FROM IDEAS TO ACTION: RESOURCE MOBILISATION IN CITIES IN DEVELOPING CONTEXTS

Technical Paper CRRF: Inclusive Urban Development and Mobility - Regional Network and Dialogue Action

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Jigjiga, Ethiopia

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OVERVIEW

This report is based on the second peer-learning event in a series of five dedicated to exchanging experiences with representatives of partner cities and community stakeholders to strengthen policy development for greater social cohesion.

The meeting was held in Addis Ababa, Ethiopia from 2 to 3 November 2021.

It included partner organisations from Kakuma and Kalobeyei (Kenya), Gabiley and Borama (Somalia), Arua and Koboko (Uganda), Jigjiga and Assosa (Ethiopia), and other regional community stakeholders.

The CRRF: Inclusive Urban Development and Mobility - Regional Network and Dialogue Action aims to support secondary cities through regional networking and dialogue so that best practices and lessons learned can be exchanged to identify solutions for improving service provision.

These exchanges are intended to improve the living condition and opportunities for refugees and their hosts as the risks of rivalry and conflict are reduced, resulting in greater well-being and safety.

PROJECT **BACKGROUND**

Cities Alliance commissioned this Technical Session report as part of the European Union Trust Fund (EUTF) project to promote refugee integration in secondary cities in the Horn of Africa. It presents mobilisation strategies for domestic and international resources to support the integration of displaced populations in the following locales: Kakuma and Kalobeyei (Kenya), Gabiley and Borama (Somalia), Arua and Koboko (Uganda), Jigjiga and Asosa (Ethiopia).

The report incorporates the group discussions and activities undertaken during the peer learning event held on 2 November 2021 in Addis Ababa. The objective is to provide participating cities with tools to design resource mobilisation strategies that support refugee integration in their municipalities. Although it draws on resource mobilisation literature, the report tailors approaches to participating municipalities' specific contexts.

The fundamental problem confronting most local authorities, especially those managing cities in developing countries, is the widening gap between the availability of financial resources and municipal spending needs.[1]

Jigjiga, Ethiopia

REPORT **STRUCTURE**

Section 1 describes the context within which secondary cities in developing countries, and specifically in the Horn of Africa operate, making the case for integrating resource mobilisation in municipal activities and plans.

Section 2 provides a broad overview of resource mobilisation, its definition, types of resources that municipalities can mobilise, and the steps involved in the resource mobilisation cycle.

Section 3 discusses each step in the resource mobilisation cycle in detail, including the practical activities undertaken by participants in Addis Ababa. It offers practical tools that municipalities can use in their resource mobilisation efforts.vv

KEY **QUESTIONS**

The report helps participating municipalities to answer the following questions:

How does a municipality evaluate their resource needs?

How do they connect with the right donors?

How does a city articulate their needs to potential partners?

How do municipalities strengthen existing partnerships in ways that support the municipality's activities and organisational sustainability?

PARTNER CONTEXTS

Interviews with partner cities highlighted that there are financial challenges, but there are also available solutions that stakeholders are discussing.

Participating cities draw the majority of their revenue from taxes and local licences. Gabiley, for example, has to raise 84% of its revenue through livestock, milk, and vegetable market taxes, and other farm and business taxes. Intergovernmental transfers account for only 6% of the city's revenue. But the amounts collected by the municipality are not enough. With climate change eroding the livelihoods of 80% of the population who are dependent on farming, the municipality's revenues from farming are threatened. The same is true in Borama where income from local revenue streams like livestock, land charges, and intergovernmental transfers are insufficient. In Kakuma, the Turkana county government is in the process of establishing it as an urban area. This will enable Kakuma to raise revenue, provide urban services, and plan for local populations. More generally, in all participating municipalities, there is a need to find ways of capacitating municipalities to increase their revenues and address development challenges.

Most cities in the partnership have the possibility to increase their local revenue streams with the right level of technical, financial, and human resources.

"We have designed a plan to accommodate our growing population and invest in schools, electricity, water, etc., but we need financial support to do it."
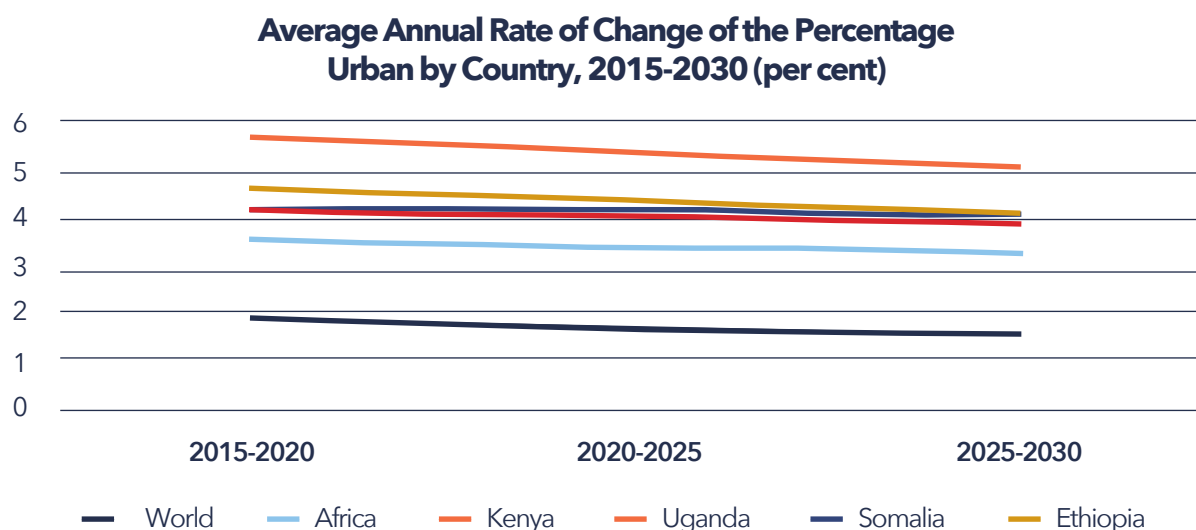
– Hibo Hassan Harun, Director of Planning, Gabiley

"We have a budget of USD 4 million, it is not enough. We have 77 villages. If we need to provide water, electricity, and so on, it is not enough. We could increase our revenue if we had support in property and asset registration."

– Abdilahi Hassan Rage, Borama District Secretary

RATES OF URBANISATION IN UGANDA, KENYA, ETHIOPIA AND SOMALIA

At country level, cities in Uganda, Kenya, Ethiopia and Somalia are growing fast. With urbanisation levels of over 4% – much higher than the projected global (1.7%) and African average (3.44%) (between 2020-2025)[2] - the countries participating in this project are among the fastest urbanising in the world.

Average Annual Rate of Change of the Percentage Urban by Country, 2015-2030 (per cent)

Legend: World, Africa, Kenya, Uganda, Somalia, Ethiopia

HIGHLIGHTS

Uganda has the highest urbanisation rate projected to be 5.10% between 2025 and 2030. Following closely with a rate of 4.14% is Ethiopia, Somalia 4.05% and Kenya at 3.95% for the same time period. The ability to plan for for growing urban populations – both host and displaced – will be essential for creating sustainable and inclusive communities.

Global
1.73%

Africa
3.44%

Partner Countries
4.31%

Whether they are large, medium, or small municipalities in the global north or south, resource mobilization remains at the heart of a city government's organisational sustainability. With increasingly competitive and uncertain economic times, city managers need to find ways to create sustainable support for their programs and priorities. Across cities in the global south, municipal resource streams are often unable to keep pace with growing populations and the consequent demand for urban services. Like cities elsewhere, participating municipalities are experiencing rapid urbanisation without the commensurate increase in resources to support growing populations.

Across cities in the global south, municipal resource streams are often unable to keep pace with growing populations and the consequent demand for urban services. The majority of cities in developing countries rely on intergovernmental transfers from central governments, which are often insufficient and sometimes politicised. Moreover, with legal restrictions on financing, few municipalities can raise their own resources from income, sales, or business taxes.[3]

With increasing responsibility for growing populations on the one hand, and dwindling resources on the other, municipalities face significant resource and legitimacy challenges.
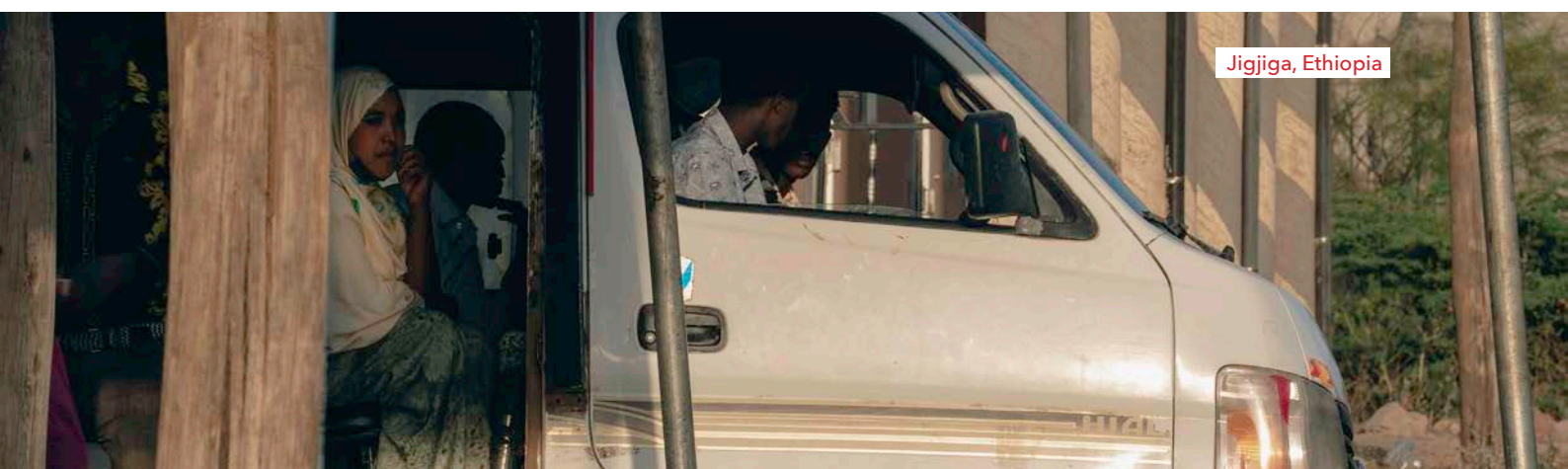
Jigjiga, Ethiopia

UNDERSTANDING LEGAL FRAMEWORKS

Successful resource mobilization not only requires understanding municipalities' needs and priorities, but also t he legal contexts that determine what activities are allowed or restricted in the country. The resource mobilisation process must:

• Determine what resource mobilization activities are legally permissible in the country;

• Identify what permissions and processes are necessary to build partnerships or receive external financial and other support;

• Ensure cohesion and coordination with other government departments and spheres so as not to duplicate efforts.[4]

USEFUL CONCEPTS FOR UNDERSTANDING RESOURCE MOBILISATION

Mission	defines the fundamental purpose of your organisation, why it exists, and why it is important. It focuses on the present, describing what the organisation will do to achieve the vision.
Vision	outlines where your organisation wants to be in the future. It is inspirational and aspirational.
Inputs	are the resources put in by the organisation to shape the outputs and can come in the form of funding, human resources, technical support, capital, etc.
Outputs	are what gets produced by the organisation using the inputs, e.g. services, regulations, infrastructure, etc.
Outcomes	are sometimes referred to as objectives, and are specific, measurable results.
Impact	can be understood as the positive or negative effect of an organisation's actions on people and the planet.
Goals	are general statements of what an organisation seeks to achieve. It is a milestone in the implementing process.
Objectives	turn goals into specific, quantifiable, time-sensitive statements of what will be achieved and when.

WHAT IS **RESOURCE MOBILISATION?**

RESOURCE MOBILISATION

Resource mobilisation is the process of utilising local assets to gain support and increase new and diverse funding resources.[5] It is a dynamic, iterative process involving internal organisational evaluation (evaluating resource needs and aligning to the annual plan), mapping partners, developing a fundraising strategy, writing a funding proposal, strengthening donor relationships, and monitoring and evaluation. On average, it can take anywhere between 6 to 18 months from the start of the cycle to receiving funding or other resources.[6] But the activities of resource mobilisation do not end once the funding is received. Rather, for effective resource mobilisation, the cycle must be a continuous and integral aspect of everyday municipal activities, strategies and plans. At its heart, resource mobilisation is about finding alignment between partner and municipality values and objectives. Fundraising can often feel like a frustratingly unequal relationship where the municipality asks for resources from a partner organisation, but resource mobilisation is a reciprocal relationship. As the level of government closest to the people, municipalities are important actors in shaping local development, economic and social agenda.

At its heart, resource mobilisation is about finding alignment between partner and municipality values and objectives.

Because of their position at the nexus of government and communities, local governments offer development partners an important access point to communities, and an institution with the mandate to support local development.

Urban governments also help donors and other development partners connect to populations they care about. In doing this, they can help development partners to realise their mission.

It is critical to see resource mobilization as a symbiotic partnership, where institutional values and objectives align, because it frames the way organisations approach donors, articulate needs and clarify their offering.

Gabiley, Somalia

TYPES OF RESOURCES THAT MUNICIPALITIES CAN MOBILISE

Funds for capital, equipment and infrastructure	include brick and mortar funding, renovations, and purchasing equipment such as vehicles, computers, or medical supplies.
Endowments	are funds given to an organisation to invest so that they can use interest earned to support their programs and general operations.
Technical development and capacity building	supports an organisation in gainging skills and expertise enabling it to implement projects or run more effectively. Examples include management, financial, and fundraising training.
Seed funding	is funding provided for starting a new organisation or project. It is crucial incubation money that allows an organisation or project to take off.
General operating funding	is different from project funds, instead covering an organisation's day-to-day running expenses such as salaries, rent, insurance, and supplies.[7]

Koboko, Uganda

People don't give to you because you have needs. They give to you because you meet needs.[8]

The resource mobilisation process is a dynamic, nonlinear, and iterative process with an active interplay between outward and inward-looking activities. It involves an internal evaluation of the organizations needs and priorities, and external assessment of stakeholders and potential development partners. The starting point of any fundraising activity must be internal: an assessment of resources, needs, and strategic goals. This often comes in the form of the organisation's annual plan which outlines the goals, timelines, and resources needed to realise the organisation's mission. This intra-organizational step establishes the basis for consensus-building and the starting point for the fundraising strategy plan moving forward.

THE **RESOURCE MOBILISATION CYCLE**

ANNUAL PLAN

1 What resources do you need to meet your objectives?

Ecosystems analysis: who could you collaborate/ partner with?

2 **PARTNER MAPPING**

FUND RAISING STRATEGY

3 Who? When? Where? What? Why? How?

Be clear and specific about what you want donors/ partners to do

4 **FUNDING PROPOSAL**

SHOW YOUR APPRECIATION

5 Thank partners for their support and show how they've made a difference

Accountability, evaluations, impact stories, trust & relationship building

**6** **KEEP UP THE CONVERSATION**

1. THE ANNUAL PLAN

The annual plan is a roadmap that provides clarity on organisational goals and expectations for the short, medium, and long-term. Annual plans are essential for fundraising because they are the foundation for any resource mobilization activity, not only to ensure that resource mobilisation activities remain internally aligned with the organisational vision and mission, but to identify resource needs and priorities. Annual plans also provide the basis for resource mobilization in municipalities. They state the organization's values, mandate, and raison d'etre, providing important material for sharing with potential partners, champions, other collaborators.
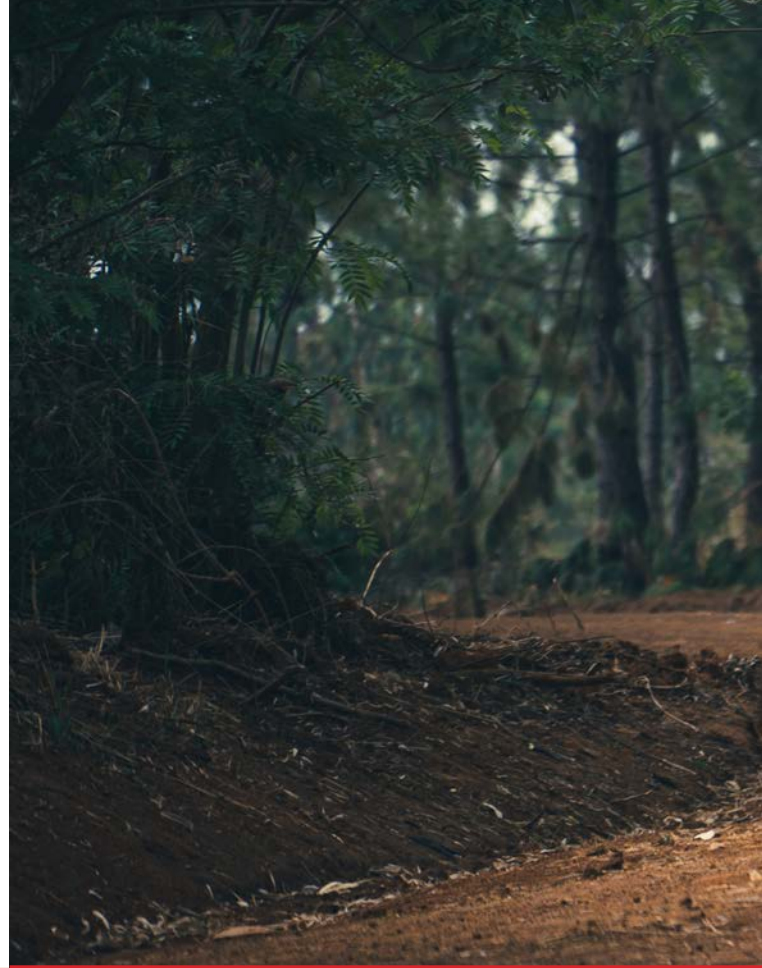
ARUA CITY MISSION EXERCISE

A mission statement tells you the fundamental purpose of the organisation. The Arua city mission states that it exists 'to improve the livelihoods of the population'. Their mission statement also tells us how they will do it: by offering holistic, quality, and accessible socio-economic services.

Mission Statement:
"To improve the livelihood of the population through provision of holistic, quality and accessible socio-economic services"

5 WHY'S
*WHY
The community needs quality services

*WHY
Because communities pay taxes

*WHY
It is an obligation for citizens to pay taxes

*WHY
The mandate of the Government to implement public services

*WHY
The cities authorities are accountable to the citizens

JIGJIGA MISSION STATEMENT EXERCISE

Jigjiga's mission statement focuses on providing quality education that meets international standards and customer expectations.

Mission Statement:

"Deliver high quality education that meets the international standards in customer expectation"

Deliver high quality and relevant research technology transfers and community engagement services that contribute to decrease the pressure on pastorals communities

5 WHY'S

*WHY

Respond to the community needs

*WHY

Because a large number of people are living under the poverty line

*WHY

Because of environmental and capacity related challenges

*WHY

Because the community are pastoral and marginalized

*WHY

Because of the nature of their livelihoods

2. PARTNER MAPPING

Partner mapping: 5 Filters

What sectors and themes do they fund?

1 — **SUJECT MATTER**

GEOGRAPHIC PREFERENCE — **2** Do they fund your geographic area?

What kind of resources do they provide? Technical?, financial? — **3** — **TYPE OF RESOURCE**

RANGE OF GRANTS — **4** What amounts do they give?

Do you have a relationship with the potential partner or know someone who does? — **5** — **RELATIONSHIPS**

An efficient and effective way of narrowing down the options and identifying the best possible prospects is the five-filters technique.[9] The technique helps streamline fundraising research, making it an efficient and less time-consuming method of identifying potential partners. This exercise can be done on the internet by visiting donor websites. The first filter is the **subject matter** which aims at identifying what sections and themes the prospective partner funds. The second filter is the **geographic preference** which ensures the donors fund in your geographic area of interest. The third filter is identifying the **type of resources** they provide, whether it is technical, financial or other forms of support. The fourth filter involves analysing the **range of grants** they offer so that you understand the nature of the support and its lower and upper limits. The last filter, **relationships**, helps your municipality identify whether a member of your team, board, existing funders or other organisations in your network know the donor, and can help facilitate an introduction or provide more information. But this can be difficult without the right tools.

Gabiley, Somalia

BORAMA/GABILEY

Partner mapping allows stakeholders to identify existing and potential future development partners. Stakeholders from Borama/Gabiley identified UN agencies, NGO's, government departments, and the diaspora as important partners.

Our partners

*Government partners

1. Ministry of Education | 2. Ministry of Health | 3. Minustry of Social | 4. Ministry of Finances

*Line Agency

1. NDRA | 2. RDA | 3. NADFOR

*NGOS

1. Homso | 2. Taaculo | 3. Diaspora

*UN-Agencies

1. UNICEF | 2. UN-Habitat | 3. ILO | 4.UNDP | 5. Cities Alliance | 6. UNCDF

ARUA CITY

Arua city's partner mapping approach is useful as they not only identified potential partners at multiple scales – local and global – they included in their analysis the roles these different actors play in the ecosystem. Role analysis helps support better alignment between donors and specific projects.

Partners Level Roles

Office of the Prime Minister - National

Provision of policy framework | Management of refugees | Financing (DRDIP)

CBOs/CSOs

a. Rural Initiative for Community Empowerment West Nile (RICE WN)

b. Community Organisation for Rural Enterprise Activity Management (CREAM)

c. Community Empowerment for Rural Development (CEFORD)

d. Community Empowerment for Peace and Development West Nile (CEPAD WN) – Local

Community empowerment | Capacity building | Economic empowerment (savings) | Provision of funding | Skills training | Agricultural support training | SGVB awareness | Non-violence

International Organisations

a. Cities Alliance

b. EU

c. UNHCR - International

Capacity building | Financial support | Support for stakeholder engagement activities | In charge of refugee management | Funding support for local partners*UN-Agencies

3. DESIGNING A FUNDRAISING STRATEGY

The fundraising strategy is crucial to the long-term sustainability of the organization. It should be well- thought out, with time spent on the internal resource allocation and project management and relationships building with potential partners.

Planning your fund-raising activities is vital for the prospect of getting funds. Planning helps the organization visualize its goals and resource-needs to determine what is and what is not feasible. Planning your approach requires a fundraising strategy which identifies **who, what, when, where, how,** and **why**.

Koboko, Uganda

Fund Raising Strategy

Draw on your organisation's plan to identify priority funding goals

1 SET GOALS

IDENTIFY RESOURCES

2 What resources do you have? What do you need?

Which donors/partners align with your goals?

3 IDENTIFY PARTNERS

ASSIGN RESPONSABILITY

4 Which staff member leads what? When? Outline timelines

Document strategy and ensure accountability mechanisms, regular engagement

5 IMPLEMENTATION

THE FIVE-STEP FUNDRAISING PROCESS[10]

Step one is setting goals, which should be big but realistic. Use your organization's annual plan to identify priority funding goals to solidify what it is you are working towards.

Step two is identifying resources and assessing what it is you already have and what it is you need to be successful.

Step three is identifying partners from your existing list of potential partners. This step narrows down the donors or partners that most align with your project goals.

Step four is assigning responsibility within the organization to delegate roles and responsibilities amongst staff members. This is also the step where timelines are drawn up to keep the whole team on track.

Step five is strategy implementation where the organization documents the strategy, builds and implements accountability mechanisms, and plans for regular engagement.
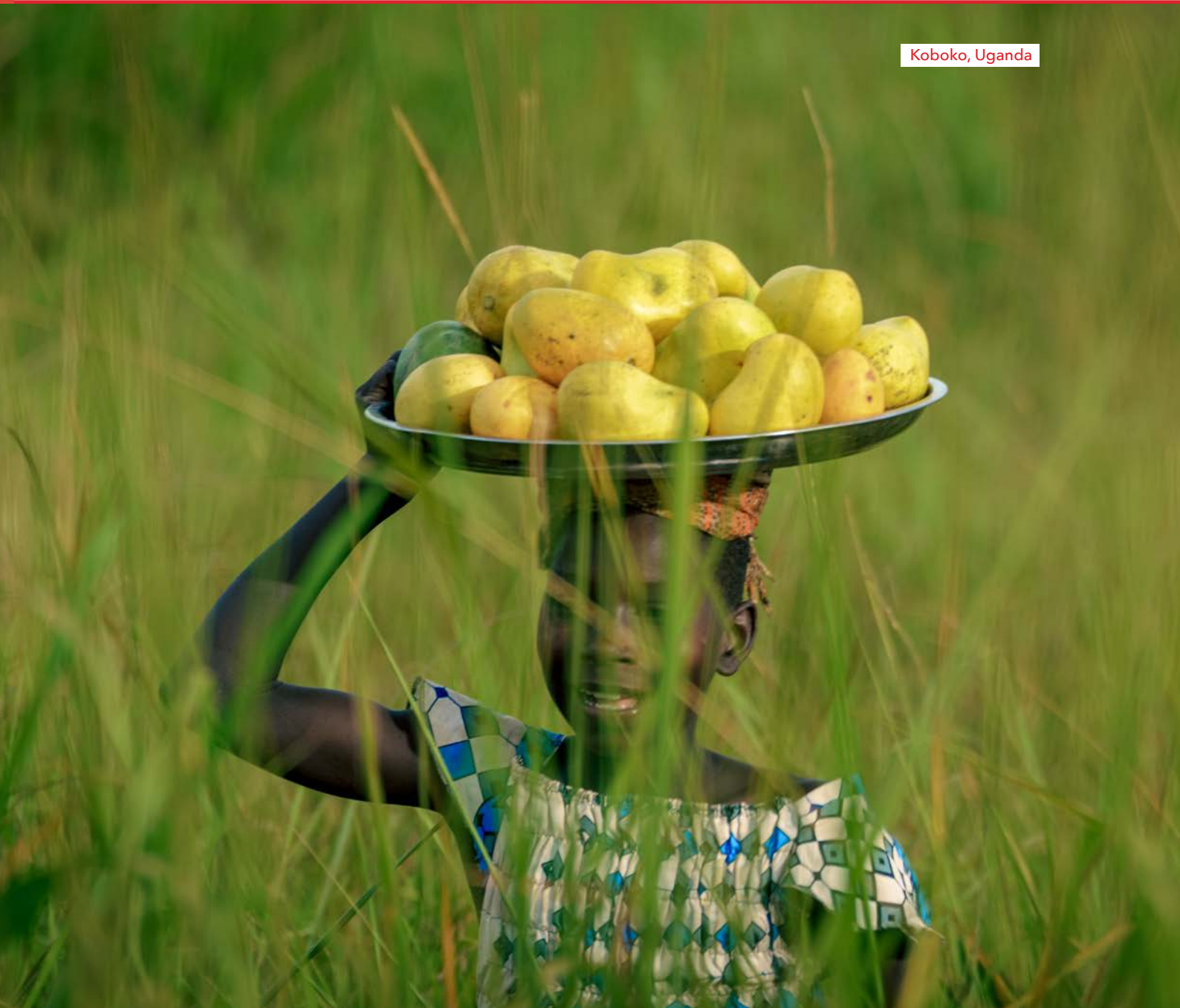
The art of effective proposal writing is to find a balance between the information and compelling storytelling.

4. MAKING THE ASK:
CRAFTING THE FUNDING PROPOSAL

This section outlines the elements of crafting a compelling funding proposal. At this phase of the resource mobilization cycle, your municipality should have a clear fundraising strategy which identifies the resources and capacity needed for implementing projects.

The proposal provides a background of the municipality's mission, describes the project and outlines the resources needed for the project. Although it is necessarily information- heavy, it must inspire potential donors to give.[11] The art of effective proposal writing is to find a balance between the information and compelling storytelling.

Koboko, Uganda

ELEMENTS OF THE FUNDING PROPOSAL

- Introduce your organisation
- Identify the problem
- Define your project goals and objectives
- Project description
- Capacity gap & the task

Elements of the funding proposal

WHO ARE YOU? INTRODUCING YOUR MUNICIPALITY

What is your organisation's history/mission?

Who do you serve, what segment of the population?

Where does the community reside?

What are your major accomplishments? Have you gotten any awards or testimonials from development partners, communities?

Koboko, Uganda

HACKING YOUR MISSION STATEMENT: THE 5 WHY'S TECHNIQUE

Developed by Sakichi Toyoda, The Five Whys technique is a process designed to drill-down into the root of a problem or a solution. The technique is designed to clarify and refine your mission statement and develop a foundational understanding of the reason for your organisation. The technique is meant to be done in groups of at least two people. One person states their organisation's mission, and the other(s) asks the question, 'Why? Why is that important?' After the response, the questioner asks again, 'Why? Why is that important?' This goes on until the respondent has answered the question five times.

Koboko, Uganda

KOBOKO FIVE WHY'S EXERCISE

As seen in the example from Koboko municipality, the Five Whys allowed participants to hone in on the fundamental reason for their municipality's existence. They asked 'Why' five times, each time drilling deeper into the reason for their existence as a municipality. Their mission statement evolved from a statement that tells us what they do: 'to provide quality and sustainable socio-economic services to the people of Koboko municipality' to why they do it: 'to attain a self-reliant and resilient community'. This is a great example of how the 'why' technique works well to clarify organisational missions. At its heart, the Koboko municipality's mission is to facilitate the self-reliance and resilience of the community. As such, their projects should be measured against these objectives.

Mission Statement:
To provide quality and sustainable socio-economic services to the people of Koboko MC

5 WHY'S
*WHY
To Improve the wellbeing of the people

*WHY
To have a healthy and productive population

*WHY
To contribute to sustainable and inclusive economic growth in KMC

*WHY
To provide effective efficient and better service delivery to improve households' income

*WHY
To attain self-reliance and resilient community

WHAT IS THE PROBLEM?

This section of the proposal should answer include the following information:

The effective use of data: how many people are in need, how much is needed?

....

A description of the impact of the problem on real people. In other words, putting a human face to the problem, e.g. how does it affect women, girls, youth, informal workers, etc.?

....

Quotes or testimonials from the population of concern that highlight the impact of the problem.

Koboko, Uganda

PROJECT **GOALS AND OBJECTIVES**

This section of the proposal outlines the specific goals and objectives of the project that you wish to implement. These are statements of what the project intends to achieve to address the problem. It should include the following:

What social problem do you want to address?
. . . .

What unmet need do you want to fulfil?
. . . .

What can you (with other partners) do to solve the problem?

CRAFTING SMART GOALS

For goals to be effective, they must be SMART: specific, measurable, attainable, realistic, and time-bound.

Goals v/s objectives; What's the difference?

Goals	Objectives
Long-term	Short-term
General	Specific
Difficult to measure	Easier to measure
Many Projects	Single project

PROJECT DESCRIPTION
THE "HOW" OF THE PROJECT

This section of the proposal describes all the strategies and activities your municipality will use: the human resources needed, the timeline, location and other resources that will be marshalled to realise the project.

The project description is a checklist of the tasks you will undertake to meet your projects objectives. It is your city's plan of action for addressing your population of concern's needs.

Goal Setting

S — Specific
M — Measurable
A — Attainable
R — Realistic
T — Time-bound
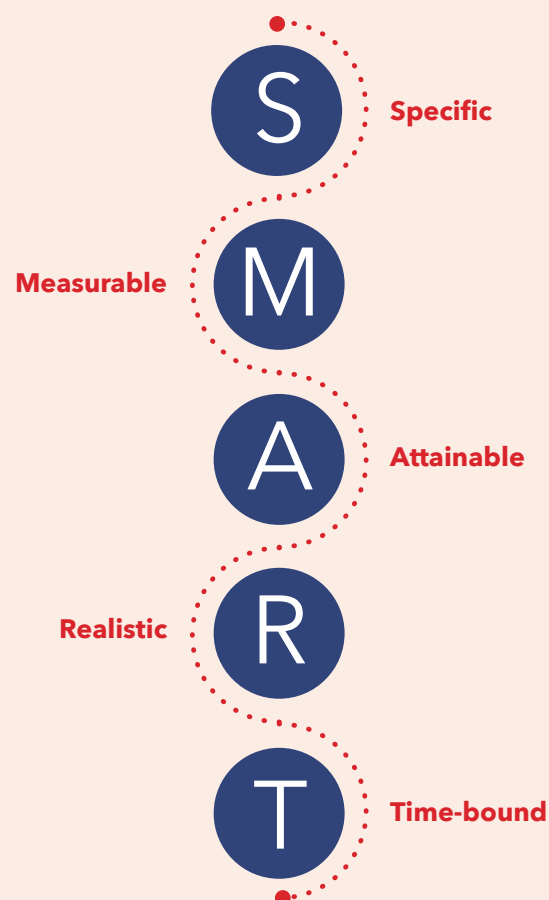
CAPACITY GAP
AND THE ASK

This section of the proposal answers the following questions: What are you capacity gaps? What do you need to meet your objectives? How will the resources and support be allocated?

Example:

We are seeking $ _____ , to meet the following objectives _____ by _____ (timeline). The resources will be used for the following: Technical assistance, training and capacity building, research networking, infrastructure etc.

OBJECTIVE 1

1

Hire X
HireY
Purchase Z

Research, Survey
and Analysis

2

OBJECTIVE 2

OBJECTIVE 3

3

Stakeholder
meetings to
develop project

Launch project

4

OBJECTIVE 4

OBJECTIVE 5

5

Reach # of usera

Cost recovery
Accountability

6

OBJECTIVE 6

Koboko, Uganda

RESOURCES

- Funding resources for municipalities: https://www.afdb.org/en/topics-and-sectors/initiatives-partnerships/urban-and-municipal-development-fund funding provided by the Nordic Development Fund, the Swiss department of Economic Affairs, and the Wallonia Export-Investment Agency.

- Crowdsourcing: https://www.gofundme.com/c/fundraising-ideas/community-projects

- https://www.extension.iastate.edu/agdm/wholefarm/html/c5-09.html – great article on definitions of vision, mission, goals, objectives etc.

- https://www.google.com/url?q=http://web.worldbank.org/archive/website01337/WEB/IMAGES/RESOURCE.PDF&sa=D&source=docs&ust=1635357706681000&usg=AOvVaw2AEBp7JNrkXDZjwZUEbWeG Useful brief on resource mobilisation.

- https://proposalsforngos.com/sample/grant-proposal-template-ngos/ - useful funding proposal templates and other tools

- CIVICUS website: www.civicus.org has useful toolkits on fund raising

- www.networklearning.org. useful manuals for writing proposals and communication strategies.

- www.foundationcenter.org has useful tips on grant proposal writing and budgeting

- For information on mobilizing funds and resources, see the Resource Alliance website: www.resourcealliance.org.

- www.youtube.com/watch?v=4g6wn83Je0U - a useful video outlining the difference between vision, mission, goals and objectives.

FOOTNOTES

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2. UN-HABITAT, World Cities Report 2020: The Value of Sustainable Urbanisation (Nairobi: Un-Habitat, 2020).

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7. Cheryl Clarke, Storytelling for Grantseekers: A Guide to Creative Non-profit Fundraising, Second Edition (San Francisco: Jossey-Bass, 2009), 10.

8. Heyman and Brenner. Non-profit Fundraising 101: A Practical Guide with Easy to Implement Ideas and Tips from Industry Experts

9. See Clarke, Storytelling for Grantseekers: A Guide to Creative Non-profit Fundraising.

10. Adapted from Clarke, Storytelling for Grantseekers: A Guide to Creative Non-profit Fundraising.

11. Jeffrey David Stauch, Effective Frontline Fundraising (New York: Apress, 2011

Cities Alliance

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