS SR will adopt an integrated triple nexus initiatives (humanitarian, development, and peace) and anticipatory action mechanisms to respond to the fluid funding landscape for CSOs.

2.3 Financial Income and Expenditure for FY 2020, 2021 and 2022

The table below shows total income, direct program and administrative overhead costs, and fund balances from various income streams for the period 2020 to 2022 (in KSH).

Year	Income	Expenditure	Fund balance
2020	91,583, 926	95,273,913	3,689,987
2021	110,509,937	97,772,359	12,737,578
2022	106,412,983	108,505,722	(2,092,739)

ADS SR has advanced fund diversification efforts to a mixture of development agencies. The current sources include Help a Child Africa, Compassion International, KALRO, and 5 Talents UK. The organization also raises funds through surplus from other internal sources like businesses.

3.0 GOAL

The goal of this resource mobilization strategy is to ensure that there is a systematic and coordinated effort towards resource mobilization thus sustainability in the delivery of services to the people of Kericho, Bomet, and Narok counties where ADS SR works. The overall objective of ADS SR through this strategy is to expand her sustainable revenue from the current **Ksh 202,093,863** to Kshs. **781,629,631** by 2027.

3.1 Objectives

To mobilize resources for the current strategic plan 2023 - 2027, ADS SR has outlined three key objectives as follows:

- Maintain and expand funding from conventional and non-conventional donors.
- Ensure that ADS SR has a clear, coordinated approach to soliciting, acquiring, utilizing monitoring, and managing funds from our development partners.
- Enhance the effectiveness through improved structures and systems to facilitate better management of resources.

3.2 Strategies

To achieve the above objectives ADS SR has come up with the following key strategies. The strategies are informed by its experience in resource mobilization, the current context of the operating development environment, and trends in the donor sector globally.

These strategies are highlighted below:

3.2.1 Maintain and expand funding from conventional and non- conventional donors.

ADS SR is so far receiving funding support from five main traditional donors: Help a Child Africa, Compassion International, KALRO, Palladium Group, and 5 Talents UK. The funds are used to support current thematic areas of focus.

ADS SR will endeavor to maintain and expand the level of funding from both local and international donors as well as secure more funding from non-traditional sources. In addition to increasing funding in the various thematic areas, ADS SR will seek funding from these donors to facilitate the implementation of the thematic areas.

To accomplish this strategy, ADS SR will carry out the following activities:

- i. Establish regular communication lines:** This includes email, newsletters, and reports with the purpose of appraising/communicating to the donors about

development processes at ADS SR. A Resource Mobilization Team will be established to regularly update the donor contacts database for this purpose.

- ii. **Enhance Consortia fundraising:** partnership development is now becoming a global demand by major donors that organizations deliver their programming in consortia. This is because most of them suffer from staff shortages and struggle with management difficulties. These problems have led the officials in charge of managing subsidy programs to move away from the small project approach to limit the number of contracts being processed. A consortium is an ad hoc grouping between several NGOs with the aim of conducting a common program or achieving a common objective.
- iii. **Raise funds from the Government:** ADS SR will cultivate partnerships with the Kenyan Government (Federal and Regional) whose funds are potentially large. Working with the government can also provide easy access to grants from multi and bi-lateral institutions. ADS SR will target the government for both financial and non-financial funding through the relevant ministries and departments.
- iv. **Engage in corporate fundraising:** It is a global trend now that corporate firms through their CSR programs are giving back to charity. Other than financial support, companies also like to give products/services, human capital, machinery and equipment, land and buildings, connections and networks, and supply/delivery chains. ADS SR will establish criteria for accepting resources (i.e., who can use the ADS SR brand and under what circumstances can it be legitimately used?). ADS SR will be cautious in developing relations with private sector donors and will ensure objective screening of these potential donors. Ethical and appropriate considerations will be put in place before developing an alliance with corporate partners.
- v. **Enhance a self-sustaining organization by enhancing income generation activity initiatives.** ADS SR will continue to build on its already-existing investments to increase ADS SR unrestricted funds by 30%. The organization will ensure that it continues to comply with all government requirements and improve management of the internal funding sources.
- vi. **Tapping into new and innovative ways of fundraising:**
 - a. **Crowdfunding:** for optimal success, ADS SR will increase its online presence with a focus on communicating:
 - Who ADS SR is and its mandate.
 - A strong story with a clear call to action

- A strong report on the fundraising target, the amount raised towards the target, what has been done to date, and what still needs to be done.
- A strong post-implementation reporting plan.
- Using visuals such as videos and photos

b. Increasing traffic to the ADS SR website:

- Use website analytics and social media analytics on posts and handles to mine relevant data to find out who is visiting the website and what they are looking at/for
 - The data will inform ADS SR on what to do more of, in response to the analytics.
 - Use targeted communications for this audience or demographic.
- vii. Invite, involve, and immerse donors in the ADS SR development approach. Immersion is an approach that has been used by many organizations to support donor representatives, who are normally expatriates, to appreciate the environment that ADS SR partners and communities operate under. Immersions are ways of ensuring that donors are influenced to think and prioritize development approaches used by ADS SR and its partners.
- viii. Demonstrate unequivocal capacity in ADS SR competence in its thematic areas of focus by high-quality delivery of services and compliance with donor requirements.
- ix. The management will encourage the expansion of partnerships; and participation in stakeholder forums and in relevant local and international events to profile and increase the visibility of ADS SR. The Executive Director will spearhead partnership building with the support of the Board, while all staff will ensure cordial sustenance and deepening of the relationships.

3.2.2 Ensure that ADS SR has a clear, coordinated approach to soliciting, acquiring, utilizing monitoring, and managing funds from our development partners.

- i. The ADS SR management will set up an internal Resource Mobilization Team composed of relevant Program Managers, M&E, and Finance staff who will be involved in decision-making on which call to go for as well as participate fully in the preparation of the bids. This RM Team will take the lead in coordinating and executing this strategy.
- ii. The management will put in place policies and procedures on how to identify and engage donors, how to build staff teams, document and report on resource mobilization achievements, and the requisite processes to ensure quality management and maximize existing opportunities as and when they occur. This ensures that the organization focuses its efforts on raising resources to meet its

mandates within set-up benchmarks and quality standards on how this process will be managed in-house.

- iii. Strengthening Resource Mobilization Systems: establishing a robust resource mobilization database and developing good grants management systems and processes is a contributing factor to maintaining the organization's sustainability because it enhances ADS SR's capabilities to serve its membership, implement new programs, be responsive to events, and opportunities, and inadvertently accomplish its vision.
- iv. Strengthen organizational systems and structures in Governance, HR, Financial controls, Procurement, Audit, M&E, and Communications, etc.
- v. The RM Team will design standard bid response resource materials such as budget templates, partnership contracts, and case statements for use while responding to a request for a proposal or a concept note. It will also maintain quick reference materials on international and national development priorities and progress in the key thematic areas of its focus.
- vi. Carry out annual donor scoping research to identify new opportunities and report on changing dynamics within the aid environment. This will report about priorities and trends within the global aid environment, new commitments (both locally and internationally), and projections. It will also shortlist those opportunities that ADS SR will respond to and recommend timelines and requirements.
- vii. The Team will undertake a rapid appraisal of emerging donor opportunities and report to SMT and Program Managers each month to determine whether to pursue them.
- viii. Design and submit on a timely basis high-quality proposals and concept notes. Ensure the organization remains among the top-rated organizations in terms of presenting good-quality proposals.
- ix. Publicize the ADS SR brand and its work widely to other donors and development partners.
- x. The management will invest in technology: Revamp the organization's websites and social media platforms to not only enhance the visibility and profile of the organization but to also use them as channels for soliciting funds.

3.2.3 Enhance the effectiveness through improved structures and systems to facilitate better management of resources.

ADS SR will endeavor to enhance organizational and institutional capacity to support performance.

- i. The ADS SR management will facilitate capacity building and motivation of staff and board on fundraising and resource mobilization. Staff shall be willing, motivated, and committed, and set aside time to engage in fundraising in their day-to-day work. Effective fundraising is largely a factor of human resources used by

the organization both to write proposals and those included as specialists in the bids.

- ii. The Team will arrange training workshops on a regular basis targeting proposal developer on the guidelines and 'how-to-do' proposal modules. The Team will organize and hold regular learning hour events at least each quarter to create awareness and build on critical developments in the sectors that ADS SR works.
- iii. ADS SR will establish a database of external resource persons that can be used to write proposals and included as technical specialists in bids.
- iv. Streamlining its fundraising function and forming a resource mobilization Team spearheaded by a Resource Mobilization Officer who reports to the ED.
- v. In addition, since the organization is well funded for capacity building and institutional strengthening, it will develop a Fundraising Committee comprised of ADS SR staff who—~~are~~—tasked with driving resource mobilization activities throughout all levels of the organization.
- vi. Leverage the affluence of ADS SR's Board members within the community to infiltrate the Board's networks.
- vii. Tap into the Board's spheres of influence to enhance the organization's resource mobilization activities and efforts leading to increased funding.

4.0 IMPLEMENTATION OF THIS STRATEGY

A strategy is only as good as its implementation, which must be done through collaborative, timely, well-devised, and defined activities of the implementation plan aligned with the ADS SR areas of focus. This will enable the Organization to seek funding from the right sources and approach the right donors, with the right ideas and with the right objectives. By ensuring proper coordination, the action on the strategy will be through implementation which requires collective efforts by the ADS SR team. The strategy and implementation process requires continuous monitoring and alteration made as the implementation progresses.

Use of volunteers: ADS SR will continue to utilize local and cheaper human resources with experience, skills, and expertise in the areas of focus to deliver services.

The Senior Management Team will use it as a performance target to meet and brief donors about ADS SR's programs on a regular basis either formally or informally as a process of relationship building. A list of both new and old donors will be prepared each year and a schedule of meetings planned where different senior managers will participate under the leadership of the Executive Director.

The Senior Management Team (SMT) will provide the overall leadership in resource mobilization on income thresholds agreed between the Board and management. This mandate will be delegated to specific managers responsible for managing resources (projects, staff, and finances) of their components. It is the duty of each manager to ensure that the department has a regular flow of income, accompanied by proper management and reporting. The Resource Mobilization Focal Team will ensure that managers focus on their financial gaps and have resources and tools as well as be aware of the existence of funding opportunities.

The SMT will establish fundraising targets for each year, based on annualized targets from the Strategic Plan, split into strategic areas of focus during the first quarter of each year. The SMT will also establish thresholds for other income streams. These targets will be approved by the Board and be reviewed regularly by SMT. Obligation to meet the targets will be vested in the Executive Director (ED), Managers, and the Focal Team.

Fundraising will be hinged on strategic areas of focus and key objectives of the current strategic plan. The specific objectives of the thematic areas will guide the content and scope of concepts and proposals to be developed. In all cases, all concepts and proposals shall be informed by the objectives of the thematic areas and shall be led by focal teams or managers.

4.1 Concepts and Proposals Development Process

Below is a step-by-step process on how concepts will be originated and developed:

- i. Concepts and proposals shall originate from key strategic areas of focus of ADS SR supported by potential funding opportunities. The respective managers with the focus team will generate initial project ideas in close consultation with the ED.
- ii. The respective manager will seek consent from the ED in close consultation with the focal team to go ahead with a proposal development process – to establish strategic fit and ensure ownership.
- iii. A cross-functional team will be constituted that shall include the focal team, Finance – for technical, financial support and guidance and strategic area of focus. This will also help in establishing the feasibility of the program vis a vis context.
- iv. A relevant manager (or a designate) will consult with relevant people for further input and feedback. Amongst people to be consulted are the Finance Manager, on budgets and risk exposure, the Program Manager for additional technical contribution and peer review, and the focal team for overall guidance, institutional information, quality control, and assurance of compliance on all requirements of the call.
- v. The Managers will lead the development of the concepts/proposals in consultation with the focal team and the ED.
- vi. Proposal developers will be selected among staff with good writing skills and a grasp of the thematic area of the proposal being developed. In many cases, these are project staff whose role is to come up with initial proposal write-ups and supporting documentation for the call.
- vii. Quality assurance teams that will reflect on the initial proposal on donor requirements and mark it up against potential competition. The quality assurance will be led by the focal team manager who can bring in other experts as they deem fit. He will also incorporate other senior managers to review the concept note or proposal to provide further input and feedback for improvement of the application.
- viii. The Finance Manager will assess the financial resources required to implement the project and write a financial proposal.
- ix. A final quality assurance team will check the proposal against the guidelines and that it is presented in sound English. The team will consist of focal persons and the ED.
- x. Every proposal to be submitted shall go through technical, administration, and finance audits. It shall also be checked by a language editor who will ensure that it communicates in sound English.

- xi. Every proposal submitted to a donor or partner shall be signed off and approved by ED or her Designate as the accountable officer within ADS SR.
- xii. Partnerships for specific applications are informed by; shared vision, history, and experience of delivering similar projects, requisite capacity (expertise, systems, finance), and reputation.
- xiii. All signed-off proposals and concepts shall be uploaded into a web-based or shared drive or any other form that will ensure easy access and retrieval.
- xiv. All communications between the donor and ADS SR will be carried out by ED or designate and once signed off, the focal team will share the proposal or concept note with the prospective funders for further consultation and or negotiation. Upon submission, information on the donor's name and date of submission shall be duly registered (within the preferred document management system). This will help in keeping a trail of documents that have been signed off and shared with the donor.

5.0 MONITORING AND EVALUATION

To ensure that the implementation is moving in the right direction, we will monitor targets annually and semi-annually, as well as risks. The resource mobilization strategy will be reviewed annually and revised when necessary. In early 2025, an evaluation of this strategy with the purpose of understanding what was achieved and what was not expected will be carried out. The findings of the evaluation will inform the revision of the strategy.

5.1 Key Performance Indicators

The Resource Mobilization Strategy identifies a roadmap to guide investment in resource mobilization and sets out achievable and manageable targets for resource mobilization. The first three years of this Strategy will focus on strengthening relations with highly prioritized donors and building our understanding of donors and like-minded organizations (i.e., competitors) in the region. Efforts shall be concentrated on developing targeted proposals considered highly relevant and with a high chance of getting funded. As a target, the organization shall aim for not less than three - to five new proposals each year during the first two years of this strategy implementation. From year 3 (2026) onwards, emphasis shall be on the increased number of donors, increased amount of budget, and improved reputation of ADS SR in core businesses/ expertise.

Implementation Plan

Period	Activity	Person /office responsible	Means of verification
Jan 2024	Donor Mapping and intelligence collection	RM Officer	Report on the existing donor and funding opportunities in the pipeline.
Feb-March 2024	Donor contacting and relationship building.	ED	List of donors contacted.
March 2024	Build the capacity of staff and board in resource mobilization.	ED	Training report
March 2024	Mapping and contacting of strategic partnerships.	RM Officer	Donor landscape map and profiles
April 2024	Strengthen the management and performance of property and investments.	Board Chair	Balance sheet Capacity strengthening reports

April to June 2024	Build the capacity of staff and board in resource mobilization.	ED	Training report
August 2024	Increase strategic partnerships.	ED	MoUs
Aug-Dec 2024	Increase in number of unsolicited applications.	RM Officer	Proposals submitted
Jan 2025-Dec 2027	Increase in amount and number of donors.	RM Officer	Amount raised. List of donors
Jan 2026-Dec 2027	Increase the number of new investments and properties	Board Chair	Balance sheet
2027	Maintain a stable increase in number of applications and donors.	ED	Proposals submitted

Resource mobilisation achievements shall be assessed by monitoring the following key performance indicators:

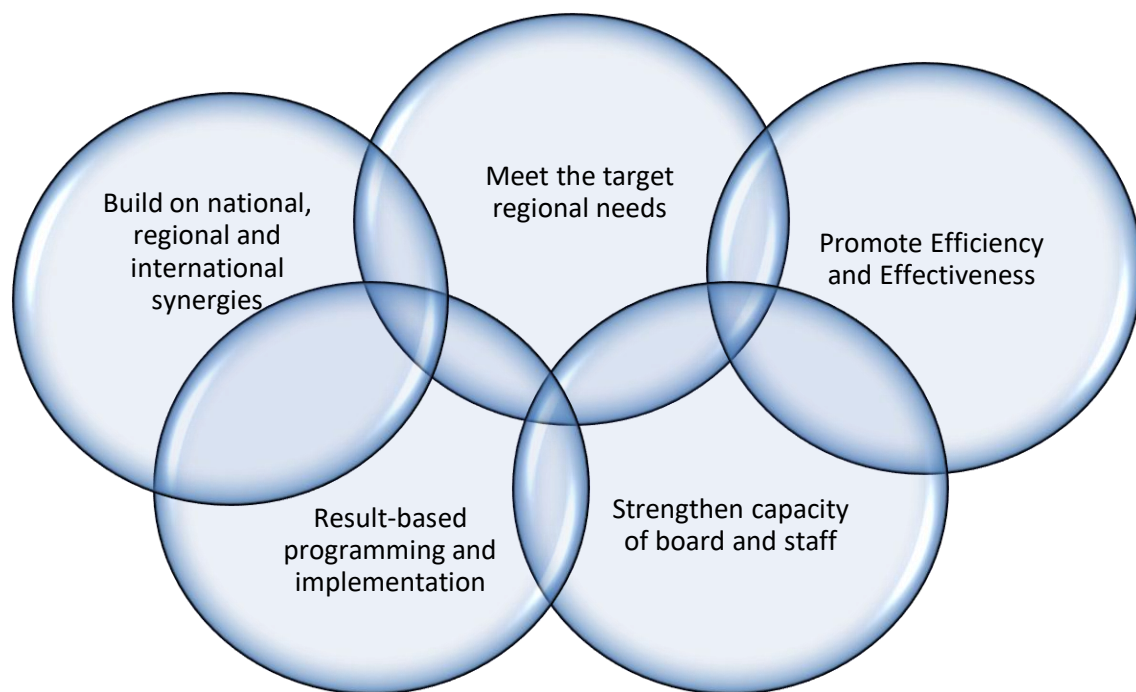
Indicators
Amount of KSH mobilised per year.
No of new donors per year.
Development of relationships with the embassies, International NGOs, and other prioritized donors using three categories: well-established relationship, existing relationship, and no existing relationship.
The number of unsolicited applications that lead to grant agreements.
a. Number of solicited concept notes submitted. b. Number of solicited concept notes short-listed.
a. Number of solicited full applications submitted. b. Number of solicited full applications leading to grant agreements.
Amount of funds raised from income-generating activities (property and investments) No of new investments started.

6.0 RESOURCES REQUIRED FOR SUCCESS OF RESOURCE MOBILIZATION STRATEGY

- i. Capacity strengthening of the owner of the Resource Mobilization (RM) docket as well as resource mobilization capacity across the organization.
- ii. A draft budget for the implementation of the resource mobilization strategy will ensure investments in key RM activities are undertaken. A budget is needed for this RM strategy to be implemented. The budget should cover costs within the external relations and RM function as well as the need for additional resources elsewhere within ADS SR for RM.
- iii. Identification and utilization of information technology to facilitate external and internal communications and fundraising. Significant investment will be needed to raise funds from private sources.
- iv. Communicating the strategy first to internal stakeholders and then marketing the strategy to external partners.

7.0 GUIDING PRINCIPLES

ADS SR will pursue a resource mobilization strategy that is consistent with the target region's overarching goals and priority programs. The strategy has been designed to also focus on compliance with the principles of the Paris Declaration (2005)¹ and the Accra Agenda for Action. The declaration's basic aim was to improve aid effectiveness, including conditionality, capacity building, and support for improved governance.² The following graphic and narrative follow-up presents our guiding principles.



Principle 1- Meet the needs of the target regions.

The ADS SR shall maintain its core mandates and roles in supporting the target communities to achieve their humanitarian, peace, and development needs in the regions where the organization works. The ADS SR board and management shall design and allocate resources as per the needs of the target communities and in agreement with the donors.

Principle 2- Promote Efficiency and Effectiveness

ADS SR will improve on the effective and efficient use of available resources in a manner that will lead to sustainable development and will ensure our credibility with our

¹ This RM strategy is formulated around the five central pillars of the Paris declaration on Aid effectiveness of: Ownership, Alignment, Harmonisation, Managing for Results, and Mutual Accountability.

² The Paris Declaration on Aid Effectiveness and the Accra Agenda for Action, 2005

development partners. The ADS SR management will identify, mobilize, track, monitor, and report back on funding received and how it is utilized.

Principle 3- Build on national, regional, and international synergies.

The ADS SR team will manage the resource mobilization strategy in line with the board's determination and binding decisions from development partners' engagement in supporting the common agenda for projects and programs.

Principle 4- Strengthen capacity.

Capacity building at the board and management/staff will be a continuous objective and obligation aimed at strengthening the skills needed to generate and monitor funding. All assistance in governance, projects, and programs shall contain clear capacity-building components that strengthen the institutional and human resource capacities.

Principle 5- Result-based programming and implementation

As the partnerships landscape becomes more congested and complex with the amplified contest for scarce resources, ADS SR to remain relevant in the competitive resource mobilization framework, the management will deliver high-quality services within the regional agenda in a timely, efficient, and accountable manner through valuable monitoring and evaluation mechanisms.

8.0 CONCLUSION

The resource mobilization processes that will guide ADS SR include defining the funding gaps, determining the funding approach, analysis of the external resources' environment, developing funding proposals and concepts, prioritizing potential partners, and finally preparing the resource mobilization strategy document. Despite the challenges associated with resource mobilization, ADS SR will set out an ambitious goal to achieve certain targets within a defined timeframe in resource mobilization. Monitoring and evaluation will be a critical process in our projects as well as the process of resource mobilization including implementation. The roles and responsibilities will be defined, accountability enhanced, concepts notes and proposals developed, and reporting enhanced.

In the RMS, we have also documented the potential development partners. We shall regularly contact the development partners seeking development support as we also align our systems to accommodate recognition and credibility. Some of the key areas to focus on include ensuring a clear mission and vision, goals, and objectives. This will include committed board members, capable management, staff, and volunteers. We will enhance our accounting systems, conduct valuable projects, and improve our facilities, equipment, and maintenance. The sources of grants include Individual donors, Local and International donors, Multilateral Development Banks, and global Corporations from which we will solicit partnerships.