



# **RESOURCE MOBILIZATION STRATEGY AND IMPLEMENTATION PLAN 2023-2025**



28<sup>th</sup> November 202

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## **ACRONYMS**

**BOT- Board of Trustees**

**RMC – Resource Mobilization Committee**

**RMS – Resource Mobilization Strategy**

**MoU – Memorandum of Understanding**

**RP- Resource Partners**

**RM – Resource Mobilization**

**SWOT – Strengths, Weakness, Opportunity and Threats**

**FAROF – Freehearts Africa Reach Out Foundation**

## **1. BACKGROUND**

Freehearts Africa Reach Out Foundation (FAROF) is a Nigerian based registered not-for-profit organization whose mandate is to provide services to the less privileged through its programs which are focused on health, education, empowerment and gender programming.

As a long-term development strategy for economic growth and organizational development, FAROF needs to have its own financing mechanisms in order to mobilize funding for sustainability.

Within the context of the sustainable development goals and the evolving development financing landscape, FAROF has developed a comprehensive and integrated resource mobilization strategy. The strategy lays out the approach to mobilizing resources in order to operationalize the FAROF overall strategic plan, 2023-2025, and achieve the outcomes of the plan. The resource mobilization strategy engages public and private partners to support the delivery and implementation of FAROF programmes, and takes into consideration the priorities outlined in the overall strategic plan.

This strategy responds to the BOT decision, in which the board requested FAROF to continue to explore incentives, mechanisms and funding windows to broaden its donor base and continue to dialogue on options that will enhance the quality of contributions to finance development results.

## **2. EXECUTIVE SUMMARY**

This resources mobilization strategy and implementation plan, seeks to guide the Organization's efforts towards sustainable financing of its programs and operations. It reviews the Organization's funding patterns, provides guidelines and proposes strategies for mobilizing resources to support the implementation of the overall Organization's strategic plan for the period 2017-2020 and the ultimate fulfilment of its vision and mission.

The strategy makes a vital link between external funding challenges and the continued internal improvements necessary to achieve the objectives.

The RMS has been developed in consultation with a range of partners to ensure the strategy is workable, realistic, and yet ambitious enough to demonstrate that FAROF remains steadfast in its commitment to providing supports to the underserved.

## **3. OUR VISION:**

FAROF envision serving as a source of humanitarian excellence where there is provision of Free Education, Free Health Care Service delivery and end Gender violence in Africa.

#### **4. OUR MISSION STATEMENT:**

FAROF mission is to reach out to the Vulnerable groups, through commitment to Children, Women and Youths into The Lime LIGHT of PROVISION of free Education, Health service delivery and empowerment Programs That Are Sustainable, Replicable and Appropriate For Hard-To-Reach-Areas.

#### **5. CORE VALUE**

Our core values are: **Excellence** (quality in service delivery), **Humanitarianism** (care for our target individuals), **Transparency** (Openness in our dealings), **Accountability** (responsible and answerable), **Commitment** (dedicated to our service) and **Resourcefulness** (value addition).

#### **6. SITUATION ANALYSIS**

Since inception FAROF has performed fairly well in terms of fulfilling its mandate. This has been possible due to close collaboration with donors, programme and implementing partners.

As part of implementation of the previous strategic plan, FAROF implemented a number of projects. However, a significant human resource capacity and funding shortfall in all the areas of the secretariat's work jeopardizes effective implementation of FAROF's strategic plan (2015-2017).

#### **7. GOAL**

The goal of the resource mobilization strategy is to increase the resource base of the organization so as to improve its capacity to implement its mandate.

#### **8. OVERALL OBJECTIVES**

The overall strategy of the FAROF resource mobilization strategy is to ensure that there is a clear systematic, predictable, and well-coordinated approach to soliciting, acquiring, utilization, management, reporting, monitoring and evaluating assistance from Resource Partners and for expanding the resources base to ensure sustainable resource availability for implementation of the FAROF programmes as stipulated in the 2017- 2020 strategic plan.

#### **9. SPECIFIC OBJECTIVES**

The specific objectives of the strategy are to:

1. Ensure that FAROF has a clear, coordinated approach to soliciting, acquiring, utilization monitoring and managing of financial inflows from Resources Partners support.
2. Develop and improve relations and dialogue between FAROF and the Resource Partners.

3. Mobilize adequate resources for FAROF to carry out all the activities as per the 2017-2020 strategic plan;
4. Put in place a framework for resource mobilization.
5. Improve structures and systems to facilitate better management of resources.
6. Increase domestic resource mobilization and broaden the resource channels by exploring alternative sources of funding in order to reduce dependency on resources from some International donors and to strengthen FAROF Secretariat leadership.

## 10. GUILDING PRINCIPLES

FAROF will pursue a resource mobilization strategy that is consistent with its overarching goals and priority programmes as stipulated in its overall strategic plan 2017-2020. The guiding principles of the RMS are as follows:

### **Principle 1: Promote Effectiveness and efficiency**

FAROF improves the effective and efficient use of available resources in a manner that would lead to sustainable development.

### **Principle 2: Creating an Enabling Environment for Mobilizing Resources**

An enabling environment includes adequate support and other factors that directly or indirectly influence an individual's or the 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 provided by FAROF organizational structures; human resources; effective operational and managerial systems, tools, guidelines and practices.

### **Principle 3: 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 FAROF Secretariat itself, and strengthening the skills needed to generate such additional funding.

It is important that staff members are equipped with essential skills that will enable them to be successful. Initial skill-building sessions 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. Proper skill-building sessions with emphasis on improving negotiation skills, proposal writing skills and presentation skills should be organized through trainings, workshops and working sessions using a variety of media, including the Internet.

### **Principle 4: Results-based programming and implementation**

To remain relevant in this increasingly competition for resources, it is imperative that the secretariat delivers high quality services 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.

## **11. Overview of the resource’s mobilization strategy and implementation plan**

### **11.1. Definition**

Resources mobilization refers to an expansion of relations with resource providers, and the skills, knowledge and capacity for the proper use of resources. It is the process that achieves the mission of the organization through mobilization of knowledge for skills, equipment, and service. Thus, it refers not only to fundraising, but also includes other resources, as well as the correct and maximum use of available resources (Babybonela, 2013; UNDP, 2002).

### **11.2. Importance of a resource’s mobilization strategy**

By incorporating the resources mobilization strategy into its overall strategic plan, the Organization will maximize the potential of the plan and also strengthen its resources mobilization efforts. Specifically, the resources mobilization strategy will help the Organization to:

- Diversify and expand its resources base in supporting the achievement of the strategic plan's goals and overall growth of the Organization.
- Identify and analyze the resources available for the program priorities, policies and efficient budget allocation.
- Understand the Organization's current donor funding landscape, resources availability and support commitment, and
- Maximize use of internally generated income so as to expand deep relations with stakeholders.

### **11.3. Purpose of the Resource Mobilization**

This working document will help the Organization to achieve its resource needs by providing guidelines, processes, structures, plans as well as monitoring and evaluation tools to be followed during its resource mobilization efforts.

### **11.4. Management and Coordination of Resource Mobilization Activities**

To manage resources efficiently, a resource mobilization committee has been established in the Organization. The committee will be responsible for:

- Developing policy and guidelines as well as providing advice on resources mobilization (including development of a resource mobilization strategy).
- Assisting in the identification of potential providers of resources such as organizations and individuals.
- Developing and maintaining a donor databank.
- Leading development of major partnership agreements including MoUs, contracts and annual consultations.
- Preparing reports for funders and other development partners.
- Creating and maintaining a resources mobilization environment

## **12. The Resource Mobilization Process**

The resources mobilization strategy is to be executed in the following three main phases: **Planning, implementation, monitoring and evaluation.**

### **12.1. PHASE I: Planning of the resource mobilization strategy**

In planning for resources mobilization, the following activities and programs will be undertaken for a period spreading over the implementation period of the Organization strategic plan.

#### **12.1.1. Identifying needs**

As part of the process to identify needs, the Resources Mobilization committee will do a situational analysis of both the Organization's internal and external environment so as to identify the resource gaps, which would otherwise hamper the implementation of the overall strategic plans as well as its annual operational plans.

It is expected that a well-designed and developed database will be in place to help map donors and their funding interests.

Also, plans to engage resource partners will be developed by the resource mobilization committee. This entails developing an action plan describing how the resource partners or donors will be approached and for which resources. A communication plan will be developed for effective interaction with resource providers.

#### **12.1.2. Identifying and mapping stakeholders (funding sources)**

The first step in identifying potential donors and other sources of funds, the RMC will review the existing Organization donors and sources of income. This will enable the RMC to know where to invest its efforts while trying to raise funds. The RMC will also approach new potential donors and see if they can contribute to its initiatives.

The potential donors and funders that the Resource mobilization Committee will approach include:

- Private sector
- National/State Government
- International Non-governmental organizations and philanthropists
- Individual philanthropic people.
- Private foundations

### **12.1.3. Database for resource providers**

The key driver for successful resource mobilization lies in developing relationships with external stakeholders of the Organization, donors and strategic partners.

This requires a range of tools to be developed and methods to be in place for the purposes of donor identification and donor engagement.

Currently, although there are efforts to identify donors and working with them, there is no comprehensive database with background and contact information for past and current donors. Hence, almost all of the information available about the Organization's external stakeholders is uncoordinated and unstructured. There is a need for a donor database and the Resource mobilization committee will invest its efforts in creating one and training staff to use it and start using it for identification of current and potential donors.

### **12.1.4. Development of proposal training manuals**

Resources mobilization effort at the Organization will be made successful with the active involvement of its staff in resources searching activities. One of the important activities to be done by staff in this case is proposal writing for grants and funding.

Although there are currently efforts by some staffs in writing proposals, there is no comprehensive manual to be followed to write winning funding proposals. To address this, they will undertake the task of designing proposal training manuals to help the staff gain skills of writing winning grant proposals. The RMC will as well organize training workshops for the staffs on the grants proposal manual.

## **12.2. Phase II: Implementation of the Resource Mobilization Strategy**

The resource mobilization strategy will be executed as follows:

1. **Staffing and systems:** volunteers will be recruited in the resource mobilization unit. Recruitment procedures will be respected so as to attract the most skilled, experienced and competent people. Advertisements will be placed regionally.
2. **Training in grant proposal writing:** with the grants proposal manual in place, and with the assistance of a consultant, we will run training for volunteers on how to write successful grant proposals.
3. **Grants management:** key staffs together with the volunteers will be trained on grants management. The RMC will undertake the task of managing the grants secured by the volunteers.
4. **Engage resource partners:** Key activities at this stage will include:

- Develop a communication plan.
  - Develop concepts and project proposals.
  - Organizing face-to-face meetings to formally launch the resources mobilization plan.
  - Develop a communication plan detailing how each resource partner will be engaged. Among other things, the communication plan will include the design of requests (brochures and fact sheets) to be disseminated to the partners; maintaining individual letters or emails to potential partners; development of promotional materials and continuously updating the website to communicate key priority projects and programmes.
  - Implement relationship strategies for approaching resource partners: to include designing action plans to engage with both former and new resource partners inside and outside Nigeria. The rationale for such an initiative is to build relationships with existing partners as well as to cultivate new relationships. Some of the activities will include:
    - i. Approaching resource partners through telephone, emails, and meetings.
    - ii. Designing introductory letters to help seek appointments with current and new resource partners.
    - iii. Sending funding proposals to partners for funding.
    - iv. Develop, organize and implement special event to raise funds
    - v. Organizing annual donor meetings.
5. **Negotiating with funders:** After engaging resource providers, the Resources Mobilization Committee will negotiate with the resource funders. The following sub-activities will be undertaken:
- Liaising with the relevant donor contacts to ensure that the donors will accept and offer the support agreed.
  - Finalizing agreements and MoUs with the resource funders.
  - Signing MoUs with funders.

### **12.3. Phase III: Monitoring and Evaluation**

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

The monitoring and evaluation will report on the successes and failures of the implementation efforts and provide information to help improve the resource mobilization strategy.

Specifically:

a) **Management of reporting on performance of donor funded projects:** Efforts will be invested in management and accountability through reporting on how funds obtained from funders are effectively and efficiently used. In this case, the Resource Mobilization committee will ensure that:

- All funded projects are registered and coded in the database created
- Letters are written to funders to acknowledge funds
- Progress reports are sent to funders
- Completion reports are prepared for funded projects
- Ensure reporting is conducted in a timely manner following the reporting mechanisms of the funders of the projects.

b) **Communicating implementation results:** this will involve the following sub-activities

- Developing highlights sheets to communicate as widely as possible the success of funded programmes and projects
- Setting up regular communication channels to foster relationships and build trust with resource partners e.g. newsletters, emails.
- Preparing publications of the success stories for completed projects.
- Highlighting results of the projects on the website to capture the interest of resource partner and other stakeholders
- Conducting dissemination workshops
- Preparing end of project brochures to be distributed to the resource partners
- Taking videos of the successful outcomes of completed projects

### 13. Proposed Budget

Activities	FY 2023 ₦	FY 2024 ₦	FY 2025 ₦	₦
Training and workshops	760,000	800,000	1,000,000	2,560,000
Missions to visit donors	150,000	187,000	200,000	537,000
Improve and update websites contents	62,000	65,000	90,000	217,000
Develop resource mobilization training manual	50,000	63,000	77,500	190,500
Annual donor meetings	650,000	900,000	1,500,000	3,050,000
Staffing cost	2,460,000	2,760,000	2,760,000	7,980,000
Monitoring and Evaluation	60,000	120,000	135,000	315,000
<b>TOTAL</b>	<b>4,192,000</b>	<b>4,895,000</b>	<b>5,762,500</b>	<b>25,507,000</b>

### 14. FAROF RESOURCE MOBILISATION SSWOT Analysis Matrix

Strengths	Opportunities
<ol style="list-style-type: none"> <li>Physical infrastructure in place for efficiency (virtual office, ICT equipment).</li> <li>Recognized the need for passive and active income to keep the organization's activities ongoing.</li> <li>Committed and motivated staff.</li> </ol>	<ol style="list-style-type: none"> <li>Receive support from other NGOs.</li> <li>Make use of ICTs to network with local and foreign organization.</li> <li>More disadvantaged persons seeking for FAROF support.</li> <li>Explore more resources through New emerging donors and wealthy foundations.</li> </ol>
Weaknesses	Threats
<ol style="list-style-type: none"> <li>Lack of clear strategy and policy for resource mobilization.</li> <li>Inadequate knowledge, skills and experience in resource mobilization.</li> <li>Poor communication strategies.</li> <li>Few incentives for staffs to engage in RM activities.</li> </ol>	<ol style="list-style-type: none"> <li>Strong competition for resources.</li> <li>Global financial crises.</li> <li>Possibility of donor fatigue if FAROF does not develop more proactive tactics.</li> </ol>

## 15. ANNEXES

### 15.1. Log frame for resource mobilization strategy

s/n	Resource mobilization steps	Activities	Responsible	Mobilization cycle phase
	<b>Planning of resource mobilization</b>			Planning phase
1	<b>identifying resource needs</b>	Identifying resource needs using the resource needs analysis tools.	Strategic Development Manager	Planning phase
2	<b>identifying and mapping funder sources</b>	Working with staffs to identify where old and new resource partners are.	RMC	Planning phase
3	<b>Data base for resource providers</b>	Creating a resource provider data base, designing training program to use it.	RMC	Planning phase
4	<b>Concept note for funding</b>	Writing concept notes for funding of priority needs	RMC	Planning phase
5	<b>Development of proposal training manual</b>	Design of proposal training manual to help the staffs/volunteers gain skills on writing winning grants	Strategic Development Manager	Planning phase
6	<b>Implementation of the resource mobilization strategy</b>	Recruitment and selection of volunteers to occupy positions at the resource mobilization unit	HR	Implementation phase
		Training of volunteers recruited in grants and proposal writing	Strategic Development Manager	Implementation phase
		Engage resource partners	RMC	Implementation phase
		Developing concept notes and projects proposals for funding	RMC	Implementation phase
		Organizing face-to-face meetings to formally launch the resource mobilization action plan	RMC	Implementation phase
		Develop a communication plan detailing how each resource partner identified will be engaged(Implement relationship strategies for approaching resource partners.)	RMC	Implementation phase

		Approaching resource partners through telephone, emails and meeting.	RMC	Implementation phase
		Designing introductory letters to help seek appointment with current and new resource partners.	RMC	Implementation phase
		Sending funding proposals for resource partners for funding.	RMC	Implementation phase
16	<b>Negotiate with funders</b>	Liaise with relevant resource partners contacts to ensure that the resource partners will accept and offer the support agreed upon	RMC	Implementation phase
17		Finalizing agreements and MOUs with resource funders.	RMC	Implementation phase
18		Signing of MOUs with the resource funders.	RMC	Implementation phase
19	<b>Monitoring and Evaluation phase</b>	Managements of the reporting effort of the donor's project.	RMC	Monitoring and evaluation phase
20		All the funded projects are effectively registered and coded in the data base created.	RMC	Monitoring and evaluation phase
21		Write letters to funders for acknowledging funds received.	RMC	Monitoring and evaluation phase
22		Prepare progress reports to the funders.	RMC	Monitoring and evaluation phase
23		Prepare completion reports for the funded project.	RMC	Monitoring and evaluation phase
24		Ensure reporting is conducted in a timely manner following the reporting mechanism of the funders of the project.	RMC	Monitoring and evaluation phase
25	<b>Communicating implementation results</b>	Develop highlights sheets to widely communicate the success of funded programs and projects.	RMC	Monitoring and evaluation phase
26		Set up regular communication channels with resource partners e.g. newsletters, emails, field visits etc, to foster relationship and build trust.	RMC	Monitoring and evaluation phase

27		Prepare the publication of the results that communicate the success stories for each completed projects.	RMC	Monitoring and evaluation phase
28		Post the results of the project conspicuously on the website to capture the interest of the resource partners and other stakeholders.	RMC	Monitoring and evaluation phase
29		Conduct dissemination workshops	RMC	Monitoring and evaluation phase
30		Prepare end of project brochures to be distributed to resource partners.	RMC	Monitoring and evaluation phase
31		Take video clips including mainly the beneficiaries of the completed projects.	RMC	Monitoring and evaluation phase

## 15.2. Statement of funding needs and resource timeline

Key program/projects	Project Activity	Form of resources	Resources			Resources provider	Timeline		
			Required	Available	Gaps/needs		Year 1	Year 2	Year 3
Networking and information sharing	Capacity building for Women and Youths	Financial resources, technical resources	Money, projector, flip charts, writing materials, consultant	Projector	Money,		→		
	Printing of news letters						→		
Educational support	Capacity building for school teachers	Human resources	Technical assistance, Money		Technical assistance, money,		→		

	Provision of school materials for vulnerable children	Financial resources,	Money, Uniforms, writing materials,		Money, Uniforms, writing materials				
	Renovation of dilapidated school structures	Financial resources	Money		Money				
Monitoring and evaluation	Develop and adopt management information system for all projects	Technical resources	Staffs, computers, consultant	Computers, Staffs	Consultant				
Advocacy	Advocacy	Human resources	Money, staffs	Staffs	₦700,000				
Health	Conduct HTC,		HIV test kits, trained staffs		Test kits, trained staffs				
	Conduct research to reduce maternal and child mortality	Technical assistance, human resources	Staffs, money, Volunteers, consultants	Staffs					
Capacity Building	Train staffs on IT and documentation basics	Technical resources	Money, consultants		Money, consultants				
Promoting Gender programming	Train staffs on gender programming	Technical assistance,	Training materials, consultant,	Training materials	consultants				
Community Empowerment	Engage community households on vocational skills	Financial resources, human resources	Money, facilitators, Start-up kits		Money , facilitators,				

### 15.3. Resource mobilization committee work plan

s/n	Activity	Person responsible	Time frame
1	Develop prospective donors list, with contacts and background information, mapping their interest and strategy	Resource mobilization team	One week
	Identify Funding needs		
2	Conduct Advocacy visit to proposed funders	Resource mobilization team	Monthly
3	Set up FAROF volunteer network through; <ul style="list-style-type: none"> <li>a) Creating of facebook page for volunteer.</li> <li>b) Creating any other platform for FAROF volunteers to be active (in cloud, community)</li> <li>c) Recruit volunteers.</li> </ul> Eligible African Countries ( Nigeria, Ghana, Zambia, south Africa, Zimbabwe, Rwanda European countries ( Australia, America and Germany	RM team	One month
4	update resource mobilization strategic and action plan		Every quarter
5	Organize briefings, meetings, visits and events with current and prospective donors.		Twice in a year
6	Develop concept notes and project proposals		Monthly
7	Develop a communication plan detailing how each resource partner identified will be engaged		Monthly
8	Research on up-coming funding opportunities	RMC	Every week
9	Approach and raise funds from companies, trusts, partners/donors, Banks and foundations within Nigeria	RMC	

10	Develop annual work plans based on the approved strategy and prepare income and expenditure budgets for each fundraising initiatives;	Program manager	Annually
11	Develop fund generation and resource mobilization work-plan and constantly follow-up the implementation of the plan	RMC	Quarterly
12	Develop promotional materials and update website to communicate key priority programs and projects to propose funders		Monthly
13	Develop online fund raising portal		Two months
14	Update information on the website		Monthly
15	Ensuring the development and maintenance of donors databases and knowledge systems		Monthly
16	Prepare reports of activities to donors		Quarterly

*This Resource Strategic Plan is Prepared and approved by:*

**Prepared By: Strategic Development Manager**

**Approved By: Chief Executive Officer**

*Date: 28<sup>th</sup> November 2023*

*Date: 28<sup>th</sup> November 2023*

*Signature*



*Signature:*

