



AGENCY FOR  
ACCELERATED REGIONAL  
DEVELOPMENT (AFARD)

# RESOURCE MOBILIZATION STRATEGY

2020-2025

JUNE 2022



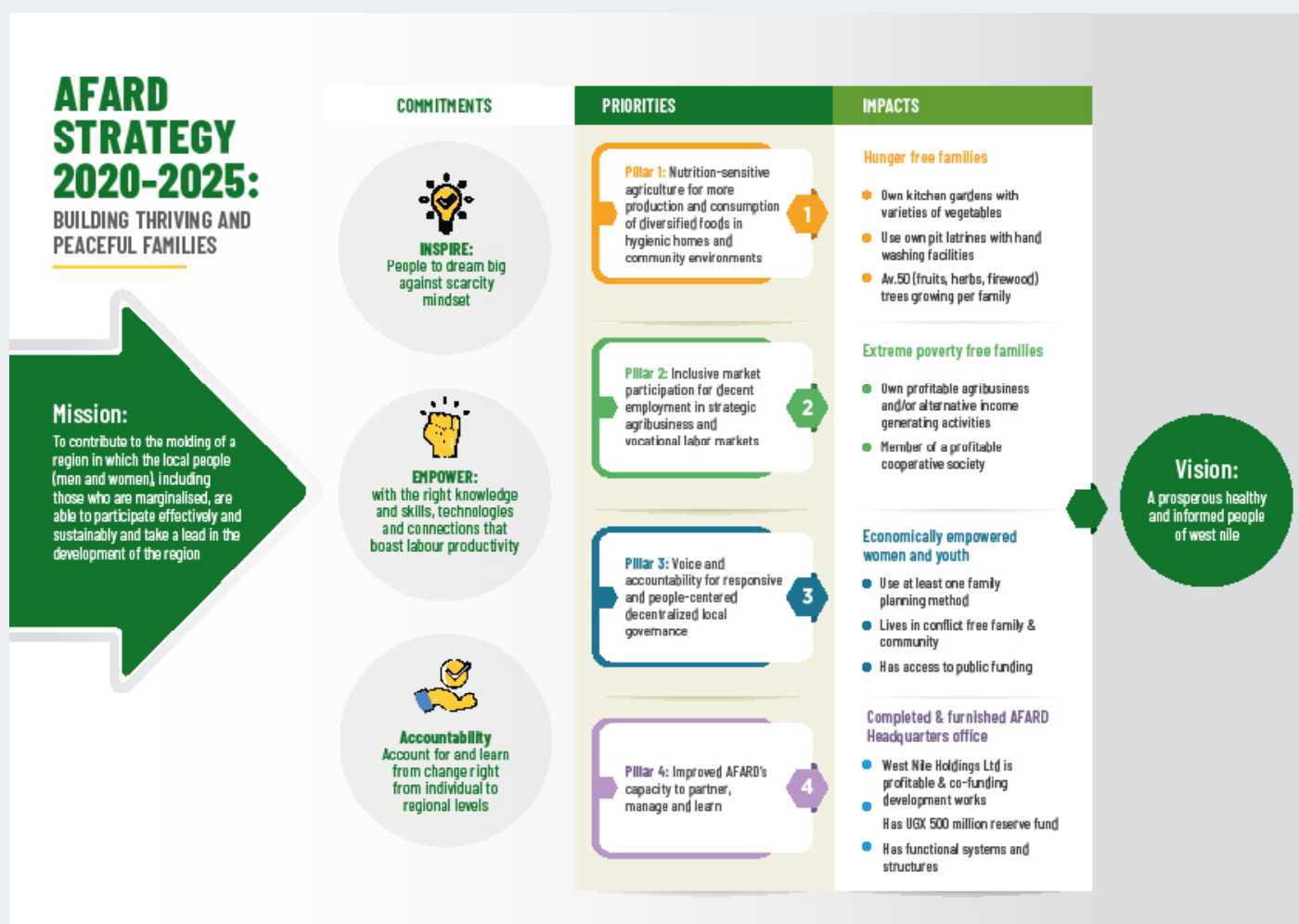
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# 1.0 Introduction

The Board of Directors of AFARD on December 21, 2019 approved a new 6-year strategic plan (2020 – 2025). The goal of this plan is to contribute to the socio-economic transformation of West Nile through its “Inspire - Empower - Account approach.” The AFARD Strategy themed – Thriving and Peaceful Families seeks to ‘reduce hunger and extreme poverty in 20,000 households, directly benefiting 138,500 people (70% nationals and 30% refugees; 60% females, and 25% youth). Implementation of this plan commenced in January 2020 using the traditional livelihoods, unconditional cash transfer, graduation, and child rights programming approaches that focuses on the four strategic pillars, namely: (a) Nutrition-sensitive agriculture for more production and consumption of diversified foods; (b) Inclusive market participation for decent employment in strategic agribusiness and vocational labour markets; (c) Voice and accountability for responsive and people-centred decentralized local governance; and (d) AFARD organizational development to strengthen AFARD’s operational capacity and financial base.

Figure 1: Summary of AFARD Strategy 2020 - 2025



## 2.0 AFARD's Funding Needs

Although the plan was envisaged to cost UGX 42,4 billion over the 6-year period, the market instability (inflation, currency devaluation, etc.) triggered by COVID-19 led to an upward revision of the plan cost to UGX 48 billion. The huge buy-ins of the various funders led to the realization of UGX 30,4 billion and pipeline funds (with signed MoUs) of UGX 16,2 billion. Yet, the plan has a funding gap of UGX 2,1 billion. It is from this point that the Board resolved for management to develop this resource mobilization strategy 2020 – 2025.

**Table 1: Strategy 2020 -2025 funding gap**

	2020	2021	2022	2023	2024	2025	Total
Planned budget	14,791,123,426	4,712,699,797	4,673,844,179	9,258,026,308	4,429,426,686	4,574,868,406	42,439,988,802
Adjusted budget	2,218,668,514	706,904,970	701,076,627	1,388,703,946	664,414,003	686,230,261	6,365,998,320
Funds required	17,009,791,940	5,419,604,767	5,374,920,806	10,646,730,254	5,093,840,689	5,261,098,667	48,805,987,122
Amount received	9,975,449,000	11,452,297,000	9,012,470,000	-	-	-	30,440,216,000
Amount pipeline		-	-	10,041,075,972	3,517,570,407	2,670,847,180	16,229,493,559
Funds available	9,975,449,000	11,452,297,000	9,012,470,000	10,041,075,972	3,517,570,407	2,670,847,180	46,669,709,559
							-
<b>Funding gap</b>	<b>(7,034,342,940)</b>	<b>6,032,692,233</b>	<b>(3,637,549,194)</b>	<b>(605,654,282)</b>	<b>(1,576,270,282)</b>	<b>(2,590,251,487)</b>	<b>(2,136,277,564)</b>

## 3.0 The Resource Mobilization Context

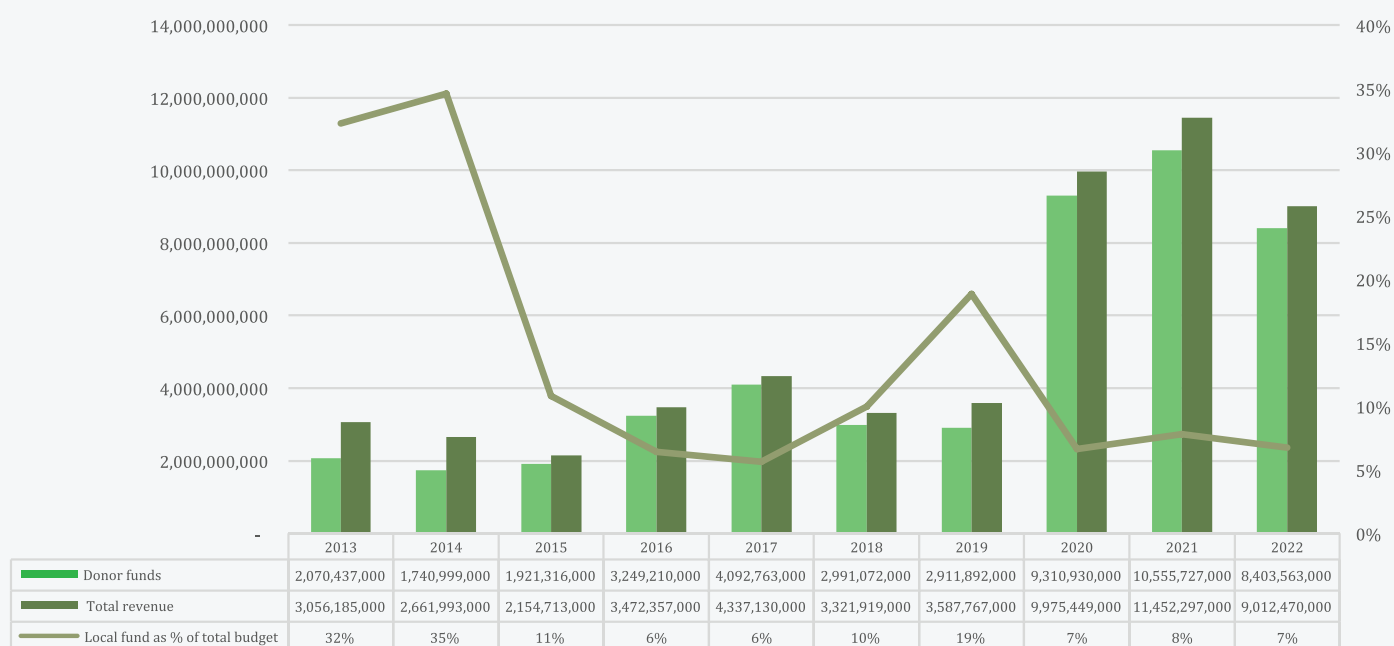
### 3.1 Past financial performance

Since its inception in 2000, available data shows that AFARD has mobilized UGX 98,1 billion (10.7% local revenue). Over the last 10 years alone, AFARD received UGX 53 billion (see figure 1). The various funding sources include:

- Multilateral agencies (UNICEF, FAO, EU), bilateral agencies (ADA, NORAD, SCD, GIZ, Irish Aid, Danida, DFID);
- Government agencies (Embassies of Netherlands, Ireland and Canada, Uganda ministry of Health and Office of the Prime Minister, District Local Governments);
- Trust/Foundations<sup>1</sup> (Tudor Trust, Sall Family Foundation);
- International NGOs (INGOs – Caritas Switzerland, AWO International, KNH, Cordaid, Gorta/Self Help Africa, INclusion);
- Networks (UWASNET, HURINET, PELUM Uganda, Global Fund, Civil Society Fund);
- Private sector (PSFU, AFC, Total ES&P);
- Academia (University of Groningen, University of Northumbria, African Study Centre, Leiden, Uganda Martyrs University); and
- Individuals (Fr. Alfred & friends).

<sup>1</sup> Foundations can be: institutional foundations (with defined grant making strategies), family foundations (administered by family members), corporate foundations (closely related to corporations and typically with their own fundraising teams), umbrella foundations (manages projects on behalf of donors), and operating foundations (funds and implement own programmes).

**Figure 2: Budget performance, 2013 -2022**



Source: Institutional audit reports, 2013-2022

**Table 2: Funding flows, 2002 - 2022**

Sources	frequency	Percent	Average years	Average amount	Amount as 0/4 of Total Sum
Academia	1	2.9	1	13,931,000	0.00%
Bilateral Agencies	4	11.4	7.75	5,909,770,288	28.10%
Government	2	5.7	1.5	59,694,815	0.10%
Individuals	1	2.9	3	68,865,000	0.10%
International NGOs	13	37.1	5.31	2,504,580,719	38.80%
Local	1	2.9	14	8,225,444,274	9.80%
Multilateral Agencies	3	8.6	8.33	3,902,121,606	13.90%
Networks	5	14.3	2.6	360,511,124	2.10%
Private Sector	3	8.6	3.33	1,328,418,333	4.70%
Trusts/Foundations	2	5.7	7	936,137,487	2.20%
<b>Total</b>	<b>35</b>	<b>100</b>	<b>5.23</b>	<b>2,399,791,738</b>	<b>100.00%</b>

Figure 1 and Table 2 above shows that:

- AFARD is highly donor dependent;
- The most frequent 3-top sources of funds for AFARD were INGOs, bilateral agencies, and multilateral agencies;
- The total average funding period was 5 years; highest among multilateral agencies (8.3 year) followed by bilateral agencies (7.8 years) and INGOs (5.3 years);
- There has been no stable flow of funds. Holding 2013 as the base year, revenue fell by 12% in 2014 and by 19% in 2015. It then rose by 61% and 25% in 2016 and 2017 respectively. Again, it declined by 28% in 2018. After this period, there was dramatic rise by 8% in 2019, 178% in 2020 when the new strategy 2020-2025 was initiated and by 15% in 2021 before declining by yet 21% in 2022. Equally, over the 2013-2022 local revenue as a share of the total budget declined from 32% to a meagre 7%.
- The main AFARD funding sources have been from the European Union with limited engagement in the US and no solicitation in Arab and Asian counties; and
- Many valuable sources of funding have remained untapped e.g., government, private sector, Trust/ Foundations, academia and individual giving.

### 3.2 Benchmarking with similar organization

A benchmarking exercise conducted with similar organizations identified that the key elements of successful resource mobilization initiatives are:

- Attention to donor interests: Donors want clearly defined needs and annual financial plans; opportunities to add value; visibility of their investment and impacts (brand promotion); flexibility to adapt to changing context; and partnering with academic and research institutions for independent impact data and evidences.
- Realistic targets: setting short-term goals and financial targets that allow for small wins and not be overwhelmed by the larger picture that takes ages to materialize.
- Revenue diversification: not relying on one donor, or few donors but securing multiple partners from different markets to avoid the risk of policy changes and financial market volatility (e.g., recessions, exchange rate losses, etc.).
- Efficiencies & Transaction costs reduction: with preference of 80-85% cost to direct project support.
- Transparency and accountability: providing comprehensive information on implementation progress, contextual changes, life-changing results, and lessons learning.
- Public-Private Partnership: collaborating and partnering with the private sector.
- Response to priority (inter)national needs: strong alignment of investment to trending needs.
- In-house efficiencies: setting up a grants/fund raising unit with Board and Senior Management Team capacitated to support fundraising.

### 3.3 AFARD's SWOT Analysis

The strengths, weaknesses, opportunities and threats (SWOT) analysis conducted with stakeholders released the below:

Strengths	Implications	Consolidating strategy
<ul style="list-style-type: none"><li>• Is legally registered &amp; with MoUs with DLGs, OPM and UNHCR</li><li>• Has a respected and gender-sensitive Board with policies and operation guidelines</li><li>• Has highly qualified, experienced, committed team</li><li>• Has political support and community acceptance</li><li>• Operates on honesty, openness, innovativeness;</li><li>• Uses participatory, evidence-based, long-term impact oriented and self-reliance approaches</li><li>• Targets marginalized communities and social groups</li><li>• Has good, transparent and mutual partnership with donors, governments, national umbrella networks, and beneficiary communities</li></ul>	<ul style="list-style-type: none"><li>• Is accepted to undertake development, humanitarian and peace activities</li><li>• Is able to initiate and try new ideas</li><li>• Is able to attract new partners</li><li>• Can use the image and history to fund raise</li></ul>	<ul style="list-style-type: none"><li>• Encourage participatory, rights- and evidence-based and impact-oriented programming</li><li>• Institutionalize periodic fora with partners to account, solicit new ideas, and network.</li></ul>

Opportunities	Implications	Exploitation measures
<ul style="list-style-type: none"> <li>Decentralization policy &amp; NDP III promotes local development</li> <li>Existence of similar organizations for networking</li> <li>Political security and support in the region</li> <li>Refugee influx in the region</li> <li>Expansion to private sector and tech companies</li> <li>Rising digitalization</li> <li>Localization agenda for INGO partnerships and the push for consortium approach</li> <li>Presence in the refugee hosting districts</li> </ul>	<ul style="list-style-type: none"> <li>AFARD will remain relevant in gap-filling government services delivery</li> <li>Explore partnerships with INGOs, Universities &amp; research institutions</li> </ul>	<ul style="list-style-type: none"> <li>Leverage existing donors, political good will &amp; programmes to market AFARD</li> </ul>
Weaknesses	Implications	Mitigation strategy
<ul style="list-style-type: none"> <li>High reliance on short-term project funding approach</li> <li>Has low brand awareness and presence in donor, INGO, and private sector spaces</li> <li>Has no dedicated resource mobilization unit</li> </ul>	<ul style="list-style-type: none"> <li>Weak visibility hence reliance on current donors</li> <li>Inability to sustain organizational growth</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen brand awareness tapping into digital space</li> <li>Document best practices and share with a wider stakeholder</li> </ul>
Threat	Implication	Redress strategy
<ul style="list-style-type: none"> <li>Increasing poverty levels in the region</li> <li>Dependency mindset affects sustainability</li> <li>Ring fenced funding from governments and donors to only known agencies</li> <li>Dwindling funding situation due to Emergencies esp. in Ukraine, Sudan</li> </ul>	<ul style="list-style-type: none"> <li>Limited drive for self-reliance</li> <li>Narrow landscape for partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Build self-reliance mindset</li> <li>Explore individual giving and private sector partnership</li> </ul>



## 4.0 The Resource Mobilization Direction



The Resource Mobilization Strategy (RMS) seeks to enable AFARD to achieve the results of the AFARD Strategy 2020-2025 by setting the direction and pace of resource mobilization in a coordinated and focused manner.

### 4.1 Goal

The overall objective of the Resource Mobilization Strategy is to secure UGX 46.7 billion from diverse sources to achieve and upscale AFARD Strategy 2020 – 2025.

### 4.2 Specific Objectives

The specific objectives of the strategy are to:

- i. broaden the resource channels to secure adequate and stable financial inflows;
- ii. improve structures and systems to facilitate better resources mobilization;

### 4.3 RMS Principles

**Principle 1- Purpose-driven** – Mobilize resources from sources that align with the AFARD's values, goals, and priority programmes.

**Principle 2- Promote Efficiency** - Mobilize funding through low transaction costs. Deliver results using what works and test new but innovative ways.

**Principle 3 - Strengthen capacity** – Invest in institutional, ICT and human resource capacity building to strengthen the skills needed to generate funding and sustains relationships. Dedicate a team to relationship-based resource mobilization.

**Principle 4- Digitalization** – Use ICT to promote AFARD brand awareness and improve information sharing about needs for fund and impacts of support among all stakeholders.

**Principle 5: Transparency and accountability** – Ensure integrity for all that we do and the results achieved and of all stakeholders (supported populations, partners, staffs, Board) through strict adherence to codes of conduct including do no harm, safeguarding, protection from sexual exploitation and abuse, feedback referral response mechanisms, data protection, and anti-corruption, anti-terrorism policies as well as timely user-friendly reporting for results.

**Principle 6: Learning** – Solicit feedback from stakeholders to routinely map and respond of interests as well as learn and share best practices. to be able to contribute to improving intervention strategy design. Develop products that appeal to different audiences to maximize to resource mobilization.

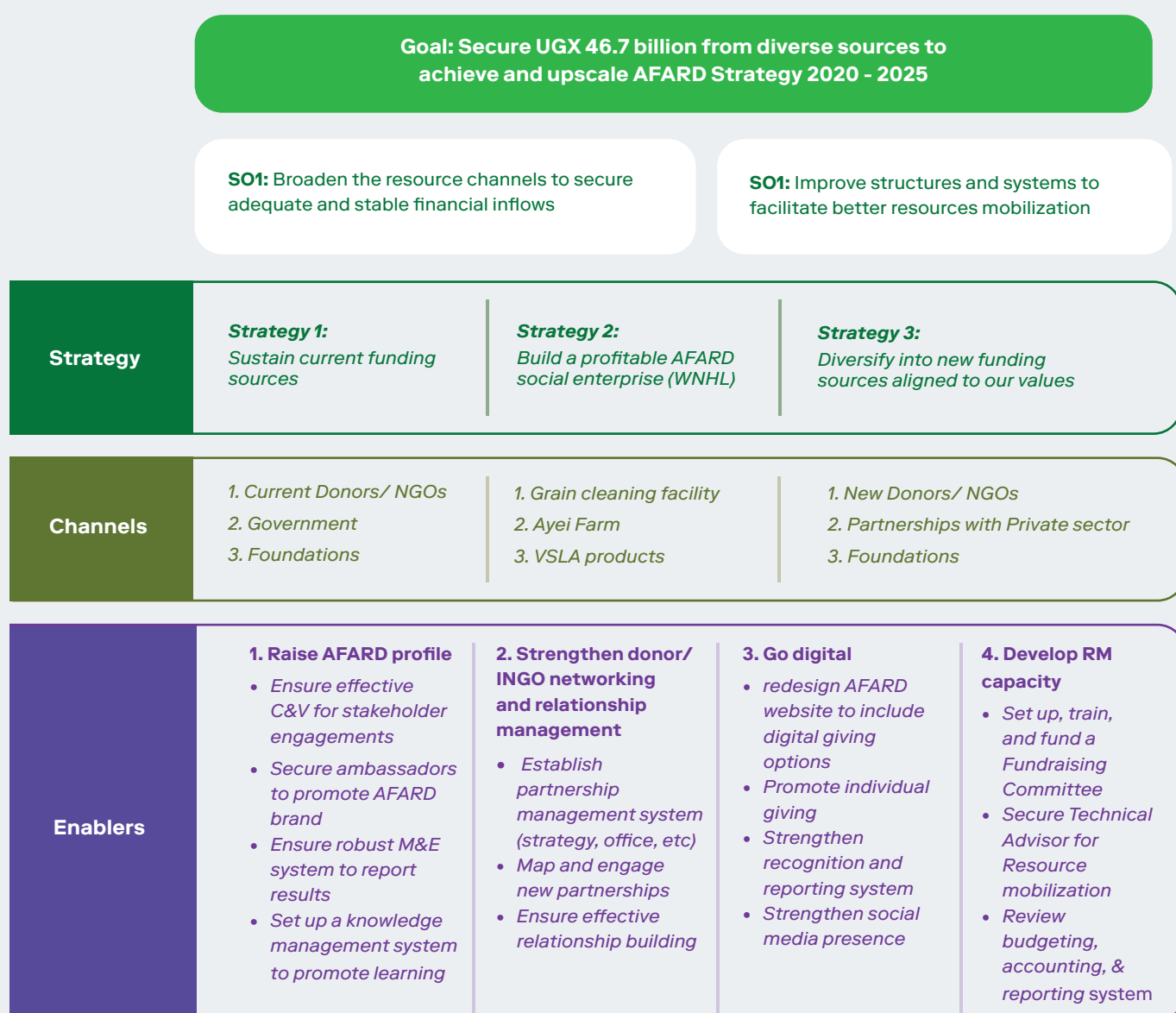
**Principle 7: Collaboration** – Work in collaborative design and decision-making with and alongside other partners. Take a more marketing/business development approach to explore funding opportunities especially with private sector channels.

**Principle 8: Communication** – Define and communicate AFARD's value add to ensure donors appreciate funding AFARD. Systematize internal processes to ensure coherence in stakeholder communications. Solicit feedback from stakeholders to routinely map and respond to needs.

## 4.4 RM Strategies

Building on best practice tested by established donors, partner agencies, and civil society organizations to raise funding from multiple sources using several approaches, Figure 2 below presents a summary of AFARD's undertakings in resource mobilization.

Figure 3: Resource mobilization Direction, 2020 - 2023



### **Strategy 1: Sustain current funding sources – with current donors/INGOs, government programmes and Foundations**

#### **Actions:**

- Ensure effective communication and adherence to compliance requirements.
- Present positive visibility, added value and approach (lessons learnt and good practice) of on-going projects to attract continued relationship.
- Engage various sources to discuss opportunities for deepening existing partnership for renewal of funding, joint application for other funding sources, etc.

### **Strategy 2: Build a profitable AFARD social enterprise (WNHL) – grain cleaning facility, Ayei farm and VSLA products**

#### **Actions:**

- Conduct a feasibility study of potential business opportunities
- Solicit funding to start-up and expand viable business options
- Build synergy between the social enterprise and AFARD NGO to ensure co-created sustainable benefits
- Staff WNHL with competent technical and business management human resources
- Develop policies, systems and practices for effective business management

### **Strategy 3: Diversify into new funding sources aligned to our values – with new donors/ INGOs, partnership with private sector, and digital individual giving**

#### **Actions:**

- Establish and strengthen a resource mobilization committee – fundraising officer including for private sector engagements to ensure resource mobilization plans are cognizant of fund needs and assured donor compliance
- Map out and evaluate new funding sources from in-country, US, EU, Asia and Arab markets to identify prospective donors who have an interest to invest in our work.
- Establish digital fundraising methods (systems, procedures and governance) to widen channels for individual supporters and remote engagement with businesses and philanthropists.
- Engage with private sector and Foundations/Trusts to co-create support and secure their contributions of knowledge, services, assets, and financial resources are aligned to their corporate values and missions.
- Organize annual fundraising/pledging events on focused themes like for family planning, youth employment, tree planting, energy saving stoves.
- Conduct Board/ED and other influencers' visits to donor offices/representatives, pitch AFARD value add and lobby for support.

## 5.0 Key RMS Enablers

In order to effectively achieve the planned results from the three main strategies noted above, AFARD will have to invest in four main enabling factors below:

### 1. Raise AFARD profile

There is an urgent need to increase the awareness of AFARD brand beyond West Nile region to the global market place. To do so, its current outsourced communication and visibility (C&V) strategy should aim at supporting resource mobilization efforts through effective engagement with existing and potential donors, the private sector, the media and government ministries. AFARD's unique capabilities, value add, and impacts should be made aware to a broader stakeholder through public campaigns, digital media, media relations and securing ambassadors and champions.

In addition, there is need to enhance the brand through agile marketing. A robust monitoring, evaluation and learning system will be built to ensure both clear data-driven results and compelling storytelling for improved donor satisfaction. By so doing, effort will also be put to share learning of what works through independent research.

- *Ensure effective C&V for stakeholder engagements*
- *Secure ambassadors to promote AFARD brand*
- *Ensure robust M&E system to report results*
- *Set up a knowledge management system to promote learning*

### 2. Strengthen donor/INGO relationship management

Sustaining and on-boarding new donors/INGOs requires a dedicated relationship management able to adhere to compliance requirements, and grow networks and alliances. AFARD will therefore need to invest in an effective partnership management system. A robust partnership strategy needs to be developed and an office dedicated to execute it. This office will ably map and assess potential partners for engagement by the Resource Mobilization Committee. It will also invest in relationship building by ensuring warm and cordial communication, attending/hosting events and conferences to network and raise awareness of AFARD, ensuring donor motivations e.g., through donor brand promotion, event sponsorship, field visits, and social media engagements, among others.

- *Establish partnership management system (strategy, office, etc)*
- *Map and engage new partnerships*
- *Ensure effective relationship building*

### 3. Go digital

Given the drive to build AFARD's brand globally, it is critical that digitalization becomes part and parcel of the organizational operations to increase reach, make efficient resource mobilization and communicate in clear and simple messaging that appeals to donors. The website will need to be redesigned with the landing page also calling for donor funding support including digital giving options. This will require clear Compelling Call to Action on the website, email signature, or just routine communication (reach out/donate/join us/help us); Compelling Case for Need clarifying what problem we solve and why that matters; Marketable Impact Statements that demonstrate measured achievements with "this wouldn't have happened without us."

- *Redesign AFARD website to include digital giving options*
- *Promote individual giving*
- *Strengthen recognition and reporting system*
- *Strengthen social media presence*

## 4. Develop RM capacity

To achieve the current funding gap with sustained ability to upscale AFARD strategy 2020 – 2025, there is need to build the capacity of the Board and management – structures, systems, practices, people, and tools - to engage with and ensure trust of donors. AFARD will need to setup, train and fund a Fundraising Committee that will ensure that an annual financial goal is developed aligned to the Strategy plan and budget and is mainstreamed in strategic functions of AFARD including donor risk management. In the meantime, due to heavy workload this invests on the Executive Director, there is need to secure a Technical Advisor (TA) for resource mobilization (and especially private sector and relationship management). Together, the committee and the TA should be able to test fundraising innovation, build a business approach to resource mobilization and develop budgeting, accounting and reporting systems and tools that recognizes and leverage multiple revenue streams.

- *Set, train, and fund a Fundraising Committee*
- *Secure Technical Advisor for Resource mobilization*
- *Review budgeting, accounting, & reporting system*

## 6.0 Roles and Responsibilities

Actors	Roles and responsibilities
Board	Responsible for: overall governance (policy, direction, guidance and oversight); share their networks and connections; and attend fund raising events
Executive Director	Responsible for: overall strategic leadership to fundraising; Donor and stakeholders' relationship management; Implementation oversight, coordination, accounting, reporting. Strategic risk management
Director Programs	Responsible for: management functions of planning, implementation, reporting, and coordination; technical backstopping and linkages with stakeholders; staff engagements. Operational risk management
Director Finance & Admin	Responsible for: general finance operations including all financial management and reporting and compliance; budget planning, monitoring, control and reporting, and compliance with anti-fraud and anti-corruption measures, donor, and government policies. Financial risk management. Donation tracking
Project Managers	Responsible for: project output delivery; synergies and coordination with other local projects stakeholders; impact story collection; innovations identification and testing.
Partnership Office	Responsible for: donor mapping and engagements; coordination of external events, conferences, and workshops to engage stakeholders and promote the organization's work. Ensures donor visibility. RM capacity building. Partnership risk management
Communications Office	Responsible for: communication strategy and planning, content development and management (articles, blog posts, etc.), media and public relations; digital and social media management; Internal communication and stakeholder engagement; Support the coordination of external events, conferences, and workshops to engage stakeholders and promote the organization's work. Ensures project visibility, documentation & dissemination of best practices, and development of all communication materials.
MEAL Office	Responsible for: MEAL system development, deployment and capacity building; leading performance assessment to track achievements and inform learning and accountability; Documentation of best practices and lessons learned.

## 7.0 Monitoring and Evaluation



Annually, AFARD will monitor the RM strategy performance in order to achieve its annual financial goals and learn lessons for improvement. Core indicators will include:

- **# of new/extended partnerships signed by sources**
- **% of revenue generated by sources**
- **# of beneficiary groups receiving government programme support**
- **% of annual budget allocated for fundraising**



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