ACTION FOR CONFLICT RESOLUTION

Hai Kuwait residential Area Juba, South Sudan

RESOURCE MOBILISATION STRATEGY
2021-2023

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LIST OF ACRONYMS.

ACR	Action for Conflict Resolution.
BoD	Board of Directors
DFID	Department for International Development
EC	European Commission
ECHO	European Commission Humanitarian Office
HPF	Humanitarian Pooled Fund
IOM	International Organization for Migration
NPA	Norwegian people's Aid
NGO	Non-Governmental Organization
RM	Resource Mobilization
RRC	Relief and Rehabilitation Commission
RMS	Resource Mobilization Strategy
SMT	Senior Management Team
SOAR	Strength, Opportunities, Aspirations and Results
SP.	Strategic Plan.
UNDP	United Nations Development Fund
UNICEF	United Nations International Children Educations Fund
USAID	United States Agency for International Development
WFP	World Food Programme

EXECUTIVE SUMMARY

This Resource Mobilization Strategy (RMS) has been developed to aid in mobilization of resources necessary for ACR to deliver on its mandate of **deepening peace building, mitigating conflict and advocate along with partners for sustainable development through community engagement.**

The Resource Mobilization Strategy-RMS complements the realization of ACRs Strategic Plan (SP) 2021-2023 and provides some guide on how best ACR can obtain resources to ensure its strategic objectives are met.

The quest for RMS is a result of internal consultation and analysis backed up by recommendations from partners to ensure that ACR remain steadfast in its commitment to serve the most deserving communities of South Sudan. ACR looks, through this RMS, to fundraise the amounts it has calculated which are sufficient to deliver on peace building activities and humanitarian projects.

This Strategy will build on the successful path of ACRs previous fundraising efforts, deepening the existing donor relations and the continued search for funding streams with new partners. The RMS is hoped to ensure that the programme budget remains fully funded, and that ACR is able to tap from the annual emergency appeals.

Deepening existing relations will consolidate the organizations work with the core group of traditional donors, who are expected to continue to fund majority of the strategic objectives but will also use the current donors as advocates for ACR's new-would-be partners i.e. the non-state actors and donor foundations.

The diversification of the donor base is focused on expanding income flow from the current ACR partners by exploring and developing unrealized potential in underdeveloped income streams, such as the corporate sector, embassies and donor foundations in the region.

To achieve these, ACR will need to calibrate its own internal resource mobilization operations, ensuring the responsibility for resource mobilization is taken on not just by the senior management team and Board of Directors, but by the ACRs work force as a whole.

This RMS is ambitious, as it should be, in supporting ACR to meet the demands placed on it by the suffering communities of South Sudan. It is however also realistic, building on past successes and lessons learned from previous experiences, so that it sets the organization on the right course to mobilize the resources necessary to meet the peace building and humanitarian needs in the communities.

1.1 BACKGROUND INFORMATION

I. ABOUT ACR

ACR was formed in 2014, by concerned South Sudanese citizens to mitigate violent conflicts and promote peaceful co-existence amongst divided communities at all levels of society and respond to the dire social and humanitarians needs of conflict affected populations in South Sudan

ACR is a legally registered National Non-Governmental Organization (NGO) by the Relief and Rehabilitation Commission RRC under registration no **236.**

As a non-political organization, ACR works to bridge the gaps between the government and grassroots communities, in order to enable a durable peace in South Sudan and the region. It believes in collaborating with other stakeholders to enhance peaceful co-existence among the communities of South Sudan regardless of age, gender, and ethnicity. ACR currently work in Unity State, however as needs demand, it will expand its operations to other states of South Sudan.

Our work is informed and guided by our beliefs and collaborative approach, we value involvement of stakeholders at state and local community-level decision making in order to build a sustainable peaceful society in South Sudan. We put emphasis on bottom up approach to solve community problems to ensure peaceful co-existence among warring parties

ACR seeks to address justice issues affecting communities; we'll do this through advocacy with other likeminded partners. We'll work closely with law practitioners to promote human rights, and involve women, children, and law enforcement in projects where it is required.

VISION
A peaceful, healthy, accountable and prosperous community based on justice, equality and respect for human rights

MISSION
Deepening peace building, mitigating conflict and advocate along with partners for sustainable development through community engagement.

OUR VALUES

Trust between people is a critical foundation for lasting peace.

Peace is about resolving conflict without violence.

Leadership: We listen to and learn from our community. We address the root causes of community problems and mobilize resources for the community's priorities.

Equity: We strive for equity and we focus primarily, but not exclusively, on people who are vulnerable in the community.

Inclusiveness: We practice and champion inclusiveness in our community. We honor diverse strengths, needs, voices, and backgrounds of all members of our community.

Accountability: We serve as stewards for our community investments and honor the charitable intentions of our donors to meet current and future community needs. We hold ourselves to the highest standards of ethics, integrity, service, and fiduciary responsibility.

Respect for local culture and belief in the power of local capacities, ideas, and solutions.

Participation is a key as active interaction transforms relationships

1.1.2 ACR's Strategic Priorities

In the course of 3 years, ACR shall strive to pursue implementation of the following strategic priorities that have been identified in line with the vision and mission of the organization.

1. Create space and platforms for people affected by conflict to dialogue, reconcile and initiate trauma healing services.

2. Promote safety and advocate for children, women and girl's rights in conflict affected regions in South Sudan.
3. Increase access to equitable, inclusive and quality education for children affected by conflict in unity state South Sudan.
4. Improve food security and livelihoods among conflict affected communities in Unity State.
5. Increase access to quality Water, Sanitation and Hygiene among our beneficiary populations.
6. Improve governance and human rights to strengthen social cohesion and peacefulness in the program areas and South Sudan at large.

2.0   RM CONTEXT-SITUATION ANALYSIS

Since its inception, ACR has often pursued its goals to fulfil its mandate. This was made possible due to close collaboration with donors, the programme and implementing partners (Annex 1).

ACR has implemented a number of projects (Annex II). However, a significant turnover of human resource capacity, inadequate and inconsistent funding has often affected the organization and jeopardizes effective implementation of ACRs program plans.

Recent analysis by ACRs Board of Directors, staff, community representatives and partners have informed the development of this resource mobilization strategy (RMS). While ACR has a huge comparative advantage due to its work performance in the area of peace building and general protection, it has to overcome a number of challenges to effectively improve its resources. These challenges include:

Structured and coordinated resource mobilization framework. ACR has been depending on erratic and unpredictable without consistent and regular funding that could be tapped from the annual funding opportunities by the UN implementing agencies. There is also a significant inadequate human resources or staff responsible for RM in general and for fundraising. Information relating to donor profiles, processes, funding opportunities, predictability of funding etc. needs to be readily available for easy access.

Processes and Standard Operating Procedures: It is without doubt there is a need for standardized processes and operation procedures with respect to mobilization of resources. The organization requires a solid complement of basic processes that will facilitate initiative and enhance efforts.

Emphasis on existing and interpersonal relations: The value of existing relations and networks cannot be overemphasized. Studies have shown that a major motivation in the decision to commit funding is the relationship between the donor and the recipient. Efforts should be undertaken not only to build new relationships, but also to nurture and keep the existing donors.

Limited organizational visibility and networking. Because of the current financial fix that donors are struggling with, it is only those that are able to package themselves and visibly appear to receive due attention and access funding from the meager donor resources. It is incumbent for ACR to exhaust all the possible means through brochures, participation in regional and in country donor events, development of success stories, and case studies, participating in networking and forums and must step up promotional activities concerning its work.

3.0   OBJECTIVES OF THE RMS

3.1   The Overall Objective

The overall objective of the Resource Mobilization Strategy-RMS, is to ensure a clear, systematic, predictable and well-coordinated approach to soliciting, acquiring, utilizing, managing, reporting, monitoring, and evaluating assistance from donor partners for expanding the resource base to ensure sustainable resource availability for implementation of ACR's programmes as stipulated in 2021-2023 strategic plan.

3.2   Specific Objectives.

The specific objectives of the strategy are to:

1. To mobilize adequate resources for ACR to carry out all the activities according to its strategic plan 2021-2023.
2. To nurture and cultivate good relationship with the existing and future donor partners for sustained programme funding.
3. To diversify donor base for increased funding and resources
4. To establish a framework to guide ACR's resource mobilization.

4.0   GUIDING PRINCIPLES

ACR will pursue a resource mobilization strategy that is consistent with its strategic goals and its thematic priorities according to its strategic plan 2021- 2023. The strategy will also comply with the principles laid down in the Paris Declaration (2005)[1] aimed at making aid more effective. The guiding principles of the RMS are as follows:

Principle 1: Embracing ACR's Identity

The recognition that ACR needs one corporate identity and approach in its interaction and relations with donors and partners cannot be overemphasized. Embracing ACR's identity therefore ensures that donors and partners get consistent messages regardless of the source within the organization.

Principle 2: Meeting Community Needs

Governing ACR's interaction with donors and partners is the inviolable principle that ACR maintains its core mandate and role in working for peace and meeting humanitarian needs of vulnerable communities in South Sudan. This will involve beneficiary community participation at all levels to promote ownership.

Principle 3: Creating an Enabling Environment for Mobilizing Resources

An enabling environment includes adequate support to factors that enhance organization's ability to identify, mobilize, track, spend, monitor and report back on resources received. All these activities are to be undertaken within the parameters approved by Board of Directors (BoD) and Senior Management Team (SMT). These include organizational structures; human resources; effective operational and managerial systems, tools, guidelines and practices.

Principle 4: Building the Capacity of Internal Human Resources

Any significant and sustainable increase in the current levels of resource can only be achieved by building the capacity within ACR, by mobilizing, encouraging and strengthening the skills needed to generate additional funding.

Staff members should be equipped with essential skills that will enable them to be successful. Initial skill-building should focus on building the individuals' ability to identify and assess opportunities, to assess and determine the interests of external audiences through conversation, and to make conversation with the objective of sourcing information or soliciting advice.

The second skill-building sessions will emphasize on improving negotiation skills, proposal writing skills and presentation skills to be acquired through trainings, workshops and working sessions.

Principle 5: Results-based programming and implementation

Results! Results! Results! The significant increase in the number of players in the protection and emergency response in South Sudan has resulted in high competition for resources. To remain relevant in this increasingly competitive landscape, it is imperative that ACR delivers high quality programs and assistance in a timely and appropriate manner. It is equally important to deliver on promises made and to be accountable for results and impact through rigorous monitoring and evaluation of efforts.

5.0   IMPLEMENTING THE RMS

Judged from its previous record, ACRs unique position presents opportunities for meeting and identifying potential donors at international, regional and national levels. The main efforts are described as a resources mobilization framework. Implementing the RMS also requires a budget and an M&E system.

5.1   Framework for Resources Mobilization

5.1.2   Position ACR and Improve Communications

The RMS calls for better positioning of the organization and improved communication flow, which can be achieved through the following ways;

Develop an information package: ACR will develop a basic information package (capability statement, concept notes, brochures, case studies, etc.) to raise visibility and increase awareness about its existence and current operations.

Strengthen Communication with External Audiences: It is recommended that comprehensive package of information is compiled and adapted to donor audiences. This should be prepared by the person designated for resource mobilization and senior management to ensure that the package is well informed by programme reality and expectations.

Establish a Knowledge Management System: Conduct donor mapping to develop donor information for purposes of fund raising. The system should have a repository of donor profiles, proposal templates and information.

Develop or increase use of ACR Website: Website is a premier vehicle for communicating to external audiences, including potential donors. The website should provide services and tools to facilitate donor decision-making, and include contact details of senior management (SMT) staff. The officer managing the website should be properly trained to communicate effectively with external audiences. It is recommended that more rigor is applied when updating, posting and renewing information on the website.

Include Resource Mobilization Updates in staff meetings: ACR management should hold regular staff meeting to further enhance information sharing and open communication on resource mobilization. The staff meetings should also be used to underscore the importance of resource mobilization and create a culture of shared responsibility and pride in mobilizing the resources needed.

5.2 Framework for Dialogue with Potential Partners

Donor engagement is a crucial step towards resource mobilization. The strategy calls for the pursuit of the following important actions;

Proactively Solicit Information: Mobilizing funds require detailed knowledge about the resource partners/donors, their priorities, policies, budgets, rules and procedures for audit and accountability mechanisms. Provide an overview aid flow environment to understand the overall importance given to the areas of ACR's expertise.

Encourage interpersonal relationships: The need for strong interpersonal relationships should not be underestimated. It is critical that opportunities for interacting with and ideally meeting with donor audiences throughout the year are tracked and seized. Consideration should be given to tracking fund solicitation meetings or courtesy visits to potential or new donors. A system will have to be put in place to track these interactions and follow up on any leads they generate. Organize a face-to-face meeting to formally introduce programme to the potential donor/resource partner shouldn't be undermined at all cost.

Capitalize on International and Regional Meetings and Events: It is recommended that a calendar be developed to map all major donor and/or partner meetings and events on the continent and beyond. With proper mapping and preparation, it is possible to turn a variety of events into communication, advocacy and/or resource mobilization platforms.

Organize Resource Mobilization Events: These may include (i) Donor Round Tables (ii) annual/semi-annual meetings in donor capitals and (iii) capitalize on Regional Meetings.

Develop an Advocacy and Communication Strategy: Communication is a vital tool for resource mobilization. It is recommended that a formal advocacy and communication strategy be developed to aid resource mobilization.

6.2.1 Capacity for Resources Mobilization.

Clarify Roles and Responsibilities: It is first and foremost essential to clearly articulate and describe the role and responsibilities for resource mobilization at various levels, the SMT, BoD and staff.

Build the Resource Mobilization Case Internally: Sensitize staff about the premise for mobilizing resources. Getting key individuals to understand and fully embrace the concept and the roles and responsibilities associated to RM.

Introduce incentives for external resource mobilization: ACR could consider engaging professional fundraiser to write award winning proposals at a fee pegged on funding.

6.2.2 Identify Opportunities

It is important to proactively identify funding opportunities, as soon as or ideally before they become public knowledge. There are many sources and resources available summarizing tender

opportunities or cataloguing donors with a particular interest or focus. Constantly scanning the horizon, networking and soliciting intelligence is the responsibility not only of one person but also of every staff member regardless of position. It is important to take note of individual donor countries' financial year; often there are opportunities for accessing unspent year-end funds a couple of months before they expire.

Donor intelligence gathering: It is recommended that donor intelligence be undertaken and information shared to facilitate and encourage interaction. Intelligence should include donor profiles (policies, preferences, geographical focus), but also include a mapping of donor hubs on the continent and pooling of like-minded donors around thematic areas of attention. The Diaspora represents a growing and increasing donor potential and such information should be included in the donor intelligence gathering process.

6.2.3   Manage and Report

Institutional effectiveness is one of the key requirements for donor partnership. ACR will;

Maintain improved Partner Reporting Systems: Donors are under increasing pressure to justify programmes and projects with their stakeholders and constituencies. The SM should develop and deliver donor reports that assist donor agencies in justifying investments in peacebuilding, promotion and protection of human rights, by providing compelling results and evidence from the projects and programmes implemented.

Provide Additional Implementation Support: It is acknowledged that there often are complexities and challenges associated with project start up and/or implementation. It is recommended that an initial "kick off" meeting be organized prior to the commencement of any new initiative. The purpose of the meeting would be to bring staff together to make sure everyone understands the project and the type of support that colleagues may be able to provide.

6.2.4   Monitoring and Evaluation

Monitoring and evaluation of the impact of this resource mobilization strategy is paramount. The single most important measure of success will be ACR's ability to mobilize adequate resources to carry out all its planned activities in the strategic plan 2021-2023.

Monitoring and reporting is not new to ACR since it already evaluates and reports regularly on the implementation of programmes to its donors and/or partners. The current system will be refined to include monitoring of progress in the implementation of this strategy. This will require additional milestone and indicators.

RMS Monitoring and Evaluation Framework

Goal.	Strategy	Milestones	Indicators
To mobilize adequate resources for ACR to carry out all the	• Assess and Identity new donor resources. • Increase contacts	• Existing and new donors give funds.	Existence of adequate funding for 2021-2023

activities as per the 2021-2024 strategic plan	and donor mapping. • Write new funding proposals.	• Proposal documents. • New projects.	
To nurture and cultivate a good relationship with the existing and future donor partners for sustained funding.	• Developing Communication timely project updates. • Conduct frequent project briefs to donors.	• Project reports, • Donor briefing and updates. • Project audits.	Quality reports submitted according to project arrangement.
To diversify donor base for increased funding and resources.	• Conduct donor mapping. • Document donor search information. • Conduct contacts and meetings with potential donors.	• New donors identified. • New project portfolios developed.	Donor search reports in place. Evidence of meetings and contacts made with potential donors.
To establish a framework of resource mobilization for ACR.	• Develop resource mobilization SOPs. • Develop communication strategy.	RM operating procedures. New communication strategy	Resource mobilization SOPs and Communication strategy in place.

6.0   PROPOSED BUDGET

ACR PROGRAM BUDGET - JANUARY 2021 TO DECEMBER 2023				
Program Areas	**2021**	**2022**	**2023**	**Total (USD)**
Peacebuilding & Conflict transformation	295,000.00	225,000.00	160,000.00	**680,000.00**
General Protection	493,000.00	450,000.00	422,000.00	**1,365,000.00**
Education	665,000.00	600,000.00	460,000.00	**1,725,000.00**
Food Security & Livelihoods	245,000.00	150,000.00	55,000.00	**450,000.00**
WASH	335,000.00	335,000.00	210,000.00	**880,000.00**
Governance and human rights.	140,000.00	155,000.00	135,000.00	**430,000.00**
Total	**2,173,000.00**	**1,915.000.00**	**1,442,000.00**	**5,530,000.00**

ANNEXES

Annex 1.0   ACR Current & Previous Donor Partners

Donor	Project	Year	Status
NPA	Democratic processes		Ongoing
IOM	Promoting Peace and Solidarity		Ongoing
UNDP	Peaceful cohesion		Ongoing

List of Potential Donors to be explored

S/no	Name	Status
1	ECHO	
2	European Commission (EC)	
3	HPF	
4	German Embassy	
5	Netherlands Embassy	
6	Swiss Embassy	
7	UN-Agencies (WFP, FAO, UNHCR, UNDP)	
8	AUSAID (RRF)	
9	USAID	
10	Other Implementing NGOs	
11	Donor Foundations	
12	Canadian Embassy	
13	Japanese Embassy	
14	French Embassy	

ANNEX 1.1   RM Action Plan

Practical steps	Activities	Responsible Person	Time Frame
Identify	▪ Identify donors; it should be an ongoing process requiring updating of the donors. ▪ Conduct web search, subscribe to email circulars, join networks, groups, local donor groups.	**BoD, SMT, Staff**	**1 January 2021 onwards**
Engage	▪ Organize face to face meetings to introduce your program to donor audience. ▪ Design an attractive brochure or multipurpose fact sheet outlining challenges faces by communities. Know the person responsible email ▪ Provide concept notes outlines giving short overview of the project. ▪ Update website to ensure program visibility also share your	**RM Coordinator, ED.**	**1 January to 28 February 2021**
Negotiate	▪ Negotiate on trimming of refocusing of the project when agreeing on joint interest and matching priorities. ▪ Check the donor conditions of agreement concerning Audit, Procurement, payment schedules and reporting, recruitment and	**RM Coordinator, ED**	**1 January 2021 to 31 December 2023**
Manage and Report	▪ Manage, monitor and report the use of funds as agreed in funding agreement. ▪ Acknowledge and thank donors for their support, this is good for maintaining relationship. Invite donor to attend programme or project	**RM Coordinator, M&E Officer**	**1 January 2021 to 31 December 2023**
Communicate Results	▪ Disseminate success stories and lessons learnt to raise ACR's visibility. Various tools can be used to advocate comparative advantage of proven track record. Capture photos and beneficiary testimonies or events short video	**1 January 2020 to 31 December 2022**	**1 January 2021 to 31 December 2023**
Institutionalize RM	▪ Assign a donor focal person in the office. ▪ Strengthen a team approach to RM by having regular meeting, information sharing, developing contacts with expert consultants	**SMT, ED, BoD**	**1 January-March 31 2021**
Reflect on Lessons learnt	▪ Monitor project budget vs. funding approvals to keep tracking of RM targets ▪ Refocus efforts where needed through consultation with partners.	**ED and PC.**	**1 January 2021 to 31 December 2023**

ANNEX 1.2   Donor Profile

Suggested Questions to draft a profile sheet for a donor.

- Does the region or country feature in the donor geographic priority areas? Do they have a country specific strategy or any ongoing initiatives that could be relevant?
- What are the donor's main intervention areas in general within the country how does protection and other rural development feature with them?
- How much financial support has the donor recently given to the country in all sectors as well as those related to CINA's portfolio?
- What kind of record of donor partner in funding initiatives of CSOs/local NGOs?

Process.
- Does the donor have any pre-condition to be met before financing?
- What is the programming cycle of the donor partner?
- What is the calendar for submitting request for proposals and or calls for proposals,
- What are the procedures for submitting project proposals?

ANNEX 1.4 Strategic Donor Networking

Begin with the end in mind. If you set basic goals and objectives before any important meeting or event and ensure that the right people are attending the event and that they are adequately prepared, you are more likely to feel confident, motivated, and equipped to accomplish your goals.

Know your audience. Do your homework. Target individual people. Who will be at the event or meeting and what do you need to know about these individuals in advance? Is there anyone in your current professional, business, or personal network that may be able to make an introduction for you? Is there any way to reach out to the individuals you are targeting before the meeting to arrange a time to meet during or after the event?

Keep the interests of the donor in mind. Starting a conversation with someone you don't know can be intimidating. Equally, donors and other high-profile people are constantly bombarded with requests for funding or other ways to help. Build rapport first; ask later. You might open your conversation by talking about the event itself, mentioning anything that you have in common (through your research), particular relationships, etc.

Listen. Be prepared to explain the critical elements of your organization to donor representatives, but also be prepared to ask that person questions that will give you more information about: 1) the donors' interests/challenges; and 2) the person his/herself. LISTEN to what s/he has to say and follow up with additional questions like: what are the biggest challenges you face working with NGOs? What could we do better to make your job easier? What kinds of information about programs, projects, and communities would be most useful to you?

Prepare your talking points in advance. How will you start the conversation? What do you want to communicate? What is most important that s/he understand about you and your organization?

Leave critical information behind. Individuals are inundated with information every day and are not interested in nor have the time to read through long descriptions of your work. Make sure that your organizational materials are **clear, short, read well, grammatically correct,** and **include all Organizational contact information**

Follow up, follow up, follow up. Effective networking means continuously nourishing the cycle of communication between your organization and the donor you are cultivating. How will you follow up with this person following your meeting, event, etc.?

Say **THANK YOU**. Thanking the person, you meet is a critical and is often an overlooked part of the strategic networking process. Quick, handwritten notes are most welcome—and remembered.