

# TOWARDS SUSTAINABILITY: RESOURCE MOBILIZATION FROM THE PERSPECTIVE OF A LOCAL NON-GOVERNMENTAL ORGANIZATION (NGO)

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PRESENTED AT THE UNIVERSITY OF NAIROBI CONFERENCE ON PROJECT PLANNING AND MANAGEMENT

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# DEFINING SUSTAINABILITY (LISA CANNON)

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- Four categories of Sustainability (Jordan, 1996):
  - **Benefit Sustainability:** when the benefits that result from an activity continue, with or without the programs or organizations that stimulated that benefit in the first place (e.g. when the government takes up funding of health services that were previously donor-funded).
  - **Organizational Sustainability:** focuses on building sustainable organizations to achieve sustainable development benefits
  - **Financial Sustainability:** **A part of organizational sustainability;** has to do with the ability of an organization to raise resources from a variety of sources (local, national, international, private and public).
    - This mix of resources should include increasing amounts of local funding and earned income, to move the organization away from dependency on foreign donors.

# DEFINING SUSTAINABILITY - 2

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- Community Sustainability: building sustainable communities is the aim of many NGOs – communities in the long term are no longer dependent on NGOs but are empowered to:
  - Create community-based organizations (CBOs) to provide services
  - Effectively lobby government to provide services
  - Create services within the private sector
- Financial Sustainability should be seen within the broader context of organizational sustainability.

# RESOURCE MOBILIZATION

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“Resources steer organizations. How you raise the resources you need, and from which source, has a strong influence on what an organization is and what it can be” (Alan Fowler, 2000).



# DEFINING RESOURCE MOBILIZATION

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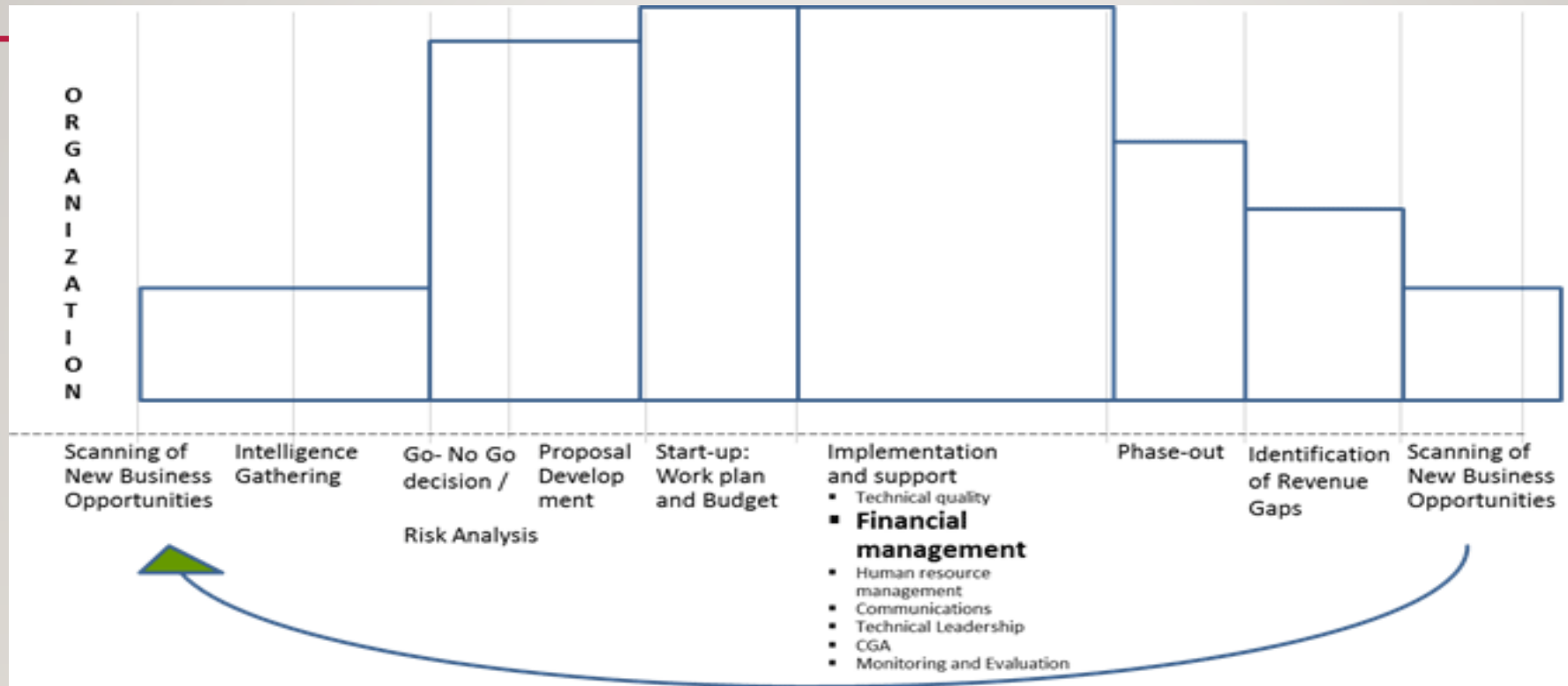
- Resource mobilization refers to all activities involved in securing new and additional resources for your organization. It also involves making better use of, and maximizing, existing resources. Resource mobilization is often referred to as 'New Business Development' (*Judith B. Seltzer, MBA, MPH | Management Sciences for Health on October 20, 2014*)
- Resource mobilization is the process of getting resources from the resource provider, using different mechanisms, to implement an organization's predetermined goals (*Wikipedia*)
- Proposal based – solicited and unsolicited; competitive Vs non-competitive
- Non-proposal based: Fundraising events; in-kind donations; cost recovery; social enterprise; other investments

# WHY IS RESOURCE MOBILIZATION SO IMPORTANT?

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- Ensures the continuation of your organization's service provision to clients
- Supports organizational sustainability
- Allows for improvement and scale-up of products and services the organization currently provides
- Organizations, both in the public and private sector, must be in the business of generating new business to stay in business

# RESOURCE MOBILIZATION AND ITS ROLE IN AN ORGANIZATION'S FUNCTIONING (MSH, 2010)



# THE KENYAN CIVIL SOCIETY

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- Heyden (1996) states that CSOs refer to a vast web of private and public associations that are guaranteed the right to organize, mobilize, and, if they desire, to influence political decisions free of the state's control (Jane W. Munene, 2017)
- There are 2248 registered NGOs in Kenya (TUKO.CO.KE)
- There are several thousand other CSOs in the form of CBOs, FBOs etc



# THE ROLE OF THE KENYAN CIVIL SOCIETY

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- CSOs are agents of development - Play a significant role politically, socially and economically
- In 2018/19, NGOs received a total of Ksh 165.97 billion, (8 per cent increase from the previous year.; 88 per cent of these funds were raised from sources outside Kenya - Annual Sector Report 2019.indd - NGO Board)
- Improve the quality of governance through advocacy, lobbying and community mobilization
- Empowering citizens to hold government accountability

# THE KENYAN CIVIL SOCIETY – ROLES -2

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- Poverty alleviation
- Education opportunities (DREAMS, Plan International)
- Human rights and Gender responsiveness (CREAW, Hivos)
- Stigma reduction and inclusion of marginalized populations – e.g. LINKAGES, Global Fund
- Environmental Conservation: e.g. Children's Environmental Rescue
- Service delivery e.g. health (NOPE, I Choose Life, Amref Health Africa, Kenya, KANCO, LVCT Health etc)

# CHALLENGES OF CIVIL SOCIETY ORGANIZATIONS

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- Over-reliance on donors for survival
- Competition for resources (success rate for proposals is between 0 and 20%)
- Low organizational and technical capacity to implement programs
  - Weak leadership and governance systems
  - Weak financial, human resource and procurement policies and systems (low compliance)
- Suspicion by the government, hence over-regulation; the PBO ACT was signed into Law but never gazetted

# CHALLENGES OF CIVIL SOCIETY ORGANIZATIONS

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- Lack of funding that explicitly addresses sustainability: e.g. for USG many local organizations do not have a NICRA unlike their INGO counterparts.
- Lack of full-fledged business development/resource mobilization departments or the human resource
- Lack of assets (many possess only furniture and computers)
- Tough proposal development guidelines including strict submission deadlines
- Weak consortium partners where a local organization acts as a Prime Partner in a bid (failure to deliver on tasks in a timely manner)



# THE NOPE EXPERIENCE

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- National Organization of Peer Educators (NOPE) started in 2000 to scale-up the use of peer education for promotion of behavior change towards reduction of HIV infections
- NOPE reaches different populations with health and social programs (adolescents and young people, including adolescent girls and young women through programs such as DREAMS, female sex workers, MSM, domestic workers, informal and formal workplaces etc)
- Programs include; prevention, advocacy, health service delivery, education subsidies, livelihoods
- Projects include: Afya Jijini, Afya Ziwani, HERproject, Global Fund, Afya Nuru ya Bonde
- Established NOPE Uganda

# THE NOPE EXPERIENCE

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- Institutional strengthening: cumulatively built capacity (Directly benefitted from systematic local CSO capacity building efforts by USG through New Partners Initiative (NPI) and FANIKISHA Institutional Strengthening Initiative)
- Managed funds by several donors including USAID, CDC, EU, Hivos, Global Fund, Action Aid, Royal Netherlands government etc both as a Prime partners as well as sub-recipient
- Partnership in fundraising, resource mobilization and program implementation with multiple organizations, both local and international (FHI 360, PATH, Pathfinder, MSH, JSI, Global Communities, Chemonics, Oxfam, VSO, Jhpeigo, Johns Hopkins CCP etc)
- Established the NOPE International Institute as a separate entity to generate funds through consultancies
- Established strong networking and collaboration nationally and internationally







# NOPE FUNDING: 2000-2015







First Lady HE Hon. Margaret Kenyatta was the Chief Guest at NOPE's 6<sup>th</sup> International Conference at KICC – June 2016









Mott 6: Elimu ni Mwenge  
Vision: To train Youth to become  
Servant Leaders

USAID SHIRIKI  
Kuboresha uhusishaji wa  
Wananchi katika maswala  
ya Uongozi na Ugatuzi katika  
kaunti za Tana River, Kilifi,  
Mombasa  
Mradi wa  
> Ki...



# THE JOURNEY TO SELF-RELIANCE (J2SR) - USG

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- The United States Government (USG) is a leading development partner, providing funding to different sectors
- J2SR is currently a major focus of the USG
  - Focuses on building countries' self-reliance (i.e. the ability of a country, including the government, civil society, and the private sector, to plan, finance, and implement solutions to solve its own development challenges.
  - For Counties: programs are expected to be county-owned, county led and county-managed
  - J2SR fosters locally led development, mobilization of domestic and other financial resources, and building the capacity of local partners
  - J2SR focuses on increasing inclusion of community voices (youth, women, PWD) to ensure greater collaboration, accountability, broad-based economic development, and the well-being of all community members



# THE JOURNEY TO SELF-RELIANCE (J2SR) - 2

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- Concrete steps so far under J2SR include:
  - Kaunti Kuimarisha Uendelevu (RFI and RFA)
  - Kenya Self-Reliance Development Coalition (KSDC) – RFI and Interested parties meeting
  - The Kenya Health Partnerships for Quality Services (KHPQS) – NOFOs issued
- Several Other Donors are expected to increase their focus on funding local entities

# THE NOPE OVERSIGHT BOARD



# REFERENCES

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1. Judith B. Seltzer. *New Business Development*. Management Sciences for Health, October 20, 2014)
2. Fowler, A., Malunga, C. 2010, *NGO Management: The Earthscan Companion*, London: Earthscan