Resource Mobilization Strategy



Current Situation and Main Action Points to Mobilize Additional Funds in Line with the Mandate of LODA

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GLOSSARY

Term Name	Definition
Resource Mobilization	All activities undertaken by an organization to secure and acquire new and additional financial resources to advance its mission
Fund Raising	Raising money for a particular purpose
Proposal	Document that describes a proposed project and its purpose, outcomes, and the steps that will be taken to complete the project
Concept Note	Brief description of the idea of a project and the objectives to be pursued
Strategy	Plan designed to outline how to plan and implement actions to achieve a certain goal
Funding	Providing money for a particular purpose
Donor Organization	Organization placing funds in another organization to implement usually predefined interventions
Funding Agency	An organization that provides funds for a particular purpose.
Resources	Stock or supply of money, materials, staff, and other assets that can be drawn on by a person or organization in order to function effectively or carry out planned interventions
Funds	Sum of money
Active Resource Mobilization	Taking an active and informed role in resource mobilization, including application to project opportunities
Passive Resource Mobilization	Management of funds allocated by GoR or donors into LODA
General Resource Mobilization	Broadening the funding base of LODA in general either through strengthening the relations to existing donors or to extend the outreach to new donors
Targeted Resource Mobilization	Mobilization of funds for a specific need or project identified by LODA and / or the decentralized entities
Ubudehe	Home Grown Initiative through which community and household projects at village and household levels are financed to help beneficiaries improve their living conditions.
Unique Selling Points	Factor that differentiates an organization or business entity (or a product) from its competitors

ABBREVIATIONS

Abbreviation	Full name
AfDB	African Development Bank
CD	Community Development
CG	Central Government
CSO	Civil Society Organizations
CoK	City of Kigali
DDS	District Development Strategy
DG	Director General
DP	Development Partner
DFID	Department of International Development of the United Kingdom (now FCDO)
EICV 5	Integrated Household Living Condition Report
EIF	Enhanced Integrated Framework
EKN	Embassy of Kingdom of Netherlands
ENABEL	Belgian Government Development Organization
EU	European Union
FAO	Food and Agriculture Organization
FCDO	Foreign, Commonwealth & Development Office
FONERWA	National Climate Change and Environment Fund
FRW	Rwandan Francs
FY	Financial Year
GIZ	Gesellschaft für Internationale Zusammenarbeit (German Development Organization)
GoR	Government of Rwanda
IATI	International Aid Transparency Initiative
ICT	Information and Communication Technology
IFMIS	Integrated Financial Management Information System
KfW	Kreditanstalt für Wiederaufbau (German Development Organization)
LED	Local Economic Development
LG	Local Government
LGPAC	Local Government Project Advisory Committee
LODA	Local Development Entities Agency
M&E	Monitoring and Evaluation

Abbreviation	Full name
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Planning and Economic Development
MINIJUST	Ministry of Justice
MTEF	Medium-Term Expenditure Framework
NA	Not Available
NGO	Non-governmental Organization
NST	National Strategy for Transformation
PFM	Public Finance Management
PPP	Public Private Partnerships
PR	Public Relations
PSF	Private Sector Federation
PwD	People with Disabilities
PW	Public Works
RDB	Rwanda Development Board
RM	Resource Mobilization
RM-TWG	Resource Mobilization Technical Working Group
SP	Social Protection
SWOT	Strengths, Weaknesses, Opportunities, Threats
USA	United States of America
UNICEF	United Nations Children Fund
UNIDO	United Nations Industrial Development Organization
USAID	United Stated Agency for International Development (US Development Agency)
USD	United States Dollar
UPS	Unique Selling Point
VUP	Vision Umurenge Program

0 Executive Summary

LODA's Resource Mobilization Strategy is prepared to provide some **strategic orientations to plan and execute resource mobilization** (RM) within the Local Administrative Entities Development Agency (LODA). It is based on experiences made with resource mobilization within LODA taking into consideration the findings from the workshops and trainings on resource mobilization held in 2020 as well as some examples of international best practice in this respect.

The **rationale** for LODA's resource mobilization strategy is **identifying (additional) sources** to be able to be sufficiently reactive to local development and social development needs. Its aim is to explore new funding modalities and actors, and to outline a systematic and strategic approach for leveraging existing and new partnerships. This aims at diversifying the resource base of LODA considering the changing donor landscapes as well as the lessons learnt from past resource mobilization efforts. This Resource Mobilization Strategy is **based on LODA's institutional values** and LODA's mission, which contains 11 key point of which 5 are directly related to resource mobilization.

The document is structured into 5 main chapters.

Chapter 1 offers an introduction into the document looking at the rationale and methodology used for the preparation of the document.

Chapter 2 provides first an overview of LODA's vision, mission and overall goal, before it shortly stresses on its role as secretariat to the Local Government Project Advisory Committee (LGPAC) and relates resource mobilization to LODA's mission. Finally, it analyses the financial situation of LODA over the past 5 years.

Chapter 3 looks at LODA's past experience in resource mobilization in the national and in the local context. It provides a SWOT analysis based on these experiences, followed by an analysis of LODA's prior RM efforts before it summarizes the major lessons to be learnt for future RM efforts.

Chapter 4 presents a listing of potential donors as well as their prioritization together with a summary of the most important action points.

Chapter 5 outlines the RM strategy for LODA looking first at a definition of the term resource mobilization before describing the approach and the RM strategy for LODA. For the implementation of the strategy, the document explains the identification of funding partners, the outreach to them and proposal and concept note preparation in greater detail before it shortly touches upon further cultivation of relations to donors.

The annexes provide a series of tools and additional analysis that shall serve the implementation of this RM strategy.

1 Introduction and Background

LODA has decided to elaborate a Resource Mobilization Strategy to implement its new strategic plan and to be sufficiently reactive to local economic development and social protection needs. This is intended to allow LODA to increase its support to Local Government (LG).

The **aim** of LODA's Resource Mobilization Strategy (RMS) is **to identify (additional) sources**, **to explore new funding modalities and actors** and **to outline a systematic and strategic approach for leveraging existing and new partnerships**. It aims at diversifying the resource base of LODA considering the changing donor landscape as well as the lessons learnt from past resource mobilization efforts.

LODA's Resource Mobilization Strategy is prepared to provide a **strategic orientation to plan and execute resource mobilization** within the Local Administrative Entities Development Agency (LODA). It is based on experiences made with resource mobilization within LODA also reflecting the findings from the workshops and trainings on resource mobilization held in 2020 as well as international best practice in this respect. It takes into consideration the RM environment and the RM trends.

The RM strategy was developed following a resource mobilization strategy process which started in mid-2020. This process had five building blocks.



Figure 1: Building blocks of Resource mobilization strategy

The methodology used was a combination of online workshops followed by periods of data and information collection. Two workshops were conducted[1] for the development of this RM strategy:

1. *Kick-off Workshop* with the aim of identifying the why and how of RM and of developing a SWOT analysis of past RM efforts
2. *Follow-up Workshop* with the aim of discussing the findings from interviews with DP and the evolving action points to improve LODA's RM efforts.

After the first workshop, a mapping of potential donors took place. This map was consequently prioritized for high, medium and low priority donors by LODA.

The major findings of the research and analyses carried out and the outcomes of the workshop are summarized in the chapters below to form part of LODA's RM Strategy.

[1] A third workshop was planned to discuss the feedback from donor contacting but was postponed until these results are available and the RM specialist foreseen in LODA's organizational chart is recruited.

2 Overview on LODA

2.1 Institutional Overview

The Local Administrative Entities Development Agency was established in 2013 based on the **Law N°62/2013** on 27/08/2013 ('LODA Law') to support local development planning and social development. Based on the provisions in the Law, the institution LODA focuses primarily on:

Local Economic Development (LED)

- To build the economic capacities of local governments by acting as an interlocutor between local governments, GoR and Development Partners
- To supervise the distribution of earmarked transfers and funds respectively from MINECOFIN and Development Partners.

Social Protection (SP)

- To implement the Vision Umurenge Program (VUP), including Direct Support, Financial Services, and the various PW programs
- To implement the UBUDEHE Program, including the community self-help projects and individual household projects, asset transfer, financial services, and some other support programs[2].

LODA's mission, vision and overall goal are defined in LODA's Strategic Plan 2020/21 – 2024/2025:

***LODA's vision*:**

> *Empowered decentralized administrative entities for effective implementation of community development agenda of the country free from poverty*

***LODA's mission*:**

> *Promote community development through resource mobilization and management, coordinated planning, capacity building of decentralized entities for ensuring sustainable growth and well-being for all Rwandans.*

[2] UBUDEHE includes the categorization system of beneficiaries based on several socio-economic indicators. VUP uses the UBUDEHE participatory method to engage communities in identifying the poorest members of the community to receive assistance. For more information on VUP and UBUDEHE, see documents available on LODA website: particularly VUP Program 2019-2020 and UBUDEHE Information folders, but also the EICV5 Thematic Report

LODA's overall goal:

LODA contributes to the economic and social transformation envisaged in NST1 and Vision 2050 through enabling local economic development and social protection (to improve the life) of all Rwandans.

In addition, LODA acts as the **secretariat to the Local Government Project Advisory Committee (LGPAC)**. It provides guidelines on the technical and administrative requirements and gives recommendations on how to improve the planning and underlying documentation where required.

In accordance with its core institutional values, LODA is mandated to mobilize financial resources to support the implementation of socio-economic projects in Local Governments (LGs). It works mostly with districts, but also with further decentralized entities. According to Art. 3 of the above-mentioned law, LODA's mandate is divided into 11 key points of which 5 relate directly to resource mobilization:

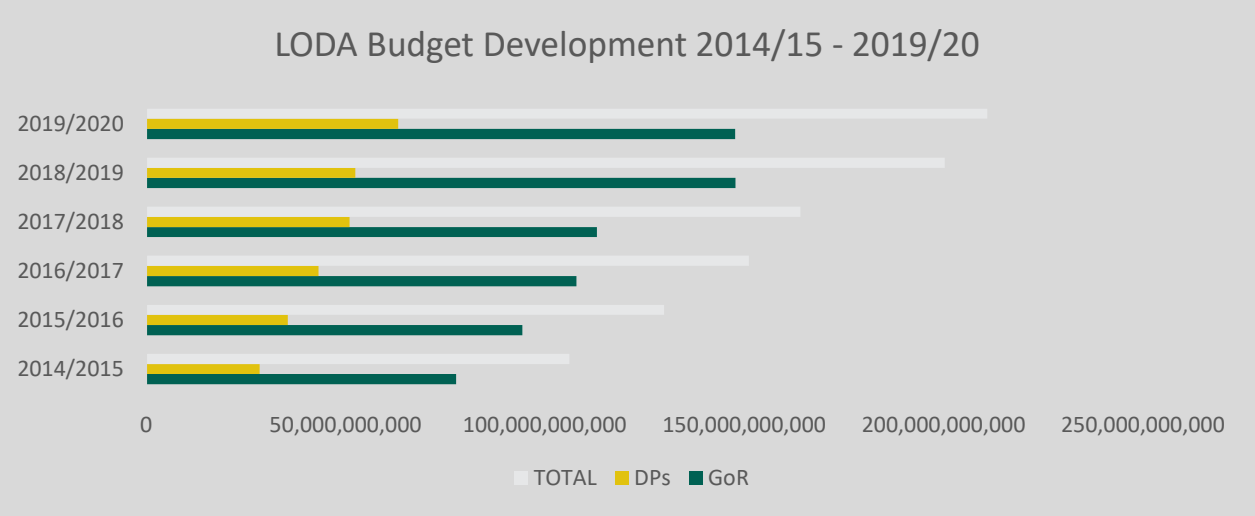
1. ***To finance development activities in local administrative entities with legal personality***
2. ***To serve as intermediary between local administrative entities with legal personality and donors specially those involved in financing development activities in those entities***
3. ***To put in place mechanisms of distributing financial support in local administrative entities with legal personality***
4. ***To monitor the use of funds allocated by LODA to development activities in the local administrative entities with legal personality***
5. To establish strategies for creation of high-intensive labour and assistance to those unable to perform such jobs and who are approved by decentralized entities
6. To contribute to sensitizing population and building their capacities in analysing and solving their problems
7. To contribute to sensitizing population to participate in development activities meant for them
8. To contribute to sensitizing population on the culture of making savings and using the services of banks and micro-finance institutions
9. To build capacities of local administrative entities with legal personality within the scope of LODA mission
10. To coordinate Government's development activities in local administrative entities with legal personality
11. ***To mobilize and collect funds.***

In line with LODA's mandate, the financial resources mobilized for the two focus areas are further transferred to districts to be used for the implementation of the district development strategies (DDS).

LODA can therefore be seen as facilitator for decentralized entities commissioned to mobilize additional funds or financial resources within its mandate to support Local Governments (LG) for the implementation of social protection and LED interventions. LODA is therefore a natural link between the LGs and other development actors, such as UN agencies, international and national NGOs, development partners (DPs) including bilateral and multilateral donors.

2.2 Current Financial Situation of LODA

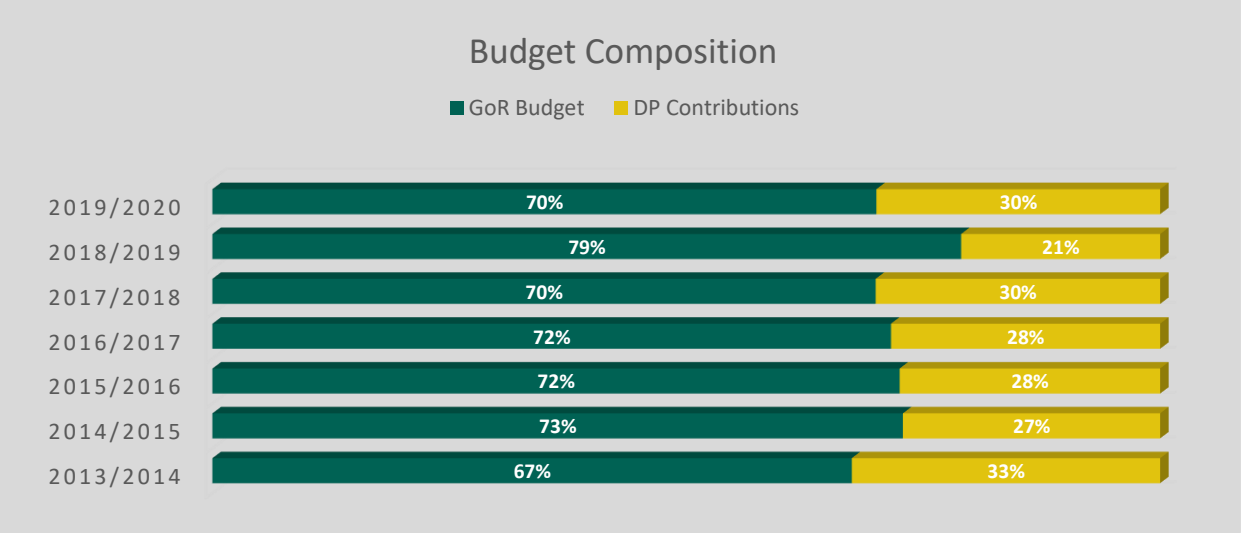
Between 2014/15 and 2019/20 LODA has **increased its budget** from 106 billion FRW (149 M USD) to 210 billion FRW (205M USD).



Source: SID4 Elaborations based on LODA Annual Activity Report 2013/14-2018/19

Figure 2: Development of LODA budget 2014/15 – 2019/20

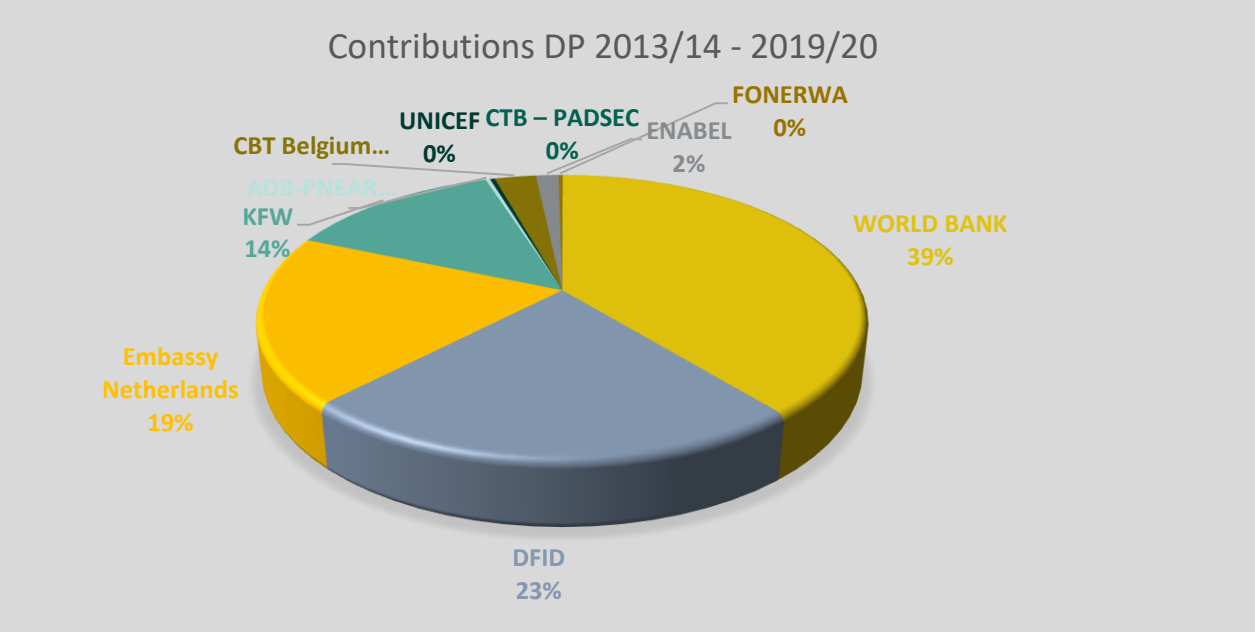
67% to 79% of the overall budget allocation were provided by the central GoR, while 21% to 33% came from development partners. Over the years between 2014/2015 and 2019/2020, a total of 72% came from GoR and 28% from DPs.



Source: SID4 elaborations based on LODA Annual Activity Report 2013/14-2018/19

Figure 3: LODA budget composition FY 2013/14 to FY 2018/2019

For the period 2014/2015 and 2019/2020, 39% of all summarized DP contributions came from the World Bank, 23% from DFID, 19% from EKN / Netherlands Embassy, 14% from KfW and 5% from ENABEL/BTC.

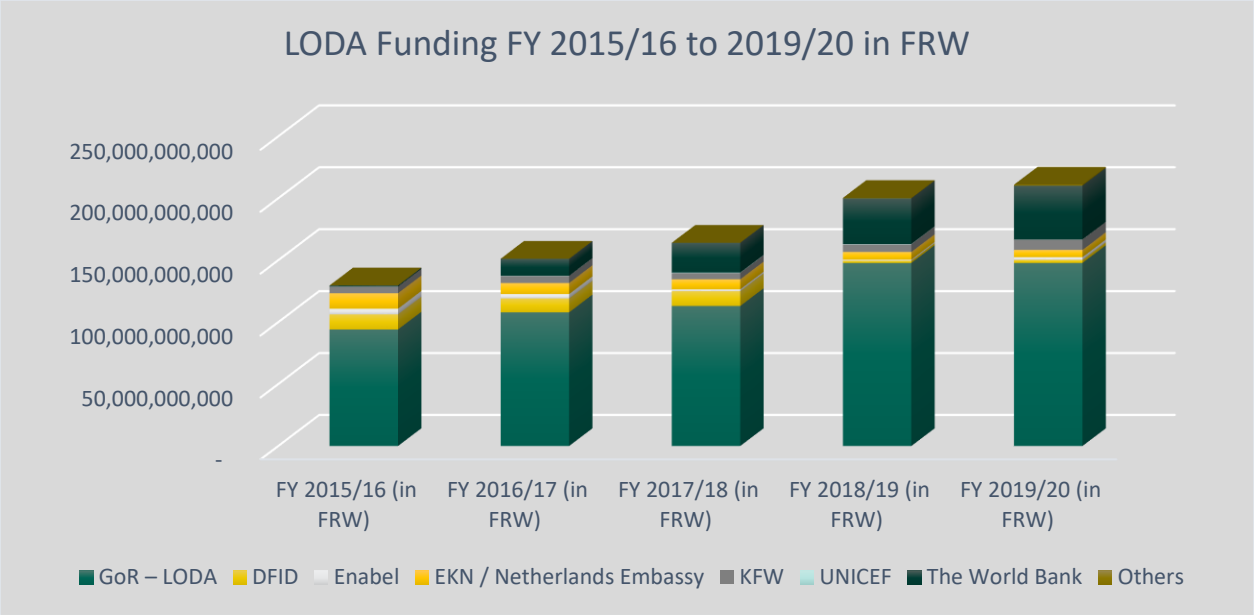


Source: Own elaborations based on LODA Annual Activity Report 2014/15-2019/20

Figure 4: Break-down of DP contributions 2015/16 – 2019/20

According to information received during interviews held in 2020, the World Bank, the Belgium development agency, and GIZ intend to continue their partnership with LODA, while the Embassy of the Netherlands already shifted its focus towards trade relations and private sector development.

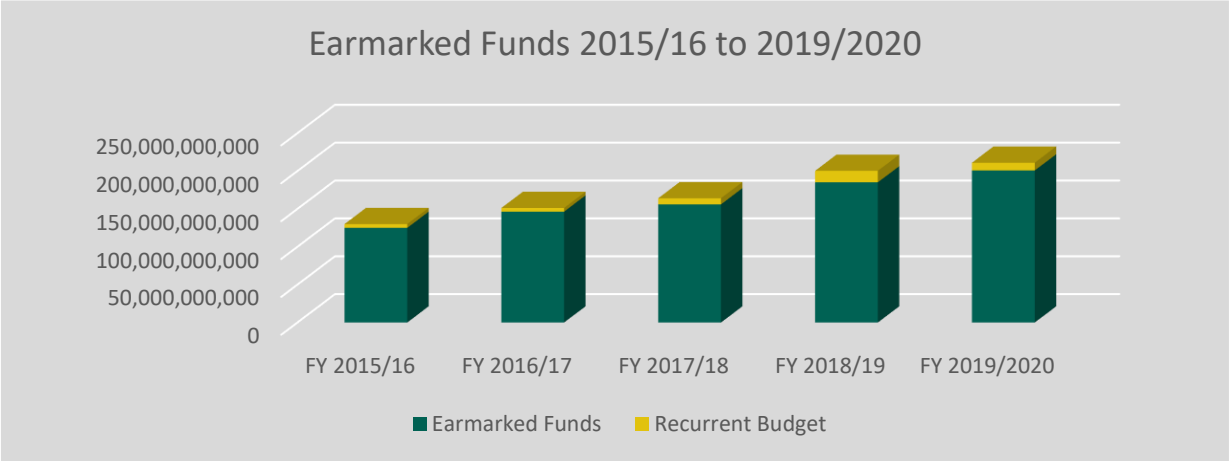
Looking at the development of the contributions over the last 5 years, it becomes evident that budget shares of GoR and the World Bank have increased, while the ones from other donors have proportionally decreased, making LODA **increasingly dependent** from the **national budget** situation and its relation to the **World Bank**.



Source: SID4 elaborations based on LODA Annual Activity Report 2015/16 to 2019/20

Figure 5: Development of DP contributions 2015/16 – 2019/20

In total, LODA has mobilized in the last five years between 2014/15 and 2019/2020 funds with a total value of over **856 bn FRW** (approx. 0.85 bn USD). Of those, 813 bn FRW (0.8 bn USD) were earmarked funds for disbursement to Districts and CoK. Of those, over 245 bn FRW (approx. 0.25 bn UDS) were sourced from external development partners, while 567 bn FRW (approx. 0.57 bn USD) were provided by the GoR.

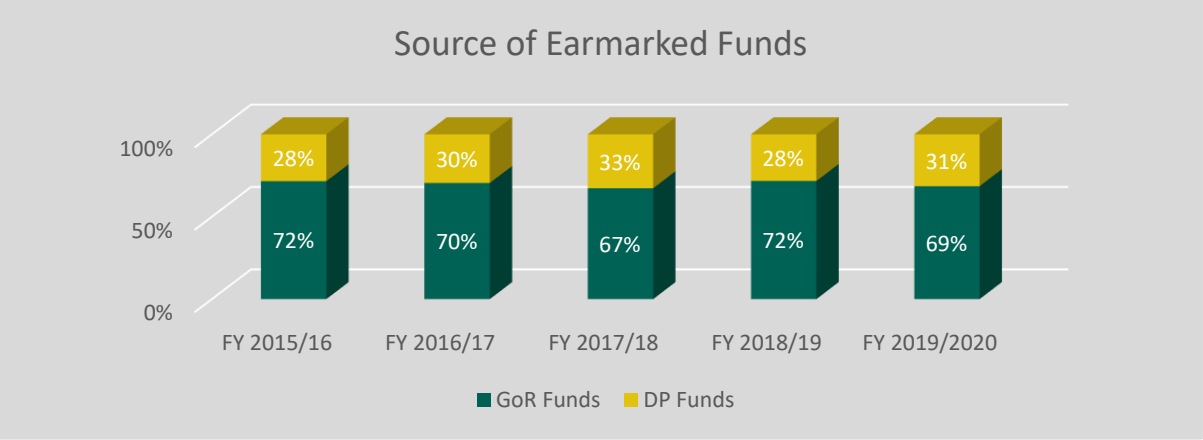


Source: SID elaborations based on LODA Annual Activity Report 2015/16 to 2019/20

Figure 6: Development of earmarked funds for distribution to Districts and CoK

70% of those earmarked funds were GoR funds (70%) and 30% were contributed by the development partners. The total budget execution rate at the level of Local Government was approx. 80%.[3]

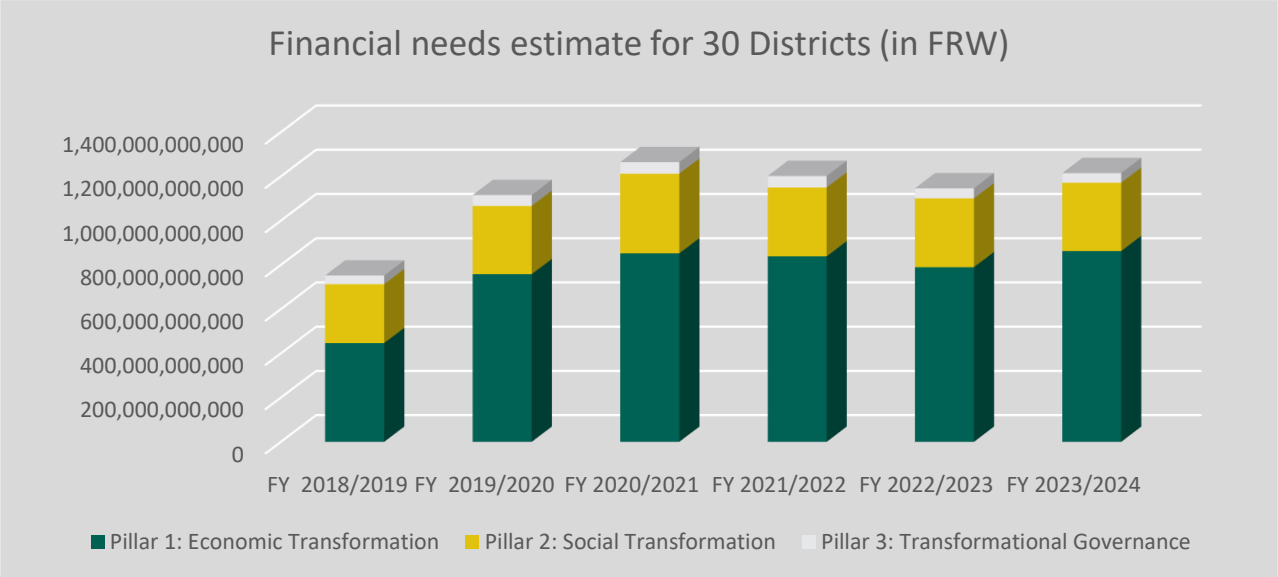
[3] Source: MINALOC: Backward Looking Joint Sector Review Report - FY2019-2020, p. 9



Source: SID elaborations based on LODA Annual Activity Report 2015/16 to 2019/20

Figure 7:Source of earmarked funds

When comparing the mobilized funds with the demand from Districts calculated[4], it becomes clear that there is a significant gap between the supply of funds and the demand for funds. The calculated needs are over 6,695 bn FRW (6.7 bn USD) for a five years' timespan from 2018/19 to 2023/24 (increasing from just over 700 bn FRW (0.8 bn USD) in 2018/19 to over 1200 bn FRW (1.2 bn USD) in 2023/2024)[5].



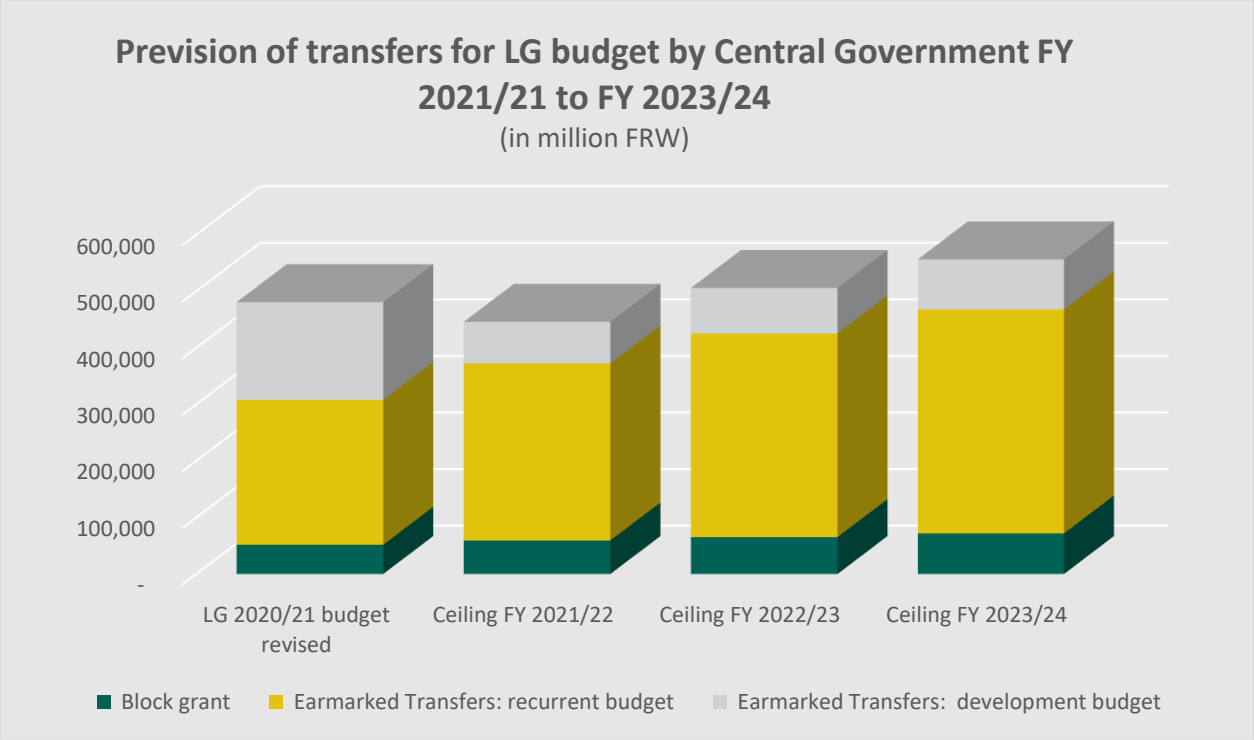
Source: SID4 elaborations based on data of DDS of 22 Districts (extrapolated to 30 Districts)

Figure 8: Development of fund requirements from Districts 2019/20 – 2023/24 by NST1 pillar

[4] The calculation is based on an analysis of 22 District Development Strategies (DDS) available as not for all districts such DDS are available.

[5] It should be noted that the projects mentioned in the DDS are not prioritized and embedded in a stringent and systematic long- or medium-term development strategy. A prioritization could lower the amount significantly.

Compared to the commitments made in the Planning & Budgeting Call Circular No 2 issued on 1st of April for the funds to be transferred from Central to Local Government, it becomes evident that there is a big funding gap between the budget required to implement the DDS and the commitments currently made until the FY 2023/24.



Source: PBCC No2 issued on 1st of April 2021 by MINECFIN

Figure 9: Central Government commitment for transfers to LG FY 2020/21 – 2023/24 by NST1 pillar

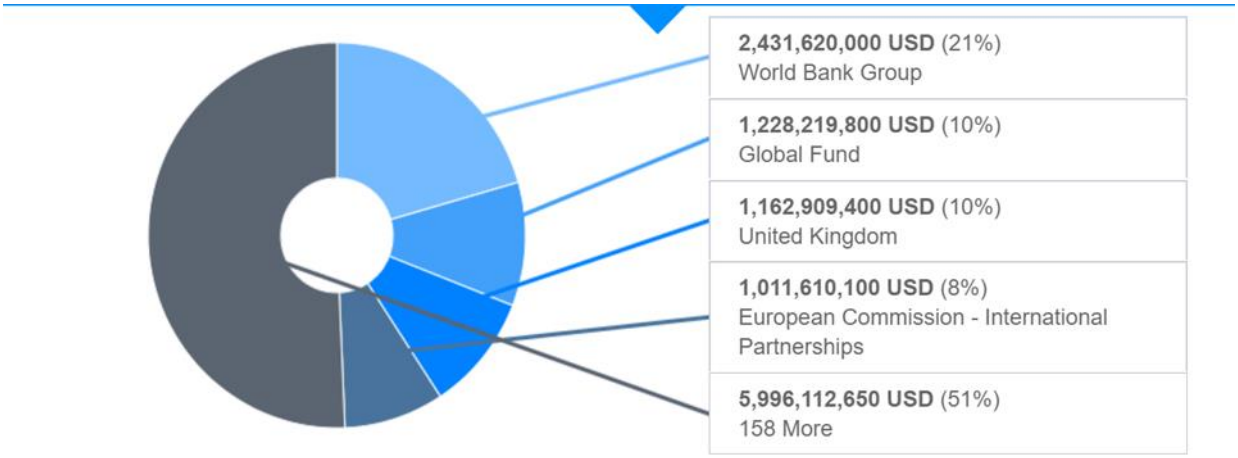
Figure 8 shows clearly that Districts will be able to absorb **all additional funds acquired** by LODA through increased resource mobilization efforts as the required financial resources to implement the DDS exceeds by far the available funds. It shows furthermore that the Districts will need to increase its fund acquisition efforts, ideally taking into consideration a cooperation with the (local) private sector.

Currently there are several commitments of development partners already contracted with an overall value of approximately 290 billion FRW of which some have already been spent in previous years. More information on the still available DP funds under the current agreement are provided in section 3.3

3 Past Resource Mobilization Experience

3.1 National Context

According to the available information provided by the D-Portal of the International Aid Transparency Initiative (IATI)[6] the World Bank was in the last decade the **most important donor** for Rwanda, followed by the Global Fund, the United Kingdom, the European Commission and other 158 additional donors. The figure below provides for the volume of the support to Rwanda, based on the data available.[7]



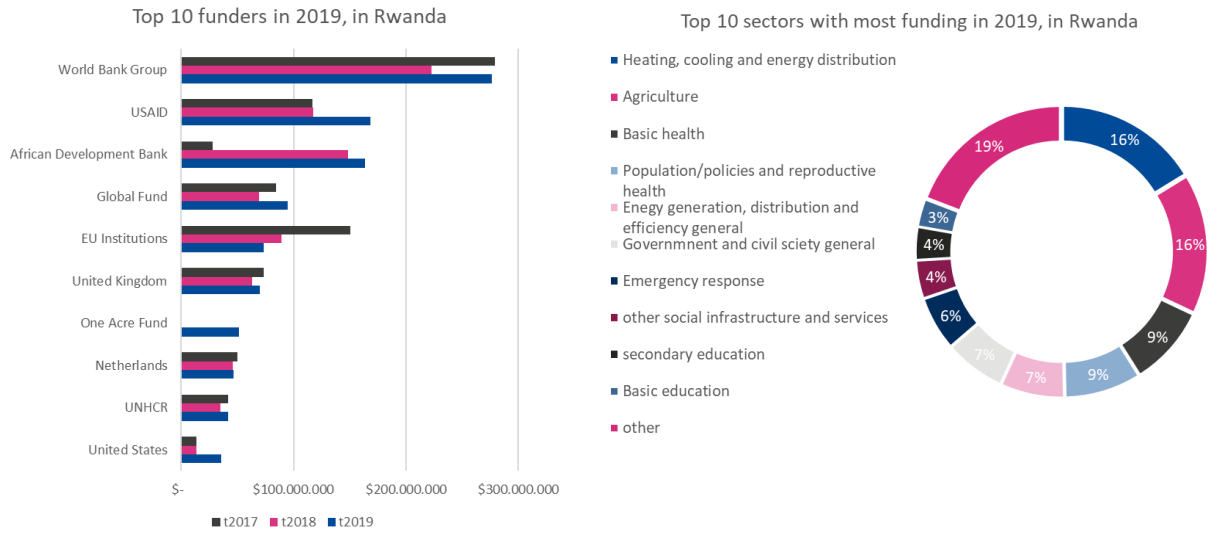
Source: IATI d-portal (http://d-portal.org/ctrack.html#view=search)

Figure 10: IATI data on resources mobilized in the period 2011 to 2021

The Figure 10 shows the 10 top funders to Rwanda and the top 10 sectors supported by donors in 2019.

[6] The International Aid Transparency Initiative (IATI) is a voluntary, multi-stakeholder initiative that seeks to improve the transparency of aid, development, and humanitarian resources in order to increase their effectiveness in tackling poverty. Not all projects and data are being reported since it is a voluntary system. Therefore, some data might be missing. However, the data gives an overall picture.

[7] According to OECD-DAC the main 10 funders (in M USD) to Rwanda in 2018 were international institutions (281), USA (178), AfDB (92), EU (83), Global Fund (82), UK (77), Japan (58), Netherland (47), Germany (45) and Belgium (41). Approx. 65% of the funding was directly related to LODA's mandate (education 9%, health 18%, other social infrastructure 18%, economic. infrastructure 20%). For more information, see https://public.tableau.com/views/OECDDACAidataglancebyrecipient_new/Recipients?:embed=y&:display_count=yes&:showTabs=y&:toolbar=no?&:showVizHome=no



Source: https://d-portal.org/ctrack.html?country_code=RW&year_min=2017#view=main

Figure 11: Top 10 funders and Top 10 sectors

In LED, the **most important sectors**[8] supported through funds managed by LODA were:

- Transport
- Water and Sanitation
- Health
- Education.

In sum, approximately LED-related 6,000 infrastructure projects were funded between 2018 and 2020 (600-800 per financial year)[9].

In addition, special emphasis was given by LODA to the two flagship Social Protection Programs VUP, with its three main program components 'direct support', 'public works' and 'financial services' and UBUDEHE, the intra-community social protection system.

8 More information on these sectors can be found in the Case for Support in Annex A3.

9 3.500 LED Projects, 2.500 Public Works Projects

3.2 LODA Product Portfolio

The **portfolio of projects** (products and services) provided by the LGs to their citizens financed by these earmarked funds are summarized in the table below.

Table 1: LODA's product portfolio

Sector	Products covered
Agriculture 	• Erosion control via radical and bench terracing • Postharvest infrastructure • Small scale irrigation schemes • Distribution of improved fertilizers and seeds • Livestock distribution to vulnerable rural population • Feeder road construction and rehabilitation
Education 	• Primary schools • Secondary schools • Technical and vocational schools
Health 	• Primary health posts • Secondary health centers
Transport 	• Rural road rehabilitation and construction • Urban road rehabilitation and construction • Bridge rehabilitation and construction • Public lightning
Environment & Natural Resources 	• Stand-alone drainage • Afforestation • Reforestation • Erosion control measures • Greening in urban areas
Electrification 	• Medium voltage electrification • Low voltage electrification

Sector	Products covered
WASH (Water and Sanitation) 	• Rural water supply • Urban water supply • Water treatment plants • Public toilets • Waste disposal sites
Decentralization 	• Local Government administrative buildings • District offices • Sector offices • Cell offices • Stadiums • Playgrounds • Cultural centers • Memorial sites
Local Economic Development 	• Modern markets • Small selling points • Industrial zones • Storage of agricultural products • Milk collection centers
Social Protection 	• Direct support to most vulnerable groups • Nutrition sensitive direct support (NSDS) • Public works programs (classic and extended public works)

Source: SID4 elaborations

Table 2 summarizes the **most important projects** carried out within the last five years by LODA with contributions of the DPs.

Table 2: LODA's past DP interventions

DP	Project		Purpose	Focus
WORLD BANK	Minimarkets	Minimarkets	Construction Minimarkets	LED
	RUDP	Rwanda Urban Development Project	Infrastructure Development, Strengthening City Management	LED
	SSPP	Social Protection System Project	Social Assistance, Public Works, Nutrition Support	SP
DFID	SPSPR	Social Protection Support to the Poorest in Rwanda	Social Support (VUP, Public Works)	SP
EKN / Netherland Embassy	LED	Local Demand Driven Infrastructure Development Program in Local Administrative Entities of Rwanda through LODA	Investment Support, Nutrition Support, Capacity Building	SP & LED
KFW	SID1 to 4	Support to the Implementation of the Decentralization and Good Governance Program	Local Economic Development Planning; Capacity Building	LED
AfDB	PNEAR	Rural Drinking Water Supply and Sanitation Program	Investment Support; Construction of Water Facilities	LED & SP
UNICEF	DHCR	Developing Human Capital in Rwanda	Social Support (VUP, UBUDEHE), Early Childhood Development, Capacity Building	SP
CTB /ENABEL	PADSEC / UEDI	Urban Economic Development Initiative	Socio-economic Development, Job creation, Investment Support, Capacity Building	LED & SP

Figure 12 presents the **presently active** DP commitments for the coming five years based on the currently concluded loan and grants agreements. The total amount of funds still available by different development partners and under different agreements totals to approximately 270 billion FRW for the period FY 2020/21 to FY 2025/26. As indicated previously, the World Bank is providing most of these funds under different agreements covering social protection and infrastructure development, followed by FCDO, KFW and ENABEL.

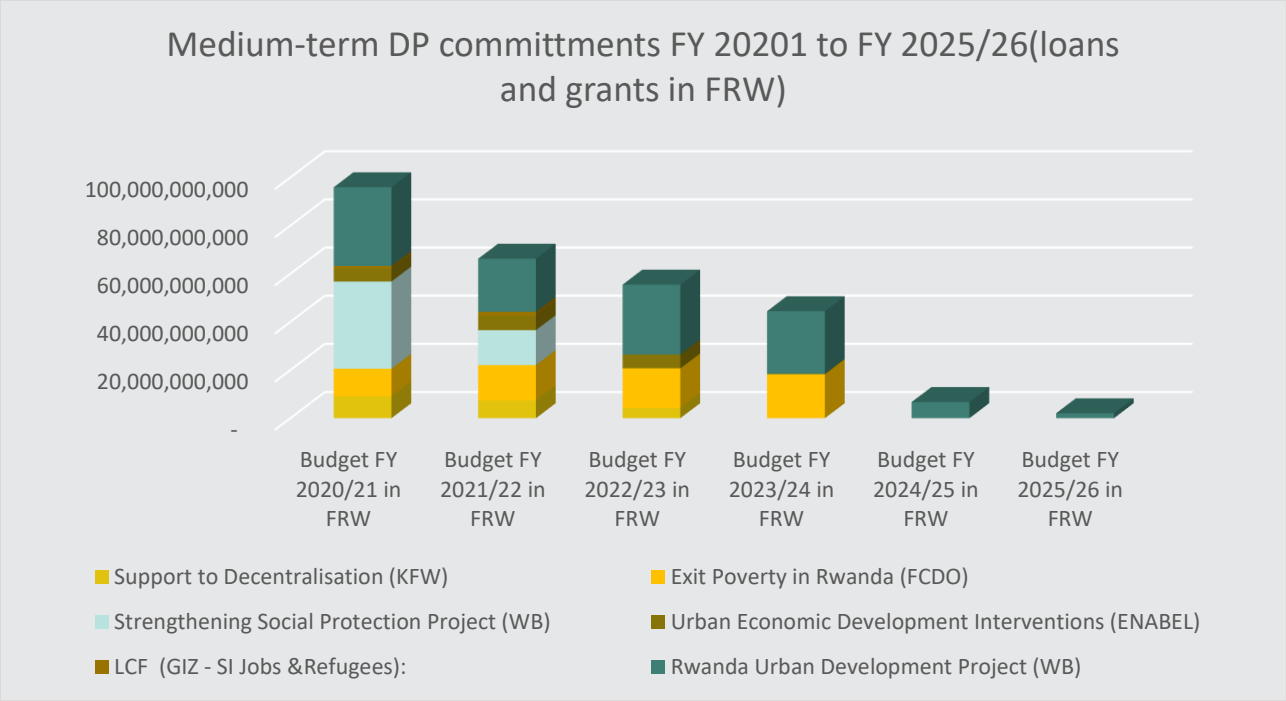


Figure 12: Medium-term DP commitments in FRW (loans and grants)

3.3 Analyses of LODA's past Resource Mobilization Experiences

In the past, LODA has mainly profited from **passive acquisition** through the allocation of funds into LODA due to its role as governmental organization and through its link to MINALOC and the GoR. Most of the present funders of LODA are, besides the GoR, official bilateral or multilateral development cooperation agencies such as the World Bank, DFID / FCDO or KfW. Limited experience exists with NGOs or other funding partners. An exception is "Access to Finance" with whom LODA cooperated already in the past.

However, there was one good recent example for an **active resource mobilization approach**, when LODA approached actively FONERWA for the Nyabarongo Watershed Protection program. This project was submitted to FONERWA for funding and FONERWA successful approved funds equivalent to 862 million FRW for the first phase.[10] For a second phase, an additional 1.5 bn FRW would be required . In the framework of the project preparation, LODA elaborated the technical proposal and negotiated with FONERWA and made the arrangement that the participating districts started the implementation of the first phase. The experiences gained through this project could be exploited to establish within LODA a more proactive approach.

[10] Other examples are the partnering with NGOs in water and transport projects like the co-funding of water supply projects with World Vision and Water for People as well as the construction of pedestrian bridges with Bridges for Prosperity.



In order to analyse LODA's RM experience further a **SWOT analysis** has been conducted in the framework of a workshop and through interviews with selected development partners having long-standing relations with LODA. The results are summarized in the table overleaf.

Table 3: SWOT on LODA's resource mobilization in past

	Chances	Challenges
Internal	**STRENGTHS** **LODA's position in the national Government framework:** 1. LODA has evolved into a strong institution: from the capacity side & fiduciary aspect, it has improved much 2. LODA is a centralized entry point for all aid to decentralized structures. 3. LODA acting as intermediary helps with bureaucracy; it could have been a burden to reach directly all the districts; this has simplified the work 4. LODA has an unparalleled possibility of involvement; due to the fact that it is affiliated with MINALOC. LODA has a wide range of interventions, not only doing municipal projects but also in planning 5. LODA is very well connected to the local governments 6. Being from the government LODA gives added value for funding because of the possibility sustainability	**WEAKNESSES** **Challenges in planning and M&E:** 1. The coordination and monitoring of activities is difficult because LODA is broadly involved in the country 2. LODA's tracking ability is challenged at all levels 3. As there is ad hoc management LODA is not always working in a strategic way; planning could be improved
External	**OPPORTUNTIES** **LODA's systems and human resources:** 1. LODA is open to change: It is currently discussing a computer system that will allow real-time data 2. LODA has a team of committed people, but not enough staff members 3. LODA has some good systems in place; the management processes have evolved over time 4. LODA shares well on their website	**THREATS** **Challenges in systems and human resources:** 1. LODA has to intervene in many areas such health , agriculture, infrastructure, without necessarily having the required skills 2. LODA's communication does not always reach the development partners and the potential donors; LODA is doing a lot but its external exposure is limited 3. LODA does not always has the personnel or the qualifications to verify and report what has been done

In the past, LODA has developed a unique standing amongst Rwanda's citizens and key partners for its following **strengths**:

- Well established relations with international development partners, central and local governments
- A reliable track record of budget execution and program management
- Ability to identify what is feasible and fundable, while reflecting citizens' priorities and needs
- Vast availability of data on local government (both LED and SP).

Additionally, LODA is adhering to high principles of financial integrity with its accounts externally audited every year. Moreover, in 2020, Rwanda remained the second least corrupt country in the East African region and 4th on the continent[11]. This makes LODA an efficient and reliable partner not only for the GoR, but also for international renowned funders like the World Bank, and many bilateral development agencies, such as German Cooperation, UK FCDO, the Embassy of the Netherlands and ENABEL.

The **unique selling points** (UPS) of LODA taking into consideration LODA's RM experiences are:

- Long-standing **experience with decentralization**
- Longstanding **experience in Social Protection**
- Proven **track record in implementing programs / projects** for a range of DPs (references available)
- **Close cooperation with Local Government** (LG) (district & provincial level)
- Proven role as **facilitator** between LG and the Central Government e.g. in its role as secretariat to the Local Government Project Advisory Committee (LGPAC).

However, the SWOT analysis conducted in the framework of a workshop on resource mobilization with LODA staff (taking into consideration also the findings of an institutional assessment conducted for LODA in 2020), also identified some **challenges** related to resource mobilization:

- LODA has insufficient staff dedicated to resource mobilization and proposal writing
- LODA does not sufficiently share success stories or achievements to externals and DPs
- LODA has limited time / capacity to do attractive and 'catchy' reporting to DPs
- LODA has limited time / staff to keep good relations to existing DPs
- LODA does not have enough staff to establish relations with potential new ones
- LODA does not have a donor database
- LODA has insufficient funds to finance all needed and prioritized LG projects
- LODA has insufficiently mechanisms for feeding back lessons learnt to LGs, CG and DPs
- LODA has insufficient communication towards citizens related to prioritized projects
- LODA had at the time of the analysis no clear staff allocated responsible for resource mobilization, but there is a staff position allocated in LODAs new organizational structure approved in August 2020
- LODA has an Ineffective mechanism for the coordination of stakeholders at LG level.

11 https://www.transparency.org/en/countries/rwanda

3.4 Lessons Learnt from RM Assessment

In view of the challenges and opportunities deriving from the above-mentioned SWOT analysis, the following **lessons learnt** can be drawn:

a. LODA needs more staff dedicated and well-trained in resource mobilization and proposal writing
b. LODA needs capacity building in preparing and sharing success stories with DPs and externals
c. LODA needs to allocate more time and staff to prepare attractive reporting to DPs
d. LODA needs to allocate more time and staff to keep good relations with existing DPs
e. LODA needs more staff to establish relations with potential new DPs
f. LODA needs to develop a donor database.

The table below summarizes the **suggestions** for improving LODA's resource mobilization made by selected development partners with long-standing relations with LODA.

Table 4: Suggestions of DPs to improve LODA's resource mobilization

Area	Suggestions made
Finance & Management	1. LODA should strengthen the fiduciary system: there are some gaps that need to be addressed to have the confidence of the potential donors 2. LODA should be able to account, to the last penny, what goes to the beneficiaries and to reconcile the funds all the way from the district to the beneficiaries 3. LODA should set up the best possible control system 4. LODA should strengthen the procurement system that is not performing to the optimum 5. LODA should improve contract management capacity 6. LODA should clarify grievance and redress mechanism
Reporting & Communication	1. LODA should use better its good know-how database and report back to any institutional party, which is very critical 2. LODA should write catching reports that is providing all important information, which is very crucial for fundraising 3. LODA should improve the communication, which is very important for resource mobilization 4. LODA should expose more information of its achievement to externals and donors
Public funding	1. LODA should continue advocating with government to allocate a decent amount to social protection showing its benefits in fighting poverty 2. LODA should come up with a business case that will convince MINECOFIN to channel more fund to LODA and the districts 3. LODA should have a showcase and convince the government that the districts stand a better chance to improve the balance of payment through cross border trade 4. LODA should show the government that investing in the districts through LODA can bring the best rate of return
Private sector funding	1. LODA should be aware that worldwide, even country-wide, the nature of financing is changing; possibilities for public financing are getting narrower and more space should be created for private financing

Area	Suggestions made
	2. LODA should be aware that the know-how to mobilize investments helps to achieve developmental results at regional and country level 3. LODA should try to tap into private sector at the local and international level
District funding	1. LODA should explore the possibility for districts to invest into larger impact projects like inter-districts planning 2. LODA should avoid inter-district competition, market fragmentation 3. LODA should try to leverage on the country strategy of secondary cities whereby, certain value chains can be developed with specialization and a need for working together 4. LODA should rethink how much it invests and what is the return on the investment; this requires proper investment choices especially from the districts 5. LODA should explore how to influence or to guide the planning and budgeting process at district level to improve the respected planning district documents 6. LODA should make sure to show that the district is part of the resource mobilization processes alongside with LODA 7. LODA should make new partners aware that districts are also very much accountable and should be part of the discussion
Relations with DPs	1. LODA should ensure that people commissioned to engage with donors should have experience and negotiation skills; intention is not enough 2. LODA should appoint a senior staff in charge of business development and resource mobilization 3. LODA should ensure that the people in charge of RM can also take care of contract follow up, meet with various partners and support the general director 4. LODA should attend more events and engage into networking 5. LODA should attend meetings related to private sector development & how to attract investors to know people with money and let them learn about LODA

For further RM efforts it is also important to build on the strengths, address the weaknesses, use the opportunities and confront the threats listed in the SWOT analysis above with the recommendations of the DP in mind.

4 Opportunities for Resource Mobilization for LODA

4.1 Potential Development Partners

During the RM strategy development process, a **donor map** was elaborated based on information collected. This map takes into consideration international best practice using an internationally renowned fundraising resource database. In total 31 potential donors were assessed and prioritized.[12]

Table 5: Donors from Donors Mapping

	Pot. Donor (Full Name)	Abbr.	Sectors	LODA Priority
1	Aga Khan Development Network	AKDN	Agriculture, Food security; Civil society, Early childhood, Econ. inclusion; Educ.; Health, Nutrition, Tourism; PPP.	High
2	Growing Africans Agriculture	AGRA	Agriculture, Climate change in agriculture	High
3	Children's Investment Funds	CIFF	Health; Education, Child protection; Climate change.	High
4	Climate Investment Funds	CIF	Climate investments, Energy efficiency	High
5	Fund for Climate and Development	DFCD	Climate change, Ecosystems, Smart agriculture, Environment protection	High
6	The Global Fund	GF	Health, Waste management.	High
7	Green Climate Fund	GCF	Climate protection in agriculture, Buildings, Cities, industries; Ecosystems, Energy; Health, Infrastructure, Livelihoods, Transport	High
8	International Fund for Agricultural Development	IFAD	Agriculture, Nutrition	High
9	Korean International Cooperation Agency	KOICA	Education, Rural development, Agriculture, ICT	High
10	United States Agency for International Development	USAID	Food security, Agriculture, Democracy, Governance, Economic growth / Trade, Education, Health	High
11	Enhanced Integrated Framework	EIF	Investments, Trade, Economic development, Poverty reduction; Gender.	Low
12	Bill & Melinda Gates Foundation	BMG	Health, Agriculture; Family planning, Financial Services;	Low
13	Climate Funds Managers	CMF	Climate Investor One (CI1) for renewable energy, Infrastructure projects.	Low

[12] A table containing more information on each potential donor with a full set of information on each organization, including development partner interests, funding windows and political / policy priorities, etc. be found in Annex 1. This task has been completed in close collaboration between LODA and Resource Mobilization experts and can be found here .



	Pot. Donor (Full Name)	Abbr.	Sectors	LODA Priority
14	Clinton Development Initiative	CDI	Community Agribusiness; Climate-smart agriculture; Health	Low
15	David & Lucile Packard Foundation	Packard Foundation	Conservation, Climate change, Agriculture, Children	Low
16	GAVI Vaccine Alliance	GAVI	Health, Vaccine support	Low
17	Girls Education Challenge	FCDO-GEC	Girls' education	Low
18	Global Environment Facility	GEF	Environment protection, Climate change	Low
19	Intern-agency Network for Education in Emergencies	INEE	Education	Low
20	Japanese International Cooperation Agency	JICA	Economic infrastructure: Promotion of value added agriculture; Water and sanitation; Human resource development.	Low
21	Joint Aid Management	JAM	Education, agriculture, humanitarian, food security / nutrition	Low
22	One Acre Fund		Agricultural service providers	Low
23	Root Foundation Rwanda	Root	Street children	Low
24	The Global Fund	GF	Malaria, HIV and TB prevention and treatment	Low
25	UK Aid	UK Aid	All SDG goal areas and including long-term COVID-19 impact	Low
26	UNIDO Programme for Country Partnership	UNIDO PCP	Agriculture, Industrial development	Low
27	Global Affairs Canada	-	Gender equality; Support to NGOs	Medium
28	Global Humanitarian and Development Fund	GHDF	Economic development, Humanitarian relief, Refugees, HIV/AIDS	Medium
29	Norwegian Agency for Development Cooperation	NORAD	No further information	Medium
30	Swedish International Development Cooperation Agency	SIDA	Democracy, Human rights, Economic development; Natural resources management	Medium
31	African-EU Partnership	Pan Africa	Mobilizing investments, Strengthening resilience	Medium

4.2 Prioritization of Development Partners

After the identification of the potential DPs, the LODA team prioritized them on whether the donor's funding could match LODA's sectors, mandates and tasks. Out of the 31 organizations, ten were considered 'high priority', five of 'medium priority' and 17 of 'low priority'. As the focus of DP can change rather quickly, the donor mapping and **prioritization** must be updated regularly. It is recommended to annually revise this list.

Table 6: Prioritization of Donors

Priority	Pot. Donor Organization
High Priority[13]	• Aga Khan Development Network • Alliance for Green Revolution Africa • Children's Investment Fund • Climate Investment Funds • Dutch Fund for Climate and Development • Global Fund Covid response (5% allocation of existing funding) • Green Climate Fund • International Fund for Agricultural Development • Korean International Cooperation Agency • USAID mission to Rwanda
Medium Priority	• Global Affairs Canada • Global Humanitarian and Development Foundation • Norwegian Agency for Development • Swedish International Cooperation • The EU - The Africa-Europe partnership
Low Priority	• African Development Bank EIF (Enhanced Integrated Fund) • Bill & Melinda Fund • Climate Fund Managers - climate investor 1 • Clinton Development Initiative • David & Lucille Packard Foundation • GAVI alliance • Girls education Challenge fund • Global Environment Facility • Interagency Network for Education in Emergencies • Japanese International Cooperation Agency • Joint Aid Management • One Acre Fund • Mac Arthur Foundation • Root Foundation Rwanda • The Global Fund to Fight AIDS, Tuberculosis and Malaria • UK Aid • UNIDO Programme for Country Partnership

4.3 Action Points

During the workshops and the discussions on the donor mapping – also considering the findings of the SWOT analysis and the suggestions made by the DPs – the LODA team has decided upon a set of action points judged important for successful, efficient and effective resource mobilization within and for LODA. Those are summarized as actions in the table below.

[13] Listing is per alphabetic order not per importance.

Table 7: Action points for successful resource mobilization at LODA

Area of Action	Action Points for LODA
Communication & Donor Relations	• Share better LODA's achievements, successes and lessons learned • Publish newsletters, social media campaigns, public events • Develop a communication strategy[14] • Actively approach new, potential funders, to share what LODA does and show how they can contribute to the donor's needs
Private Sector Development	• Promote an enabling environment for private sector investment in the districts[15] • Prepare example infrastructure proposals that can match requests from private sector investors • Act as bridge between RDB (Rwandan Development Board) and (selected) districts • Consider creating a 'help desk' in regions to link potential investors to the districts, in cooperation with RDB
Public Sector Advocacy	• Continue advocacy with MINECOFIN to 'lobby' for funds for LODA and showcase LODA's work in district • Initiate a national (annual) event, potentially theme-based
Role of Districts	• Continue to promote inter-district coordination to avoid inter-district competition and overlap in bordering areas

Once the implementation of this RM strategy starts, LODA will contact at least a small number of high priority donors to present itself as organization with its institutional value such as vision, mission and overall goals, its focus, its way of working and its unique selling points with the aim of exploring ways for getting funds compatible to LODA's mandate and tasks.

[14] This point is addressed through the planned elaboration of LODA's Communication Strategy (upcoming)

[15] It should be noted that it is not LODA's direct mandate to attract private sector investors independently as this lies according to Law No 46/2013 of 16/06/2013 on Establishing Rwanda Development Board (RDB) and is therefore withing the legal mandate of the Rwanda Development Board (RDB).

5 Resource Mobilization Strategy Development

5.1 Definition Resource Mobilization

The term resource mobilization refers to **all activities undertaken by an organization to secure and acquire new and additional financial**, human and material **resources** to advance its mission.[16] Resource mobilization is also called the '**process of getting resources** from the resource provider, such as a new development partner, using different mechanisms, to implement an organization's predetermined goals.'[17] However, it should be noted that resource mobilization is closely linked with strategic planning. It is therefore connected to LODA's Strategic Plan as well as to its Annual Action Plans as those documents line out the fund requirements or financial needs of LODA.

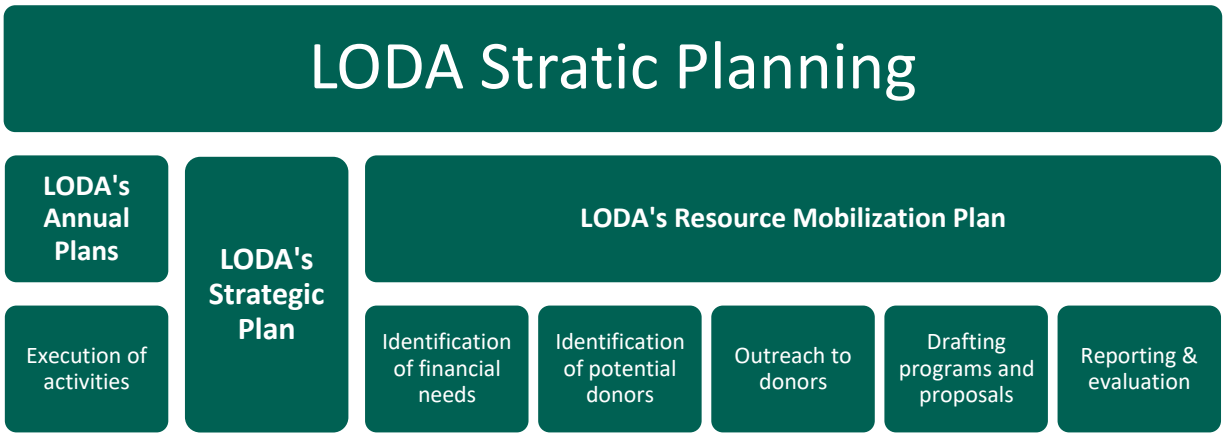


Figure 13: Relation resource mobilization to strategic planning

Ultimately, RM is about **marketing LODA's products** towards potential funders. This requires not only a high-quality specific product or project that should be interesting enough to be funded by donors, but also good marketing tools and setting up good relationships to potential funders combined with a good public financial management of the organization (PFM) complying with international standards and best practice.

[16] Cit. up. I-Kit Resource Mobilization https://sbccimplementationkits.org/resource-mobilization/ (accessed 01.06.2021); the site also provides additional very useful information for RM, including a training on resource mobilization with valuable tools https://sbccimplementationkits.org/resource-mobilization/wp-content/uploads/sites/8/2015/10/RM-I-Kit-Fundraising-072417.pdf (accessed 01.06.2021)

[17] Cit. up. Wikipedia https://en.wikipedia.org/wiki/Resource_mobilization (accessed 01.06.2021)

5.2 Resource Mobilization Approach for LODA

The analyses of the budget, the past RM experiences as well as the lessons learnt from the workshops and interviews undertaken show that there are **windows of opportunities for the acquisition of additional funds** for LODA.

In the past, resource mobilization within LODA was guided by the GoR budget and donor priorities.

In future, LODA should shift its approach **from passive towards more active resource mobilization** – as already applied by LODA for the Nyabarongo Watershed Protection Program funded by FONERWA.



Figure 14: LODA's future resource mobilization approach

The '**active approach**' in resource mobilization can be defined as to taking an active and informed role in leading resource mobilization efforts. This includes inter-alia:

- Looking actively for **potential donors** able to fund activities related to LODA's mandate by comparing what LODA can deliver ("product portfolio") with the requirements of potential donors as well as identifying the donors with whom most intersection exist
- Preparing **appealing documents** for introducing LODA's goal, achievements, interests
- **Approaching actively** potential donors to explore collaboration opportunities
- Organizing or participating in **events** to meet potential donors to discuss cooperation opportunities
- Setting up a system for monitoring donor-funded endeavours to **ensure timely reporting** to funders
- Organizing **events** to expose achievements to broader public and increasing LODA's visibility within the media and stakeholder networks
- Facilitating timely evaluations of interventions according to needs of funders
- Maintaining close and positive relations with important potential providers of funds.

This requires specific skills and capacities as well as a dedicated team within LODA dynamically engaged in resource mobilization with the explicit support of the higher and highest management. To this end, it is important to acknowledge that resource mobilization can never be a task for one but is always a **teamwork effort**. The better the team plays together, the higher are the chances to mobilize resources and increase the available budget for further initiatives within the decentralized local administrative entities. This will contribute to the overall implementation of the NST1 and the achievement of Rwanda towards the pillars social and economic transformation.

5.3 Resource Mobilization Strategy

Resource mobilization is the key for enabling LODA to fund the implementation of activities and achieve results as well as impacts through the delivery of services on decentralized level. The objective of resource mobilization reads therefore as presented below.

LODA's resource mobilization objective

> *LODA mobilizes enough resources to enable districts and subordinated decentralized entities to implement activities to facilitate local economic development and social protection measures on local level.*

Having the RM objective in mind, the intended results from resource mobilization for LODA are

Result 1: **Increase the volume of available funds** to scale up activities on local level

Result 2: **Increase number of potential fund providers** for addressing a wider range of LED and SP needs

Result 3: **Increase network of potential donors** to enhance support to LGs.

Result 4: **Decrease the dependency on existing donors**, explicitly the GoR and the World Bank

The graph below displays the different strategic components needed for resource mobilization to reach the objective stated above.



Source: SID4 based on FAO (2015), p.2

Figure 15: Strategic components of resource mobilization

In order **to achieve the results**, the following **questions** should be answered:

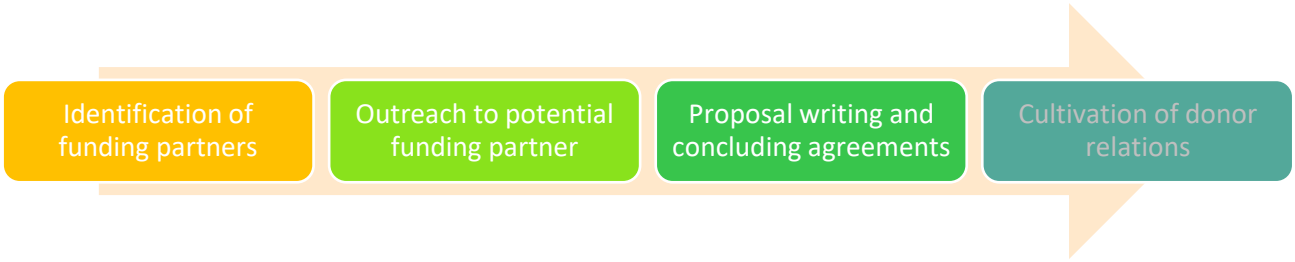
- What are the "**products**" LODA was successfully implementing so far? What is LODA's **project portfolio**? In which areas LODA has a proven track record for project implementation?
- What are the **needs for resource mobilization** from districts?
- What funds is LODA interested in raising (strategic priorities of resource mobilization)?

- Who is **responsible for resource mobilization**; who is supporting? Are roles and expectations clear?
- What **documents** need to be prepared to approach donors?
- Who is the **right / priority donor** for the resources needed now and potentially later?
- How is LODA positioned versus other Rwandan institutions to compete for donor funds?
- What is the **relationship** of LODA to the priority donors?
- How is LODA approaching donors and who will be doing it?
- What are the **expectations of donors** towards LODA?
- What are the general **rights and liabilities** for LODA when entering a partnership with a donor?
- What **needs to be changed within LODA** (implementation, monitoring) to cater donor needs? Is LODA in the position / willing to comply to the requirements of the donor?[18]

In the past, LODA has mainly profited from GoR initiatives in social protection and LED with international development cooperation agencies. To mobilize more funds into this direction in future, LODA should make sure that it is known as institution and for its work with all donor agencies working in Rwanda in fields related to LODA. To this end, it would be useful to **screen the policies of potential donor countries** to identify areas for potential collaboration relevant to the mandate of LODA. Further on, LODA could discuss this with MINALOC and other GoR institutions to include the topic(s) into the next **government negotiations** with countries with respective policies.

It is expected that LODA will in future need to get more **pro-active in resource mobilization**. This means actively approaching donors with a set of well-prepared communication and promotion materials and becoming more active in project idea development and proposal writing.

The implementation of active resource mobilization can be structured in the following four key steps:



Source: SID4 elaborations based on FAO (2015), p. 2

Figure 16: Key steps for implementing resource mobilization

Overall, **fund acquisition** is expected to be most successful if following some **strategic directions**, such as:

- Deepening an area of technical expertise
- Broadening a geographic area
- Developing expertise in a new program area
- Replicating or expanding a promising model or approach.

[18] Source: SID4 elaborations based on USAID (2010), page 20 (Donor Assessment Criteria)



The main tools for LODA's RM efforts are this document and the "**Case for Support**" already developed and approved by LODA. It is attached as Annex A3. This document builds a case for LODA to receive funding. It answers the following five key questions:

- What does LODA believe in?
- What is the problem LODA addresses?
- What are LODA's unique selling points?
- What are LODA's achievements and impacts?
- What are LODA's outstanding needs?

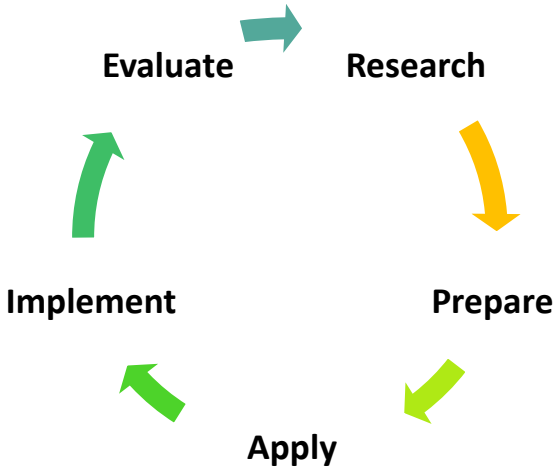
The implementation of this strategy will require a **good team of dedicated people**. A major role will play here certainly the **RM Specialist** foreseen in LODA's organizational chart of August 2020, but not yet finally recruited. However, s/he will need to collaborate closely with the PR & Communication Officer, the M&E Specialists, the Procurement Officer, the Heads of Divisions and Units and other staff and naturally with the Director General. Potentially, this can be achieved by the establishment of a **Technical Working Group for Resource Mobilization** (RM-TWG). The core team of this RM-TWG could be:

- RM Specialist
- PR & Communication Officer
- Heads of Divisions
- Heads of Units
- Other staff members upon request.

In addition to this core team, the RM-TWG should be complemented with **technical and planning experts** as per need – depending on the subject of a possible project identified to be proposed for funding. It is highly recommended that at least the core team, but potentially at least all management staff of LODA, should undergo a training on resource mobilization in general. Those involved in developing concept notes or proposals should also participate in a training on proposal writing. Potentially such a training can be designed as online course to be taken by people commissioned in proposal writing upon need.

5.4 RM Work Process

Before looking into the RM work process, it is important to consider that resource mobilization must be seen as a **cycle** as the different phases build on each other and always repeat.



Source: Proposals for NGOs (2020), p.419

Figure 17: RM grant cycle

Research – This is the key to good projects and includes online research, networking and even sometimes surveys and evaluations of opportunities and on potential donors.

Prepare – This is the time to elaborate the project details, the budget and to draft the proposal.

Apply – This is the time to sell the project idea to raise money for its implementation; it is the bread and butter of RM.

Implement – This sets the ground for LODA's future RM efforts through proper project management and monitoring of performance and results.

Evaluate – This should feed into the research efforts for future RM efforts based on experiences gained through the project and with the donor agency.

The emphasis of the RM Strategy lays on the first three elements of the cycle, but for RM also the implementation and evaluation of projects is important. Experiences gained by a donor during these phases will positively (or negatively) influence all RM endeavours of LODA in future.

[19] For further information on the RM or grant cycle see https://proposalsforngos.com/wp-content/uploads/2020/03/The-NGO-Guide-to-Proposal-Writing-.pdf (accessed 10.06.2021), p.4

5.4.1 Step 1: Identification of Needs and Possible Funding Partners



Source Picture: https://pxhere.com/es/photo/1027780

Figure 18: RM Step 1: Identification of donors

The **goal of Step 1** is to **identify the needs for funds and the right donor** for the needed funds. It is about fishing in the right waters with the right gear – or about knowing which donor to approach for what kind of support. The **outcome of Step 1** is a list of potential donors to approach.

Overall, there are several **forms of funding agencies**:

- Government Funding
- National or International Organizations
- Bilateral funding donors
- Foundations.

Before entering into assessing donors for their interest in providing funds, it is important to **clarify**:

- What projects has LODA supported successfully in the past?
- What is the project (or product) portfolio LODA has dealt with in the past?

The portfolio of projects supported by LODA in the past is rather divers ranging from direct support to vulnerable, nutrition and health support, classical and expanded public works to infrastructure creation management in several sectors to microfinance. A good overview over the **LODA project portfolio** is provided in Chapter 3.2 and a more complex listing can be found in Annex A4. In business terms, this would be the '**product'** LODA is able to sell to potential buyers. This potential buyer needs to have an interest in the products of LODA. However, the first step will be to define, **for which LODA products funds needs to be raised**. A good starting point for identifying priorities for projects to be funded is the Districts Potentialities studies overview to be found in Annex A5 or any existing project pipelines such as the District Development Strategies (DDS) within the different districts – or within LODA.

After the identification of potential partners, they need to be analysed for their **interest in collaborating with LODA**. This can be done e.g. via internet research or via information collection through LODA's professional or personal network. It should be noted that donors often make strategic decisions with whom to collaborate. This means that the strategy of LODA needs to fit to the strategy of the potential donor. The better the policies and the strategy of a funder and LODA fits, the higher are the chances for acquiring funds; and the better LODA knows the organization, the easier it is to acquire funds from them.

Before reaching out to a potential donor, LDOA should clarify the **following questions**[20]:

1. What are the **products** we need to raise funds for?
2. What are the **donor's priorities**? Where can LODA find more information?
3. How will this **donor support LODA's strategic priorities**? Why should LODA target this donor?
4. What is the **amount of funding** and what is the timeframe for funding?
5. How is LODA perceived or known by this donor? What is **LODA's reputation** with this donor?
6. How does LODA's strengths fit into strategy of the donor? How will **LODA 'add value' to the donor**?
7. What is the **donor's reputation in Rwanda**, among State Institutions or among the NGO community? (e.g. flexible; very strict; collaborative vs. top down; etc.)
8. Who is LODA's competition and what are **LODA's unique selling points** compared to others?
9. What is the cooperation format preferred by the potential donor?

Here a difference should be made between (a) '**general resource mobilization**' to identify an additional funder for a wider range of activities or projects with whom LODA did not yet have or had any bilateral or multilateral funding agreement in the past and (b) '**targeted resource mobilization**' to identify a donor for a specific need or project taking into considerations known or unknown prior donors.

(a) General Resource Mobilization

General resource mobilization is about **broadening the funding base of LODA** in general either through strengthening the relations to existing donors or to extend the outreach to new donors.

As for the existing donors, the most important asset for LODA is its good reputation with donors, the good relations with them and the good results and achievements in past projects. Complying with all rules and regulations set by the international donor community is vital for a continuous fund inflow or to acquire new funding partners.[21]

When looking for new donors, the donor map discussed in in Chapter 4.1 should be taken as starting point. A more detailed map can also be found in Annex B1.1. This map was further prioritized by LODA resulting in donors with higher, medium and low priority – see Chapter 4.2 and Annex B1.2. Based on this prioritized list, donors must be further assessed for their funding policies and portfolios. It should be taken into consideration that some international organizations only work regionally, while others are concentrated on specific sectors. It should be noted here that the regular updating of this map is of upmost importance as there are regularly new entries with potential new high priority partners.

Potential donors for LODA based the prioritized list of donors (Annex B1.2) in the field of **social protection** could be at present inter-alia[22]:

- Aga Khan Development Network
- Children's Investment Fund
- Global Fund Covid response (5% allocation of existing funding)
- International Fund for Agricultural Development

[20] See also the donor Assessment Criteria (Annex B1.3) and the Donor Assessment Grid (Annex B1.4).
[20] For more on maintaining good relations to donors see step 4 'Cultivation of Donor Relations'
[22] Organizations with whom LODA has already business relations are not mentioned here.



- Korean International Cooperation Agency
- USAID mission to Rwanda.

Potential donors for LODA based the prioritized list of donors (Annex B1.2) in the field of **LED** could be at present inter-alia:

- Aga Khan Development Network
- Climate Investment Funds
- Green Climate Fund
- Korean International Cooperation Agency
- USAID mission to Rwanda.

Ideally, LODA can map the different donors to the identified funding gaps. A tool to map donors by LODA's product portfolio can be found in Annex B1.5.

After having identified potential donors, it is recommended to also check on their reputation (credibility and accountability) through informal sources or personal contacts in other institutions. The results of the final check can be summarized in the template provided in Annex B1.6. Following the assessments, a list of donors to approach can be prepared. For a template, please refer to Annex B1.7.

(b) Targeted Resource Mobilization

Targeted Resource Mobilization is the **mobilization of funds for a specific need or project** identified by LODA and / or the decentralized entities.[23] Thus, it is to look for funding for an already available project idea addressing a gap that hinders economic or social transformation.

Targeted resource mobilization might require higher efforts in screening the field of actions of the different donors. This can be done based on the donor map elaborated and available in Annex B1.1. An additional check, e.g. via their web sites or through personal contacts, is likely to be needed to assure that the planned project or program fits well into the portfolio of a donor. A good indication for the interest of a donor could be e.g. a look at the donor's portfolio of completed or ongoing projects, particular those funded in Rwanda or in neighbouring countries. Donors with prior history of collaboration should be given priority here, provided LODA has or had good relationships with them.[24]

Potentially, it might be also necessary to do a short check on the credibility and accountability of the preferred donor, e.g. in case there are substantial changes within the organization.

The list of donor assessment criteria (Annex B1.3), the Donor Assessment Grid (Annex B1.4), the Donor Mapping of LODA Product Portfolio (Annex B1.5) and the Final Donor Assessment Check (Annex B1.6) could be used for the analyses. Following the assessments, a list of donors to approach can be prepared (see Annex B1.7). A tool for monitoring the contacting of prioritized organizations is part of B1.2.

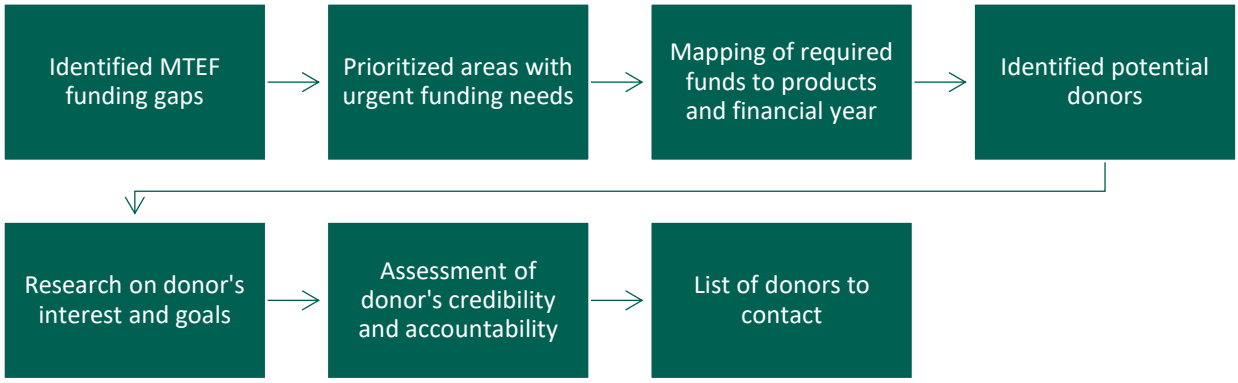
[23] It should be explicitly noted here that LODA must be careful with PPP project, for which RDB is responsible.

[24] If the relations with a donor was or is problematic it could fire back and makes it more difficult to access funds. Therefore, it is of utmost importance to keep good – and regular – relations with donors.

The different activities and their chronology for step 1 are further described in the workflow provided below.

Tools and Mechanisms Step 1

Workflow:



Source: SID4 elaboration

Figure 19: RM Step 1: Funding partner identification process

This process primarily consists in:

- Contact DCSC Division to identify MTEF funding gaps (Director of LGSP Division)
- Prioritize areas with urgent funding needs (Directors of Divisions / Units – Meeting)
- Identify required funds by products and financial year (Director LGSP Division)
- Inform RM specialist (Director LGSP Division – RM Specialist)
- Identify potential donors (RM Specialist, DG – other staff members)
- Research on donor's interest and goals (RM Specialist)
- Assess donor's policies, strategy, credibility and accountability (RM Specialist)
- Prepare list of donors to contact and RM plan (RM Specialist).

Tools:

For the implementation of the activities, there are a range of tools available:

- Development Partner Mapping (Annex B1.1)
- List of LODA Prioritized Donors (Annex B1.2)
- Donor Assessment Criteria (Annex B1.3)
- Donor Assessment Grid (Annex B1.4)
- Mapping Donors by Product Portfolio (Annex B1.5)
- Final Donor Assessment Check (Annex B1.6)
- List of Donors to Approach (Annex B1.7).

Additionally, the following documents might be useful:

- LODA Product Portfolio (Annex A4)
- Districts Potentialities Overview (Annex A5).

HR Requirements:

For the implementation of the activities, the following human resources will be needed:

- RM specialist
- Director General
- Head of all Divisions and Units
- Technical staff to support meetings.

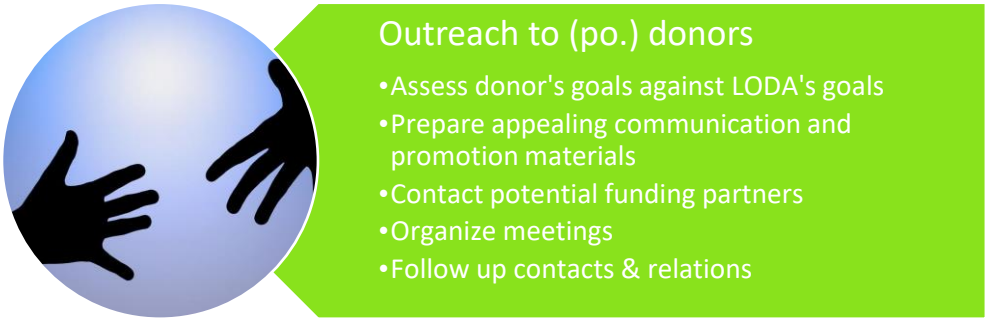
Capacity Building Needs:

Potentially, some capacity building might be required for the staff mentioned above. Those include:

- General capacity building for RM specialist, based on identified gaps
- Capacity building on resource mobilization for management staff of LODA
- Capacity building on resource mobilization for technical staff.

For further information on skills requirements related to RM, please refer to Annex A2.

5.4.2 Step 2: Outreach to Potential Funding Partners



Source Picture: https://yournorthcounty.com/north-county-san-diego-non-profits-for-year-end-giving/

Figure 20: RM Step 2: Outreach to donors

The **goal of Step 2** is to **reach out to donors** to let them know about funding opportunities with LODA. It is about making people aware what LODA can offer and about presenting LODA – and it is about seizing every opportunity to build a strong relationship with potential funders. The ultimate goal of reaching out to donors is to influence them to allocate their resources to LODA. This is supporting LODA's role in facilitating the development of decentralized initiatives. The **outcome of Step 2** is a **set of 'appealing' documents distributed** to a set of interesting and interested funders as well as **contacts** with a range of funding agencies as well as **meetings** with them to discuss a potential future collaboration.



After having identified potential funding partners they must be contacted. However, before reaching out to the potential partner LODA needs to ensure that all **necessary documents and materials** for resource mobilization are available. Those could include inter-alia[25]:

- Attractive brochure presenting LODA as organization
- Attractive project reference list / project portfolio
- Attractive document on district potentialities
- Appealing annual performance and financial reports
- Multipurpose fact sheets for the different activity areas
- Attractive project sheets on past projects, incl. impact on beneficiaries.

Those documents should be short and must be of **excellent quality and design**. They must be appealing enough for a potential donor to be convinced that LODA is a good institution to invest in.

In a later stage or in the expectation of high amounts of funds, it might be recommended to focus the documents on a specific donor, giving it the feeling that the efforts put into the documents are made just for this particular funding partner.

The most important asset in resource mobilization for all organizations is a good institutional and personal network. This includes the cultivation of past and actual donors. Any relationship with donors should be always based upon mutual respect and trust towards those people working in the funding organizations. In order to **strengthen the relationship** with existing donors, the following activities should be taken into consideration. The "big five" in this regard are:

1. Find out what matters to the donors and what the donors really want!
2. Invite donors to visit your programs and organizational events!
3. Give donors proper visibility!
4. Write a note to thank a donor after a meeting or after an achievement!
5. Keep regular contacts with donors informing them of all achievements and challenges!

The starting point for reaching out to donors should be the List of Donors to Approach (Annex B1.7) together with the Mapping of Donors by Product Portfolio (Annex B1.5). The **means for reaching out** to donors are multi-fold and include inter-alia:

- Contact via network
- Contact via email
- Contact via phone
- Participation in conferences and meetings
- Organization of meetings and conferences.

The mean to be chosen in a particular case depends heavily on the past relation with the funding organization and the nature of the funds needed.

[25] More details on these documents will be subject to the communication strategy to be developed. However, in order to start RM timely, at least a corporate brochure, a project reference list and several professional factsheets and case studies in appealing design should be prepared asap. A list for monitoring the preparation of RM materials can be found in Annex B2.1.



Based on information collected a **personalized email or letter** should be prepared. Please note that it is always better to approach a person, not an institution. In the first contact, the most important information on LODA should be shared and the purpose for approaching clearly stated. In case there is no reaction by the potential donor, initial contacts should be **followed up after 2-4 weeks** by phone. **In case there is a response, immediate action is necessary** – latest the day after the response was received. For the monitoring of RM contacts, the RM Monitoring Grid (Annex B2.2) can be used.

Any positive respond or interest of a potential funder in LODA's product portfolio is opening a window for an opportunity for resource mobilization. To focus efforts two issues should be observed:

- Emphasis should be given to donors categorized by LODA as high priority funding organization.
- The first contact must provide information and "unique selling points" tailored to the requirements of the funding organization.

Ideally this first interaction is followed by a meeting. For the **preparation of a meeting**, some crucial questions should be answered:

- Are the basic goals and objectives for approaching a potential funder clear?
- Are all materials prepared and available during the meeting? Are they clear, short, well-read, grammatically correct – and including organizational contact information?
- Is there anyone in LODA's professional or personal network, who could introduce a representative of LODA to a potential funder?
- Is s/he aware on what information are to be collected? Is s/he prepared to listen and gather additional necessary information?
- Is a list of talking points prepared prior to the meeting?
- How is meeting followed up?

A special case is the **outreach via events and conferences**. Any event LODA is participating or organizing provides form a platform to meet people and therefore potential donors. However, the cost-benefit relation for organizing pure fundraising events might be sub-optimal and is therefore not really recommended. The organization of any technical meeting or conference could be conducive for resource mobilization as they provide LODA an opportunity to present itself and talk about the challenges in funding all needs prioritized on decentralized level.[26]

It should be noted that even after positive first contacts, the window of opportunity might close again due to various reasons often not in the hands of LODA. If the opportunity remains, often the contact has to be intensified and will become more technical. In this case the respective division and staff responsible for the "LODA product" must be increasingly involved to show that LODA has the qualification and technical skills to use funds according to the requirements of the possible funder.

Though, **resource mobilization is not about a one-time contact but about establishing relationships** with potential funding partners to seize opportunities in a near or even far future. Some resource mobilization

[26] A checklist for organizing fundraising events – useful also for other events – can be found on the following website: https://sbccimplementationkits.org/resource-mobilization/wp-content/uploads/sites/8/2017/07/RM-I-Kit-Fundraising-Event-Checklist.pdf

efforts need years to bear fruit. Therefore, it is important to follow-up every contact and interaction - and to thank the discussion partner after a meeting.

To this end, all RM efforts should be recorded. A template for this is available called 'RM Monitoring Plan' in Annex B2.1. This plan should be managed by the RM specialist but should be completed by everybody having carried out any kind of RM activities, especially contacts to potential donors. The rationale for such a plan is to allow a transparent overview of RM activities - even in the case, the RM specialist is not available.

There are a few guiding principles to take into consideration for the outreach in RM. Those are summarized in the box below.

GUIDING PRINCIPLES FOR RESOURCE MOBILIZATION OUTREACH

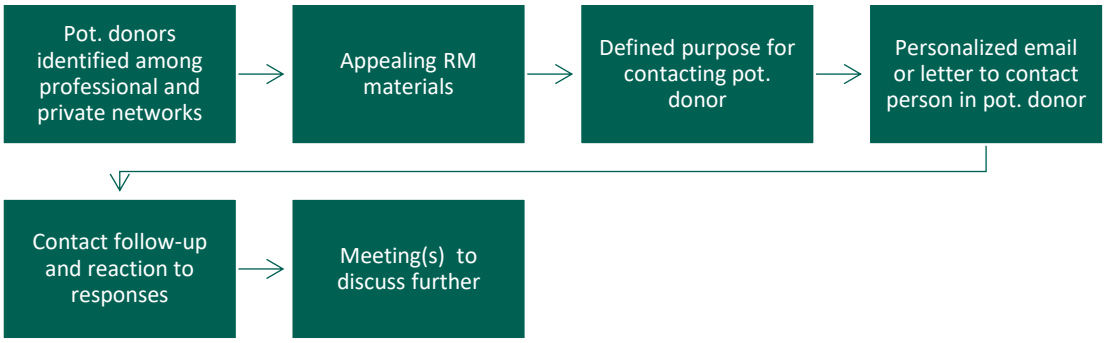
All resource mobilization efforts are to be based on mutual trust and respect!

Be personal	Better approach a person, not an institution.
Be coherent	Ensure fund need(s) is linked to LODA's Strategic Plan.
Be up to date	Ensure LODA's web site is updated and appealing.
Be well-timed	Ensure fund request is synchronized with funding partners' funding cycle.
Show success	Demonstrate achievements and demonstrate track record.
Keep in touch	Ensure regular exchange of high-quality information to keep partner up to date

The different activities and their chronology for step 2 are further described in the workflow provided below.

Tools and Mechanisms Step 2

Workflow:



Source: SID4 elaboration

Figure 21: RM Step 2: Funding partner outreach process

This process primarily consists in:

- Assess professional and private networks for contacts to donors (All Staff in LODA)



- Prepare appealing RM materials (RM Specialist, Division managers, PR & Communication Officer, M&E Specialists – other staff members)
- Define purpose for contacting pot. Donor (RM Specialist, DG, Division / Unit Managers)
- Send personalized email or letter to contact person in pot. Donor (RM Specialist, PR & Communication Officer, DG)
- Follow up contact and react to responses (RM Specialist – other staff members)
- Arrange for meeting to discuss further (RM Specialist, DG – other staff members)

Tools:

For the implementation of the activities, there are a range of tools available:

- RM Material Monitoring Grid (Annex B2.1)
- Outreach Monitoring Grid (Annex B2.2).

RM Materials (to be prepared):

For the implementation of the activities, the following human resources will be needed:

- LODA corporate brochure
- Representative annual performance reports and financial reports
- Attractive project reference list
- Multipurpose fact sheets for the different LODA activity areas
- Case studies and/or project sheets or case studies on past projects, incl. impact on beneficiaries.

HR Requirements:

For the implementation of the activities, the following human resources will be needed:

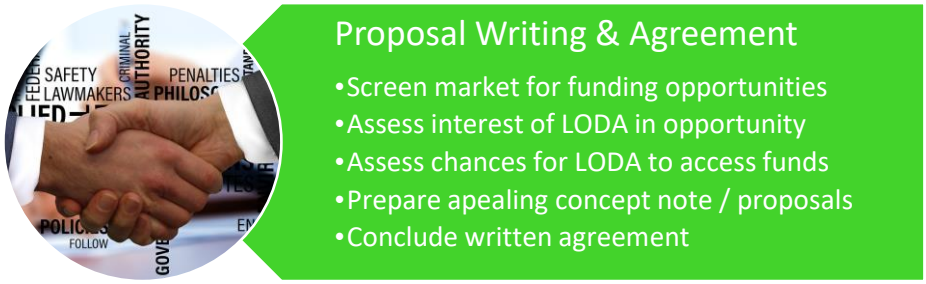
- RM specialist
- PR & Communication Officer
- Director General
- M&E Specialists
- Head of Divisions / Head of Units
- Technical staff to support preparation of documents
- Other staff members
- External resources for graphic design.

Capacity Building Needs:

- Potentially, some capacity building might be required for the staff mentioned above. Those include General capacity building for RM Specialist, based on identified gaps
- Capacity building on communication and promotion for staff of higher management of LODA
- Capacity building on communication and promotion for technical staff.

For further information on skills requirements related to RM, please refer to Annex A2.

5.4.3 Step 3: Proposal Writing and Agreements with Funding Partners



Source Picture: https://www.maxpixel.net/Handshake-Shaking-Hands-Contract-Rules-Conclusion-3205463

Figure 22: RM Step 3: Proposal writing and agreement

The **goal of Step 3** is to establish a **contractual relationship** and **define the form of collaboration** between LODA and a potential funder. It is about assuring the flow of funds into LODA and is setting the frame to facilitate a smooth collaboration between two partners, but it is concentrating on the preparation of concept notes and proposals. The **outcome of Step 3** is a **convincing concept note** or a **winning proposal** leading ideally to a funding agreement between LODA and a funding partner.

It should be noted that there are considerable differences between the passive and the active approach.

(a) Passive Approach to Resource Mobilization

The passive approach is about **selling LODA as organization and selling project ideas**. It is based mostly on concept notes or institutional resource mobilization measures such as establishing good relations to donors. In general opportunities for passive resource mobilization are rather limited as the number of government-support funding organizations investing in Rwanda is small, but the potential funds to be mobilized can be rather substantial. It is based on the institutional documents such as e.g. LODA's organizational profile and potentially concept notes for specific projects.[27]

(b) Active Approach to Resource Mobilization

The active approach can be based on concept notes, but more often it is **based on project proposals**. It should be noted that the efforts related to active RM are upfront much higher and chances for getting the funds are much smaller, but the range of potential donors is much broader.

In general, there are **two main methods for mobilizing resources actively** from a potential donor:[28]

a- Approaching a potential donor with a project idea (concept note, if required: project proposal)
b- Responding to a call for proposals.

[27] In some cases there might be also project proposals required, but this should focus then on the project, not LODA.

[28] Some donors also ask for a Letter of Intention. This is basically a short description of a project idea in the form of a letter. It should be max. one page long, appealing and explaining the project idea without going into details.

Prior to the preparation of a concept note or a proposal comes likely the research for opportunities. This requires a good system for checking relevant web sites, but also the reading of newspapers and the follow up of relevant rumours on potential tender could be useful.

The **methods for mobilizing funds differ from donor to donor** and depend on their way of working. Some donors only provide funds in the framework of calls for proposals, while others are open for funding good project ideas at any or at specific times. Some funders are also rather open in their calls for proposals, others want to serve a specific objective. Some organizations have already prepared ToRs and call for institutions to implement them, while others look for project ideas to be elaborated in a concept note or proposal. To this end, it is important to **carefully study the requirements** of each donor, particularly the call for proposal. Special attention should be paid to the specific requirements of the donors spelled out on their websites.

Before putting efforts into the preparation specifically of project proposals, the cost-benefit of the efforts versus the outcome should be checked. Some **key questions** to this end could include[29]:

- Will the project add value to LODA? What value will it be?
- What is the level of efforts required by LODA to submit a concept note or proposal? How will this interfere with LODA's daily work?
- What is the process for submitting a request to the donor?
- Who will be responsible for the preparation of the concept note / proposal? Who will need to be involved?
- What are the implementation and reporting requirements for the intervention? Does LODA has the institutional systems, capacity and capabilities to fulfil all donor requirements?

It should be noted that all project concept notes and proposals must be prepared **taking into consideration the technical knowledge as well as the institutional knowledge of LODA**. The more professional a concept note or proposal is prepared the better are the chances to get awarded and to get access to the earmarked resources.[30]

Concept Note

A concept note is intended to shortly **introduce the donor to the project idea of LODA**. It is usually prepared not for asking for funds (yet), but for attracting the attention of a donor and to initiate a dialog.[31] The concept should not focus on LODA, but on the project. It **should answer questions like**:

- What is the problem to be tackled?
- What has LODA to do with the planned project?
- What is the project about and what should be achieved with it?

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[29] SID4 elaboration based on USAID (2010), p. 20 – for the full list, see Annex B3.1

[30] Please note that the preparation of concept notes and project proposals is a rather complex issue. The following only summarizes the most important points. A training – as planned in the framework on capacity building on RM in the near future – is highly recommended to everybody involved in RM within LODA. Further information on proposal preparation can also be found in the comprehensive guide from ProposalsforNGOs: https://proposalsforngos.com/wp-content/uploads/2020/03/The-NGO-Guide-to-Proposal-Writing-.pdf

[31] Some donors also request in a call for proposals a concept note to decide upon, with which projects to proceed.



- How much money does it cost to implement it?
- What is could be next steps between LODA and the potential donor?

It is made for selling the project idea and expected to be 1-2 pages long[32]. **It should be**:

- Short
- Appealing
- Thorough and comprehensive
- Self-explaining, incl. referring to LODA experiences
- Up-to date
- Well timed.

A concept note should **contain**:

- The context of the project
- The problem to be solved with the project
- The relevance of the project
- The objective, planned results / outcomes and planned activities
- The implementation process.

A template for a concept note is provided in Annex B3.2. It should be structured as follows:

- Background and context
- Problem and purpose of project
- Project description (incl. beneficiaries, location, duration, objective, results / outcomes and activities)
- Budget
- Expectations of LODA[33] and contact details of contact person within LODA.

LODA should ensure that all concept notes use a **concise langue and correct grammar / spelling**.

Project or Program Proposal

A project proposal is intended to **outline in relative detail how LODA is planning to implement a project**. It is actually the tool mostly needed to get access to funds. The proposal should outline how the project matches with LODA and the donor. As a proposal is a document made for a donor, it should be written with the donor in mind. In order to be successful, it must be prepared complying with all requirements set forth by the donor. **Before preparing** it, LODA should ask itself the following **questions**[34]:

- Can the donor be trusted? Does the donor make a good partner for LODA?
- Does LODA has the capacity to implement the project?
- Does LODA has the capacity to prepare a winning proposal for the project?

[32] In exceptional cases it can be up to 4 pages long but should not be longer. Ideal is a one-pager.
[33] This could be asking for a call, meeting, further information, answer to question or interest in a call for proposal.
[34] See also Annex B3.1

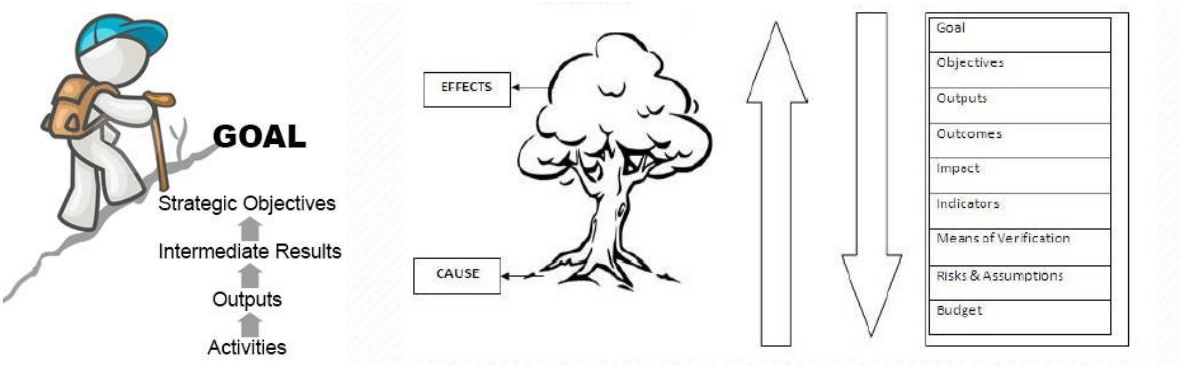
- Is everybody involved in LODA understand the need for the project and is behind it?
- What is the problem to tackle? Where? For whom? How?
- What will be done in the framework of the project? What are the outcome and results?
- Why should LODA receive money to implement the project?

The length of a project proposal varies; most donors expect a document of 10-20 pages, but other exceed this by far, e.g. the EU or USAID.

There are several **critical factors** affecting the success rate for a proposal, including:

- Meeting donor requirements
- Quality of the project
- Reputation of LODA with donor
- Quality of proposal.

For the development of a project, it is important follow a project logic or the log-frame logic starting from the problem tree to come to the logic framework of a project.



Source: Proposals for NGOs (2020), p. 55 & 51

Figure 23: Project and Logframe logic

For the elaboration of a proposal the following should be taken into **consideration**[35]:

- Write the proposal as per the donor/funding agency's guidelines!
- Do the research before writing!
- Use simple and concise language!
- Balance the needs of the donor, the beneficiaries and LODA!

In order to be **successful** LODA must **ensure that the proposal**[36]:

- Responds directly to what the donor is asking for
- Is concise and has compelling articulation of hopefully innovative program approach
- Has a concise description of organizational background, experience, and results
- Has a concise executive summary description (as appropriate)

[35] Source: ProposalsforNGOs (2020), p. 101; for additional information, see Annex B3.3
[36] Cit upon USAID (2010), p. 63 (alterations made by author)

- Has a clear, logical articulation of measurable goals and objectives
- Has a clear, sequential description of evaluation approach.

Before finalizing a proposal LODA must ensure that the proposal is:[37]

- Grammatically correct
- Free of typos and errors
- Written within the proposal page limit
- Follow specific formatting guidelines
- Include all areas outlined in the guidelines.

For further information on the elaboration of proposals there is a wide range of resources available. Some of them are provided in Annex B3.6[38].

There are various forms of proposal formats[39]. The form and content of the proposal depend largely on the respective call.[40] In generic terms, **it should contain**[41]:

- Cover Page
- Table of Contents, Figures, Tables
- List of Abbreviations, Glossary (optional)
- Executive Summary
- Project Rationale
- Project Background
- Project Results / Outcomes
- Project Goals and Objectives
- Project Strategies and Activities
- Risks and Assumptions
- Monitoring and Evaluation Plan
- Budget
- Logframe
- Workplan
- Case Studies
- LODA's Organizational Profile
- Other Annexes (e.g. project reference list, case studies, pictures from related projects).

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37 Ibid.

38 Additional information on proposal writing can be also found on the following website https://proposalsforngos.com/ and on https://sbccimplementationkits.org/resource-mobilization/i-kit-site-map/ ; both have issued a proposal writing guide.

39 For other format and proposal structures, see also ProposalsforNGO (2020), pp. 102 & pp. 164)

40 Often donors include in the call for proposals already a proposal template. If so, it must be used.

41 See also Annex B3.4; for more information on the elaboration of the different sections, see e.g. ProposalsforNGO (2020), pp 101 as well as pp 140



Some proposals also ask for topics such as 'Sustainability Plan', 'Cross-cutting Themes' and 'Innovation Plan'.

Despite the format to be chosen, any **proposal prepared should strive on** a project's:

- Relevance
- Effectiveness
- Efficiency
- Coherence
- Sustainability.[42]

It is recommended to pay attention not only to the content, but also to the **design of the proposal**. Ideally, it is reflecting the corporate design of LODA. The support of a professional designer might be worth considering. All project proposals must be revised, preferably by a reviewer, who has not been involved in the preparation of the proposal. All proposals should be accompanied by a **cover letter**. More information for the preparation of a cover letter can be found in Annex B3.5.

For the preparation of proposals, the **communication and promotion materials** prepared in Step 2 should be taken into consideration, but they should always be adapted to the donor, topic, focus and goal of the call. In all proposals reference should be made to LODA's product portfolio relevant to that particular call. This can be illustrated e.g. with **case studies** of 'best practices' highlighting outstanding achievements of LODA in the respective field or with statements of content beneficiaries or donors.

It is important to establish for the preparation of proposals an internal process of **quality management and assurance**. The RM Specialist of LODA can here only facilitate and coordinate the preparation of a proposal but will not be able to prepare it independently. As proposal elaboration requires technical knowledge, the technical content must come from technical entities and staff within LODA.

In the ideal case, the proposal or concept note leads to **negotiations followed by a grant agreement**. It is recommended to involve for any contract or in any contract negotiations LODA's procurement specialist. Official multi- and bilateral development cooperation agencies usually have predefined formats for agreements agreed upon with their Governments. Those are trustworthy and reliable, but do not leave lot of room for negotiations. In this constellation LODA is required to involve MINECOFIN and other ministries (e.g. MINALOC and MINIJUST) in negotiations and to get a formal justification.[43]

Usually, also non-government or international organizations have a certain format to be used for their agreements. However, particularly with small or unknown organizations, it is highly recommended to have the agreements checked by the legal advisor before signature.[44] Special caution should be taken with

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[42] For more information please refer to: https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

[43] It should be noted that agreements to be concluded with LODA concern non-repayable development grants as well as repayable development loans. In both cases, the Line Ministry MINALOC as well as MINECOFIN needs to be involved as early as possible. For development loans, these must be further authorized by the Prime Minister's Office upon request of MINALOC and MINECOFIN.

[44] As the new LODA structure does not foresee this position any longer, advice might be asked from MINALOC's legal advisor or additionally from MINIJUST.

small funding organizations with disputable reputation. An investment in good legal advice could save from a lot of trouble during project implementation and could lead to interruptions in the flow of funds. In the worst case, depending on the reputation of the donor amongst the donor community, it could destroy the good reputation of LODA with other donors. The box below summarizes 10 important tips for writing a good project proposal.

10 TIPS TO WRITE A GREAT PROJECT PROPOSAL

1. Have great content!
2. Read and follow the guidelines!
3. Work on the proposal as a team!
4. Make sure you use the right terminology!
5. Use data and case studies to make your point!
6. Pay good attention to your project budget!
7. Use visuals, pictures and graphics!
8. Use storytelling in your proposal!
9. Have someone proofread your application!
10. Watch out for the format!

Table 8 summarizes some important **do's and don'ts for proposal writing**.

Table 8: 'Do's' and 'Do Nots" for proposal writing

DO's	DO NOTs
• Plan ahead, so that the proposal is not rushed • Keep it short • Focus your proposal on the donor and the project • Involve technical staff in elaborating the proposal, the planning department to plan it the Corporate Service division for the budget and somebody for editing the proposal. • Show that you know the competition • Show passion towards your work • Ensure to include workplan, budget, project references and success stories • Explain acronyms • Include bibliography and cite correctly • Pitch the tone correctly • Make sure to eliminate all spelling and grammar mistakes • Be aware that your proposal sells you – design it carefully to make it an appealing document • Explain acronyms	• Do not take a "one proposal fits all" approach • Do not assume the donor knows already about you • Do not send too much information to not overwhelm the reader; otherwise, s/he gives up before s/he begins • Do not hide information the donor is entitled to • Do not use unnecessary jargon or inappropriate language • Do not include in the budget items not relevant to the project

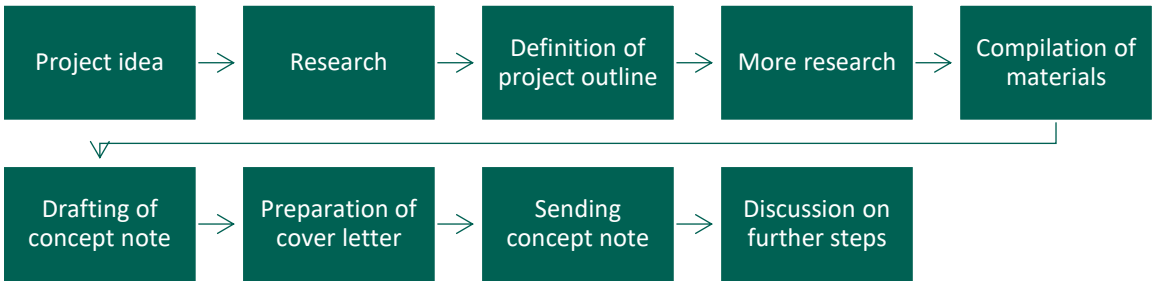
A list of resources to find further information on proposal writing can be found in Annex B3.6.

The different activities and their chronology for step 3 are further described in the workflow provided below.

Tools and Mechanisms Step 3

Workflow:

Project Concept Note Workflow:



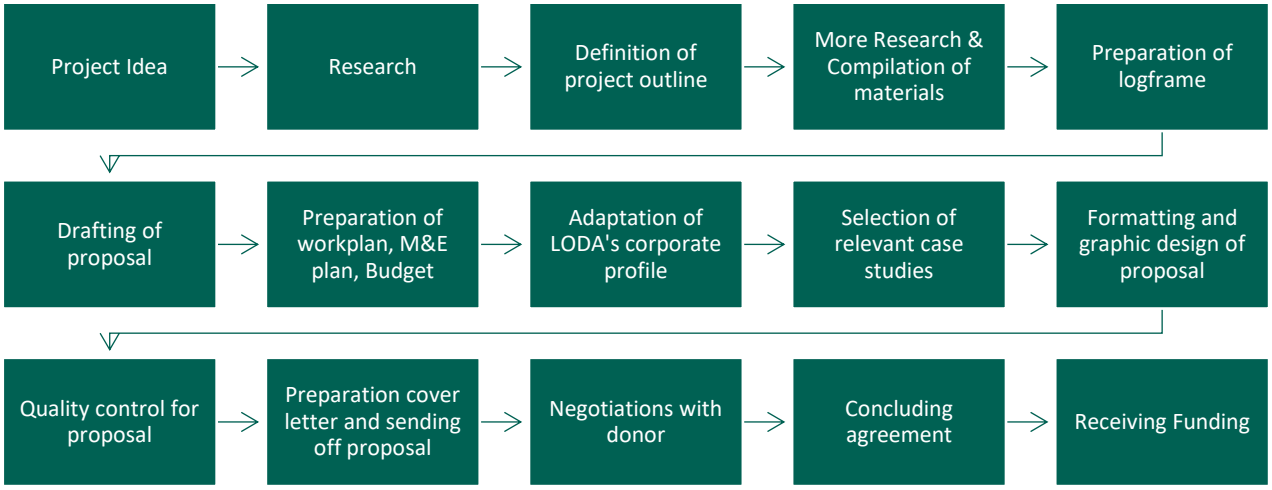
Source: SID4 elaboration

Figure 24: RM Step 3: Concept note preparation process

This process primarily consists in:

- Defined project idea in writing (RM Specialist)
- Do open research on project idea (RM Specialist – other staff members)
- Define project outline (RM Specialist – other staff members)
- Do more specific research on project (RM Specialist, Division / Unit Managers – other staff members)
- Compile all necessary materials (RM Specialist)
- Draft concept note (RM Specialist or assigned drafter)
- Prepare cover letter (RM Specialist, DG)
- Send off concept note (RM Specialist, DG)
- If positive reaction, discuss on further steps (RM Specialist, DG, Division / Unit Managers).

Project Proposal Workflow:



Source: SID4 elaboration

Figure 25: RM Step 3: Project proposal preparation process

This process primarily consists in:

- Definition of project idea (RM Specialist)
- Do research on project idea (RM Specialist – other staff members)
- Define project outline (RM Specialist – other staff members)
- Do specific research on project (RM Specialist, LED / SP Division / Unit Managers – other staff members)
- Compile all materials (RM Specialist, PR & Communication Officer)
- Prepare log-frame (Assigned proposal drafter with technical staff)
- Draft proposal (Assigned drafter)
- Prepare workplan, M&E plan, Budget (drafter with technical staff, incl. from M&E / CS division)
- Adapt LODA's corporate profile (RM Specialist)
- Select relevant case studies (M&E Specialists, LED / SP Division / Unit Manager, RM Specialist)
- Ensure quality control for proposal (Assigned revisor, e.g. DG, Division / Unit Manager, PR & Communication Officer)
- Format proposal and ensure appealing graphic design (PR & Communication Officer, graphic designer, pot. External)
- Prepare cover letter and send it off with the proposal (RM Specialist)
- If proposal successful: negotiate with donor (DG, Procurement Officer, pot. related Division Managers)
- If negotiations successful: conclude agreement (Procurement Officer, DG)
- If agreement concluded: Receive funding (CS Division).



Tools:

For the implementation of the activities, there are a range of tools available:

- Assessment Criteria for Concept Note & Proposal Preparation (Annex B3.1)
- Potential Outline for Concept Note (Annex B3.2)
- Simplified Process for Project Proposal Preparation (Annex B3.3)
- Potential Outline for Project Proposal (Annex B3.4)
- Hints for Preparation of Cover Letter (Annex B3.5)
- Additional Resources on Proposal Writing (Annex B3.6).

HR Requirements:

For the implementation of the activities, the following human resources will be needed.

- RM Specialist
- Division and Unit Managers
- Technical staff relevant to proposal topic(s)
- Future program manager / Relevant Division or Unit Manager
- Potentially: Researchers
- Drafter
- PR & Communication Officer
- M&E Specialists
- Procurement Officer
- CS Division Manager / Financial Manager, Accountant
- At least one reviewer
- Consultants[45].

Capacity Building Needs:

Potentially, some capacity building might be required for the staff mentioned above. Those include:

- General capacity building for RM specialist, based on identified gaps
- Capacity building on proposal writing for staff of higher management of LODA
- Capacity building on proposal writing for technical staff
- Capacity building on proposal writing for financial and legal staff.

For further information on required skills related to RM, please refer to Annex A2.

[45] The involvement of consultants for proposal writing is ambiguous as a consultant never will be able to know LODA as well as the LODA staff. Potentially, it is more recommended to invest in good capacity building in proposal writing.

5.4.4 Step 4: Cultivation of Donor Relations



Source Picture: https://www.rawpixel.com/search/desk?sort=curated&page=1

Figure 26: RM Step 4: -Cultivation of donor relations

The **goal of Step 4** is to **cultivate the donor relations** after an agreement has been signed through a proper management of projects and a regular communication of results and achievements to donors and the public. The **outcomes of this step** are **good relations with donors and further funding agreements** as well as case studies and a general transparent project implementation manner.

This chapter is closely linked to LODA's **project management and M&E** as well as to its forthcoming **communication strategy**. As there are already a wide range of documents prepared and available within LODA, this chapter will be relatively short and will not provide for additional tools.

The **relevant tools** related to LED are:

- LODA Communication Strategy (to be developed)
- LODA Planning Guidelines: From Gaps to Services – The LODA Planning Guidelines for District Planners
- LODA Feasibility Study Guidelines (for individual projects - updated version of September 2020).

The relevant tools related to Social Projection are inter-alia the different manuals issued for public works, direct support, nutrition sensitive direct support.

For the **M&E** of projects the following **manuals** should be consulted:

- LODA M&E Manual
- LODA Disposition Fund Management Manual (for financial management)
- LODA Manual for Budgeting, Budget Execution and Cashflow Plan
- Local Government Guidelines for the Planning and Execution of LG Development Budget for Infrastructure.

Some manuals are adapted to the requirements of the donors, others have a more general character. In all cases, the implementation of a donor-funded project must be done according to the requirements of the respective donor.

The implementation of projects and the communication of results and achievements is decisive for building up and maintaining the reputation of LODA with the donor. This is true unfortunately for the better and the worse.



To this end, it is important to establish and keep regular relations with a donor during the entire implementation phase. **To keep the relationship** well, the following should be considered:

- Professional and accurate project management and M&E of project
- Regular reporting to the donor on activities, results and achievements
- Compliance with all rules and regulations set by the donor
- Compliance to relevant environmental and social, climate resilience, and gender standards
- Conformity with all visibility guidelines of the donor
- Strict contract loyalty
- Faultless budget execution confirmed by external auditors and unqualified audit reports
- Regular audits of donor funds as per contract or agreement with donor
- Immediate reaction to any requests from the donor
- Publishing of results on LODA's web site – with credits to donor and respecting visibility rules
- Openness to evaluations and monitoring visits
- Timely implementation of recommendations
- Good communication of success stories of the project to the donor and the public
- Regular meetings and invitations to the donor, also visit the project in the field.

It should be noted that this is a non-exhaustive list, and that each donor might have their own emphasis and requirements for the definition of successful project implementation. This needs to be carefully assessed at the beginning of the collaboration between the two partners.

In general, the relationship to donors should be in line with the forthcoming communication strategy, but it is expected that the main point of contact for a donor will be the Director General, the PR & Communication Officer and the RM Specialist, supported occasionally by other LODA staff such as e.g. Division and Unit Managers or other technical staff, if required.

Additionally, LODA must be aware that years of trust building and good reputation with one donor can be destroyed in a very short time. Furthermore, it is important to know that there is a communication within the donor community, so that the reputation destroyed with one donor agency can easily spread out to many other making years of successful resource mobilization efforts null and void.

5.5 Resource Mobilization Action Plan

This RM action plan outlines the **actions that should be taken to mobilize funds** and develop/maintain relationships with development partners. Prospectively, the activities of the RM Strategy should be incorporated into LODA's Strategic Plan. As LODA's Strategic Plan for 2020/2021 – 2023/2024 is already finalized, this action plan covers the time frame until the next strategic plan is prepared.

Table 9: RM Action Plan – 12 steps to implementation

No	Action	Indicator(s)	Responsible	FY 2021/22	FY 2022/23	FY 2023/24	Assu Risks
1	Identify needs for funding and identify funding gaps for different products	Number DDS screened for funding needs by sector	Manager Planning	15 DDS screened	30 DDS screened	30 DDS screened	DDS all dis
2	Identify suitable donor	Number donors identified for sectors with funding needs	RM Spec.	5 potential Donors identified	7 potential Donors identified	10 pot. Donors identified	Fundi know
3	Prepare appealing information and promotion materials	Number materials prepared	RM Spec. PR/Com. Spec. DG	Org. Profile (OP) Project reference list (PRL) 3 Case Studies	OP & PRL updated 5 case studies	OP & PRL updated 5 case studies	Comr strate and devel
4	Screen market for further funding opportunities / tenders	Number funding opportunities identified	RM Spec.	3 funding opportunities identified	5 funding opportunities identified	10 funding opportunities identified	Dono active
5	Contact potential high priority funding partners	Number donors contacted	RM Spec. DG	3 high priority donors contacted 1 tender identified	5 high priority donors contacted 3 tenders identified	10 high priority donors contacted 5 tenders identified	Dono active
6	Follow up contacts and follow up opportunities	Number of donor contacts followed up	RM Spec. DG	Min. 2 contacts followed up	Min. 3 contacts followed up	Min 8 contacts followed up	Positi from
7	Prepare appealing concept note / proposals	Number of concept notes / proposals	RM Spec. Division Man.	Min. 1 concept note prepared	Min. 3 concept notes prepared Min. 1 proposal prepared	Min. 5 concept notes prepared Min. 3 proposals prepared Min. 1 proposal successful	There oppo Rwan
8	Conclude grant agreement (x new funders)	Number of new donor agreements	RM Spec. DG	Min. 1 new donor agreement	Min. 2 new donor agreements	Min. 3 new donor agreements	Dono active

No	Action	Indicator(s)	Responsible	FY 2021/22	FY 2022/23	FY 2023/24	Assu Risks
9	Accurate project / M&E management and Budget Execution	Delivery rate of reports and clean audits Budget execution rate	DG Division Man.	80% reports delivered timely 80% budget execution rate 80% clean audits of donor projects 80 % of recommendations of OAG audits integrated	90% reports delivered timely 85% budget execution rate 90% clean audits of donor projects 90 % of recommendations of OAG audits integrated	95% reports delivered timely 90% budget execution rate 95% clean audits of donor projects 95 % of recommendations of OAG audits integrated	M&E adapt of do
10	Publish results and achievements on website (	Publishing rate on website and updates	RM Spec. PR / Com. Spec.	60% of achievements published 6 yearly updates	80% of achievements published 10 yearly updates	90% of achievements published 12 monthly updates	Dono interv imple withi
11	Publish results of external and OAG audits on the LODA website	Availability of audit reports on website	RM Spec.		Last FY audit report available for download on website	Last FY audit report available for download on website	OAG
12	Facilitate donor visits and contacts	Number of donor meetings and visits	RM Spec. DG Div. Man.	5 meetings with existing donors 2 field trips made with donors	8 meetings with existing donors 3 field trips made with donors	10 meetings with existing donors 5 field trips made with donors	Dono in int

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Annexes

Annex A: General Annexes

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Annex A2 Skills Requirements for Resource Mobilization

Annex A3: Case for Support

Annex A4: Local Government Product Portfolio

Annex A5: District Potentialities Overview

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Annex B1: Tools for Step 1

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Annex B3.1 Assessment Criteria for Concept Note

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Annex B3.3 Simplified Process for Proposal Preparation

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Annex B3.6 Additional Resources on Proposal Writing

Annex A: General Documents

Annex A1: Action Plan

Annex A2: Case for Support

Annex A3: Local Government Product Portfolio

Annex A4: District Potentialities Overview

Annex A1: Action Plan

This action plan only refers to the time until the end of the actual LODA's Strategic Plan 2020/2021 – 2024/2025. Further actions should be incorporated into the next LODA's Strategic Plan.

Action	Indicator(s)	Responsible	FY 2021/22	FY 2022/23	FY 2023/24	Assumption / Risks
Identify needs for funding and identify funding gaps for different products	Number DDS screened for funding needs by sector	Manager Planning	15 DDS screened	30 DDS screened	30 DDS screened	DDS available for all districts
Identify suitable donor	Number donors identified for sectors with funding needs	RM Spec.	5 potential Donors identified	7 potential Donors identified	10 pot. Donors identified	Funding needs known
Prepare appealing information and promotion materials	Number materials prepared	RM Spec. PR/Com. Spec. DG	Org. Profile (OP) Project reference list (PRL) 3 Case Studies	OP & PRL updated 5 case studies	OP & PRL updated 5 case studies	Communication strategy approved and LODA brand developed
Screen market for further funding opportunities / tenders	Number funding opportunities identified	RM Spec.	3 funding opportunities identified	5 funding opportunities identified	10 funding opportunities identified	Donors further active in Rwanda
Contact potential high priority funding partners	Number donors contacted	RM Spec. DG	3 high priority donors contacted 1 tender identified	5 high priority donors contacted 3 tenders identified	10 high priority donors contacted 5 tenders identified	Donors further active in Rwanda
Follow up contacts and follow up opportunities	Number of donor contacts followed up	RM Spec. DG	Min. 2 contacts followed up	Min. 3 contacts followed up	Min 8 contacts followed up	Positive replies from donors
Prepare appealing concept note / proposals	Number of concept notes / proposals	RM Spec. Division Man.	Min. 1 concept note prepared	Min. 3 concept notes prepared Min. 1 proposal prepared	Min. 5 concept notes prepared Min. 3 proposals prepared Min. 1 proposal successful	There are funding opportunities in Rwanda

Action	Indicator(s)	Responsible	FY 2021/22	FY 2022/23	FY 2023/24	Assumption / Risks
Conclude grant agreement (x new funders)	Number of new donor agreements	RM Spec. DG	Min. 1 new donor agreement	Min. 2 new donor agreements	Min. 3 new donor agreements	Donors further active in Rwanda
Accurate project / M&E management and Budget Execution	Delivery rate of reports and clean audits Budget execution rate	DG Division Man.	80% reports delivered timely 80% budget execution rate 80% clean audits of donor projects 80 % of recommendations of OAG audits integrated	90% reports delivered timely 85% budget execution rate 90% clean audits of donor projects 90 % of recommendations of OAG audits integrated	95% reports delivered timely 90% budget execution rate 95% clean audits of donor projects 95 % of recommendations of OAG audits integrated	M&E system adapted to needs of donors
Publish results and achievements on website (	Publishing rate on website and updates	RM Spec. PR / Com. Spec.	60% of achievements published 6 yearly updates	80% of achievements published 10 yearly updates	90% of achievements published 12 monthly updates	Donor interventions implemented within LODA
Publish results of external and OAG audits on the LODA website	Availability of audit reports on website	RM Spec.		Last FY audit report available for download on website	Last FY audit report available for download on website	OAG available
Facilitate donor visits and contacts	Number of donor meetings and visits	RM Spec. DG Div. Man.	5 meetings with existing donors 2 field trips made with donors	8 meetings with existing donors 3 field trips made with donors	10 meetings with existing donors 5 field trips made with donors	Donor interested in interaction

Annex A2: Skills Requirements for Resource Mobilization

These table outlines skills needed for resource mobilization; these skills only refer to resource mobilization, not to other duties and responsibilities!

Job Title	RM Duties & Responsibilities	Required RM Skills
Director General	▪ Presentation of LODA ▪ Promotion of LODA ▪ Networking with Ministries and DPs ▪ Participation in meetings and conferences ▪ Regular interaction with DPs with project within LODA ▪ Coordination of LODA's activities ▪ Management of resources ▪ Financial control over mobilized resources ▪ Controlling of project achievements and reporting ▪ Decision making on RM efforts of LODA ▪ Agreement negotiations	▪ Basic resource mobilization skills ▪ Negotiation skills ▪ Leadership skills ▪ Management skills ▪ Project management skills ▪ Contract management skills ▪ Networking skills ▪ Communication skills ▪ Time management skills ▪ Financial Management skills
RM Specialist	▪ Networking with DPs ▪ Regular interactions with DPs ▪ Participation in meetings and conferences ▪ Management, coordination and monitoring of ongoing resource mobilization efforts of LODA ▪ Screening of market for new RM opportunities ▪ Updating of donor map, donor priorities and project reference list ▪ Contacting & regular follow up of contacts ▪ Initiation and preparation of RM materials ▪ Coordination and monitoring of RM materials, incl. decisions on materials to publish or sent to DPs (e.g. achievement reports, case studies, project sheets) ▪ Management of the development of concept notes and project proposals ▪ Coordination of preparation of concept notes and project proposals ▪ Timely delivery of concept notes and project proposals ▪ Coordination of staff working on resource mobilization ▪ Quality management of concept notes and proposals ▪ Donor cultivation	▪ Extensive resource mobilization skills ▪ Leadership skills ▪ Management skills ▪ Organizational skills ▪ Project management skills ▪ Networking skills ▪ Communication skills ▪ Sales & marketing skills ▪ Time management skills ▪ Delegation skills ▪ Entrepreneurial skills ▪ Proposal writing skills

Job Title	RM Duties & Responsibilities	Required RM Skills
PR & Communication Officer	▪ Support to RM Specialist in all questions related to PR & Communication ▪ Networking with all partners of LODA ▪ Participation in meetings and conferences ▪ Preparation of LODA organizational profile ▪ Preparation of LODA achievement reports, case studies, project sheets, etc. ▪ Graphic design of all RM materials ▪ Graphic design of concept notes and project proposals ▪ PR campaigns ▪ Regular contacts with all media	▪ Resource mobilization skills ▪ Networking skills ▪ Communication skills ▪ PR skills ▪ Sales & marketing skills ▪ Organizational skills ▪ Project management skills ▪ Time management skills ▪ Proposal writing skills
M&E Specialists	▪ Support to RM specialist on project achievement ▪ Management of regular monitoring reporting on performance and results to DPs ▪ Ensuring timely sending out of monitoring reports ▪ Selection of LODA's best practices for brochures, case studies ▪ Support to preparation of project reference list ▪ Support to drafting concept note and project proposals	▪ Basic resource mobilization skills ▪ Project management skills (part. M&E) ▪ Contract management skills ▪ Organizational skills ▪ Time management skills ▪ Proposal writing skills
Procurement Officer	▪ Support to DG and RM specialists in all contractual issues ▪ Advise to RM specialist on experience with DP ▪ Preparation of agreements ▪ Support in agreement negotiations ▪ Monitoring of contracts in post-agreement phase ▪ Monitoring contract compliance during implementation of DP project	▪ Basic resource mobilization skills ▪ Contract management skills ▪ Project management skills ▪ Time management skills ▪ Proposal writing skills
Corporate Service Division Manager	▪ Support to RM specialist in all financial issues ▪ Financial management of projects to ensure high budget execution rates ▪ Close monitoring of financial inflow from DPs and outflow to LGs ▪ Timely financial reporting to DPs ▪ Timely auditing of DP projects ▪ Timely implementation of recommendations of auditors	▪ Basic resource mobilization skills ▪ Project management skills (part. M&E) ▪ Organizational skills ▪ Time management skills ▪ Proposal writing skills



Job Title	RM Duties & Responsibilities	Required RM Skills
Technical Division / Unit Managers	▪ Support to RM Specialist in all technical issues ▪ Management of projects according to rules set forth by DP ▪ Monitoring of achievements of ongoing DP projects ▪ Timely preparation of reports ▪ Preparation of new projects and project design (project planning) ▪ Drafting of promotional achievement reports, project sheets and case studies for DPs (and public) ▪ Support to / drafting of concept notes and project proposals	▪ Resource mobilization skills ▪ Project management skills ▪ Time management skills ▪ Proposal writing skills
Planning Specialists and Officers	▪ Support to RM Specialist in all project planning issues ▪ Support to planning of new projects ▪ Support to / drafting concept notes and project proposals	▪ Basic resource mobilization skills ▪ Project management and planning skills ▪ Time management skills ▪ Proposal writing skills
Financial Compliance Specialists and Officers	▪ Support to RM Specialist in all financial issues ▪ Monitoring of use of DP funds on LG level ▪ Support in DP project financial management ▪ Support to preparation of project budget ▪ Support to / drafting concept notes and project proposals	▪ Basic resource mobilization skills ▪ Financial management skills ▪ Project management skills ▪ Proposal writing skills

Annex A3: Case for Support

LODA believes that every Rwandan has the same right to live **free of abject poverty**, with access to good services in education, health, social protection, water, sanitation, agriculture. LODA is the Government of Rwanda's (GoR) right hand in channelling central and external funding throughout the country. Rwanda's decentralization law requires that 10% of its national product is distributed to the districts, and local governments are in turn responsible to provide services **equally to all Rwandans**. The thirty districts are autonomous in their budget execution and deliver services in consistency with the national planning framework and within the law.

LODA is passionate to contribute to a brighter future of well-being of all men, women, and children in Rwanda, regardless of their socio-economic standing, gender, religion or health status.

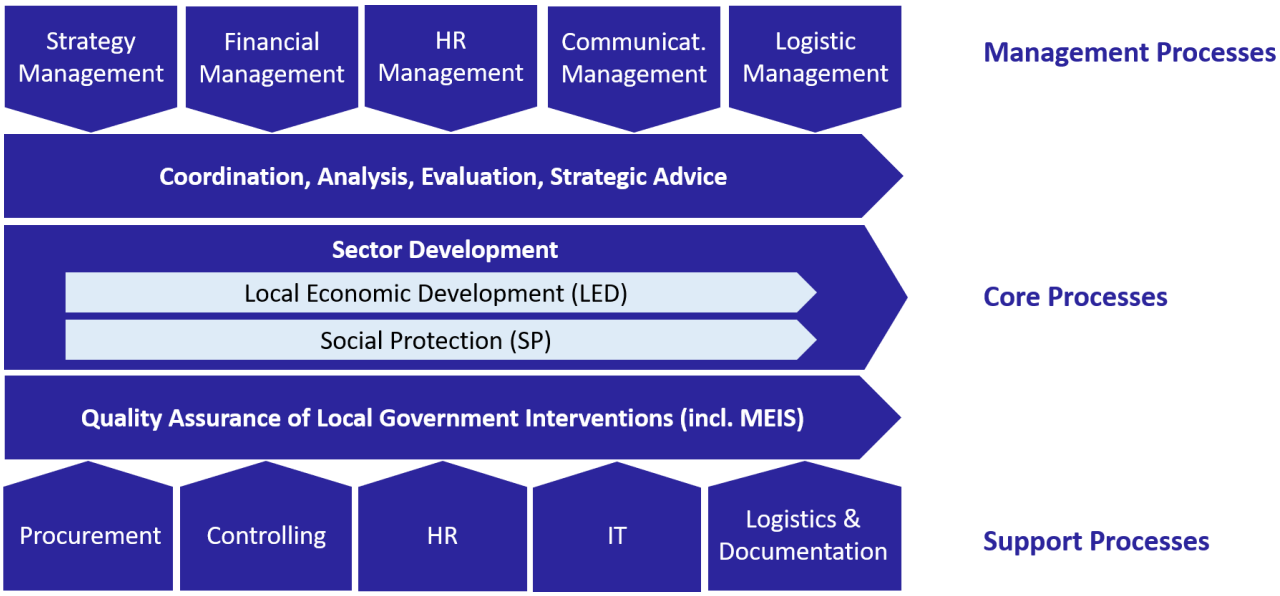
LODA's **vision** is defined as:

> Empowered decentralized administrative entities for effective implementation of community development agenda of the country free from poverty

LODA's **mission** is defined as:

> Promote community development through resource mobilization and management, coordinated planning, capacity building of decentralized entities for ensuring sustainable growth and well-being for all Rwandans.

Based on the mandate of LODA as well as its vision and its mission, LODA is structured as follows:



The problems LODA addresses

LODA bridges gaps in the administrative and technical implementation capacities of local government. As a facilitator between central and local authorities and institutions, LODA ensures accountable and **fair fund allocation** to districts where needs are highest. Funds are distributed according to the poverty incidence, district size, and population. LODA moderates and facilitates the medium-term / annual planning and the budgeting process to ensure a demand-driven approach in social service delivery and infrastructure development.

In the field of **infrastructure and local economic development**, LODA ensures that local government plans its infrastructure development in line with national orientations and standards. LODA advocates and facilitates the implementation of sector programs at local level: this includes social service infrastructure such as **education and health** but also **local economic development**, like the promotion of agriculture, tourism, small and medium enterprise development, electrification, and water and sanitation.

Additionally, LODA supports the **social protections of the most vulnerable** by providing funds for social welfare programs. Through the districts, LODA addresses the urgent needs of the 16% of people who live in extreme poverty. LODA does this by initiating and overseeing key programs that elevate households from poverty - through social protection, financial services, public works and direct cash support.

LODA's unique selling points

As intermediary agency, LODA coordinates the implementation of social protection (SP) and local economic development (LED) activities across the country. It is in a **distinctive position to create synergies** between local government and other development actors such as UN agencies, international and national NGOs, development partners (DPs) including bilateral and multilateral donors. LODA believes in empowering people, both administrators and vulnerable populations, by sensitizing and building their capacities to analyse and solve their problems.

Over the past decades, LODA has been recognized by Rwanda's citizens and key partners for its following strengths:

- ✓ Well established relations with international development partners, central and local governments.
- ✓ A reliable track record of budget execution and program management.
- ✓ Ability to identify what is feasible and fundable, while reflecting citizens' priorities and needs.
- ✓ Vast availability of data on local government (both LED and SP).

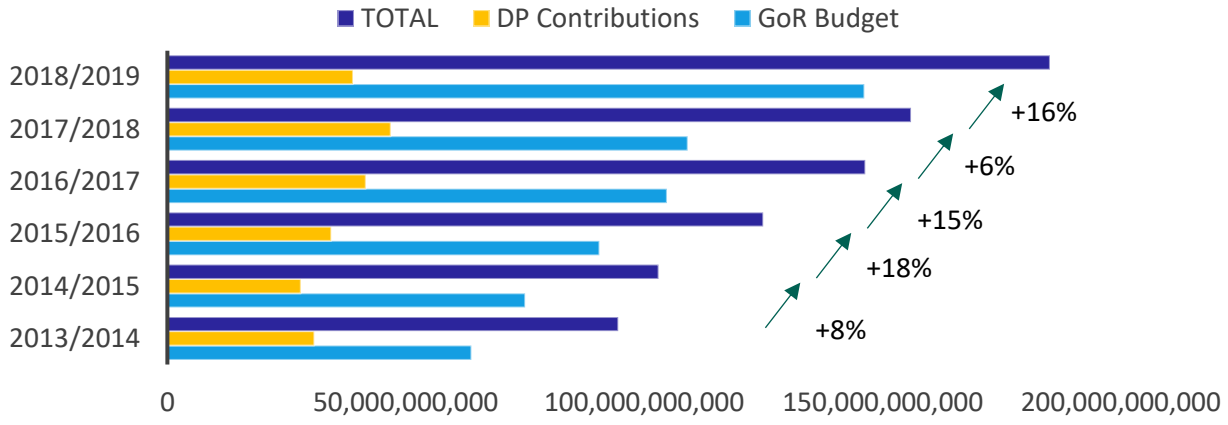
LODA's achievements and impacts

LODA adheres to high principles of financial integrity; its accounts are externally audited every year. Moreover, in 2019 Rwanda remained the least corrupt country in the East African region and 4th on the

continent[46]. This makes LODA an efficient and reliable partner for international renowned funders like the World Bank, and many bilateral development agencies, such as German Cooperation, UK DFID, the Embassy of the Netherlands and Enabel from Belgium.

Fund Facilitation

The largest proof of impact can be seen at LODA's massive increase in government budget allocation. Between 2013/14 and 2018/19, LODA's budget has increased from 97 billion FRW to 200 billion FRW (205M USD), which demonstrates a capability for efficient fund mobilization in line with its legal mandate.



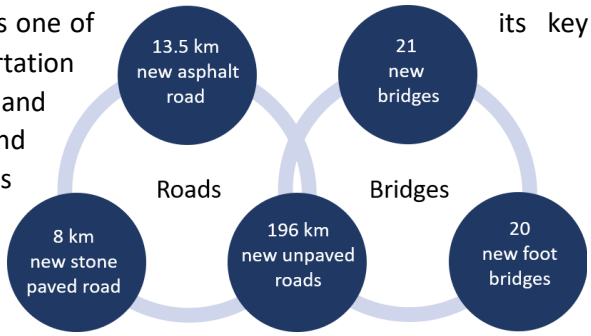
Source: LODA Annual Activity Report 2013/14-2018/19

As a fund facilitator, LODA has disbursed 54 billion FRW (55M USD) to local governments in the FY 2019/20, with a 98% budget execution rate. LODA is currently managing a portfolio of programs worth over 369 million USD.

46 https://www.transparency.org/en/countries/rwanda

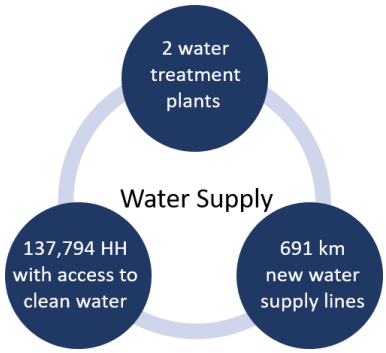
Sectoral achievements

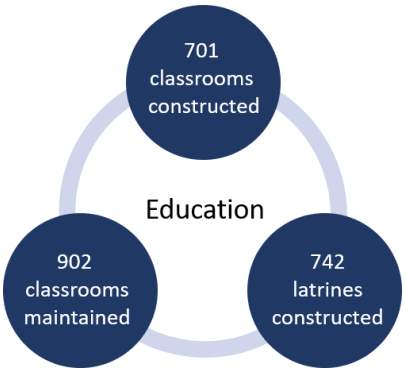
Transport – Rwanda recognizes the transport sector as one of its key growth drivers. The quality and reliability of transportation infrastructure are corner stones for attracting foreign and domestic investment, reducing transport costs and enhancing economic opportunities. Rwanda's competitive position in the region relies on proper roads and bridges.



Source: LODA FY 2019/20 Activity Report

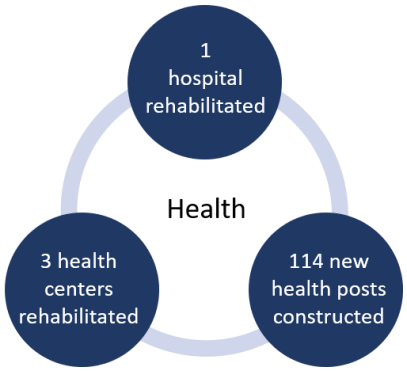
Water and Sanitation - The provision of adequate water and sanitation services plays a crucial role in preventive health care and in socio-economic development indicator. Safe drinking water ranks among the highest priority public services by Rwanda's population.

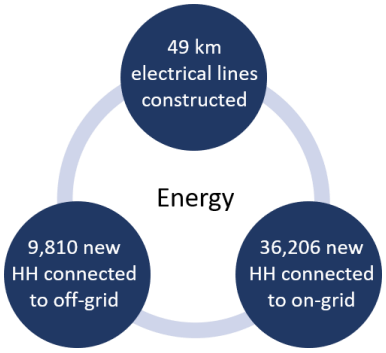




Education - *Rwanda's significant progress towards its education objectives and SDG #4 is widely recognized by the international community. LODA places strong focus on providing country-wide, quality basic education.*

Health - Rwanda aspiration to become a high-income country has sparked paradigm shift in the health sector. Article 41 of the Rwandan Constitution amended in 2015 stipulates that health is a Human Right. Vision 2050 translates this right into socio-economic development. LODA does its part by ensuring the construction and rehabilitation of various health infrastructures around the country.





Energy - To keep pace with the increasing demand for electricity, and in line with Rwanda's National Strategy for Transformation and Green Priorities, LODA supports local governments to expand electricity supply across all districts. This is vital to economic growth and the personal well-being of Rwanda's households.

Social Protection - Currently, LODA manages two signature programs:

The Vision Umurenge Program (VUP) which has three components:

- A cash transfer component for very poor households with no labour capacity (VUP Direct Support)
- a public works component for very poor households unable to work (VUP Public Works)
- a microcredit scheme with low interest rates to individuals and groups (VUP Financial Services).

Since the start of the VUP in 2008 over 1.3 million households have been assisted, and the number is growing[47]. Assessment findings show that general and **extreme poverty rates fell** respectively 21% and 19%, compared to households that did not receive support.[48]

In Social Protection, nearly 120,000 households benefitted from direct cash support in the FY 2019/20 while their payment timeliness stands at 96%. In addition, 461 classic public works have been implemented across 328 administrative sectors, providing employment to over 170,000 Rwandans, with 80 average

[47] Food and Agriculture organization of the United Nations (2015), Public works and rural women's economic empowerment: Rwanda's Vision 2020 Umurenge Programme

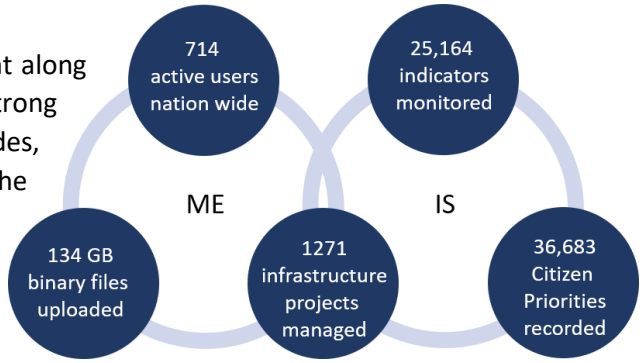
[48] VUP Quantitative Impact Evaluation: Evidence from EICV, Draft report 2018

working days per household. The VUP financial services are operational in 300 sectors, financing nearly 75,000 microcredit loans, benefiting 85,000 people.

The UBUDEHE program is an intra-community social protection system. Communities choose their own development projects, for example in energy supply, health, education, sports, water, sanitation, or agriculture, supported by trainers. Communities then receive financing for these projects. The program has proven to be successful in improving income and social cohesion. During an impact evaluation, 71% of the interviewed target group reported **a doubling of income**, while 22% stated that their income has tripled. Furthermore, 89% reported that social cohesion has improved. More than 1.4 million people have been direct beneficiaries so far.[49]

Local Economic Development - Between 2018 and 2020, LODA funded around 6,000 infrastructure projects: 3,500 LED projects and a wide variety of over 2,500 public works projects. They include for example market places, irrigation schemes, agro-processing or handy craft centres. The number of projects is increasing from 600 to 800 per year. LODA acts as the secretariat to the Local Government Project Advisory Committee. LODA provides guides on the technical and administrative requirements and provides recommendations on how to improve the planning and underlying documentation where required.

Other achievements



Citizen Participation - LODA supports local government along the entire planning and budgeting process, with a strong focus on citizen participation. LODA issued practical guides, both in English and Kinyarwanda, to facilitate the identification of citizens' needs through stakeholder consultations and public feedback. With LODA's dedication and support, **96% of all administrative sectors** are now reporting their citizens' priorities. The process and results are captured in District Feedback Reports, shared with the public to ensure accountability and transparency. LODA is continuously updating and digitalizing its data sharing processes to generate quality data and to reduce effort for district staff.

Monitoring, Evaluation and Information System (MEIS) – LODA's MEIS started out as a data collection system. It gradually extended to be a management tool to steer the planning, procurement and implementation of the transportation, health, education, and energy activities. The system helps LODA to plan and monitor the vast number of projects throughout the country. At the moment, a further extension of the MEIS is underway, digitalizing the entire planning, monitoring and evaluation process.

Source: LODA's MEIS key data August 2020

[49] A. Niringiye & Ayeale, C (2012) IMPACT EVALUATION OF THE UBUDEHE PROGRAMME IN RWANDA: AN EXAMINATION OF THE SUSTAINABILITY OF THE UBUDEHE PROGRAMME, Journal of Sustainable Development in Africa (Volume 14, No.3, 2012) ISSN: 1520-5509

Rwanda / LODA's outstanding needs

LODA projects and multi-sectoral interventions contribute greatly to the **sustainable development goals** (SDGs) and to **Rwanda's Vision 2050** of 'ensuring high standards of living for all Rwandans'. Rwanda's goal is to become an upper-middle income country by 2035 and a high-income country by 2050.

Despite good strides made changing the lives of millions of people living in poverty, there are still essential needs. The differences in poverty rates and infrastructure between districts remain high. More so, respectively 38% and 18% of the Rwandan population still live in poverty and extreme poverty. Rwanda currently has insufficient national budget to address all the needs of the low-income population.



It is therefore seeking for additional funding to continue to finance the VUP and UBUDEHE programs under the social protection component. To complement Rwanda's national allocations, LODA seek external funding to continue to support local governments with interventions in infrastructure, health, quality education, clean water and sanitation, affordable and clean energy, decent work and job creation, for a bright future for all Rwandans.

Annex A4: Local Government Product Portfolio by Sector

Sector	LG sector portfolio	Remark
Education	Day Care Centres, Nursery, Preschool	All education infrastructure construction / rehabilitation and building blocks aiming to provide services in pre-primary education
Education	Primary Schools	All education infrastructure construction / rehabilitation and building blocks aiming to provide services in primary education
Education	Secondary Schools	All education infrastructure construction / rehabilitation and building blocks aiming to provide services in secondary education
Education	Technical and Vocational Training Centres (VTC, Vocational training)	All education infrastructure construction / rehabilitation and building blocks aiming to provide services in technical and vocational training
Education	Other education infrastructure	This includes all LG education infrastructure construction / rehabilitation and building blocks not listed under items 1.01.01 to 1.01.04
Health	Health Posts	All Health Post construction / rehabilitation at cell level and building blocks with focus on health prevention, primary health care, maternity issues including equipment
Health	Health Centres	All Health Centre construction / rehabilitation and building blocks at sector level with major outreach activities in immunizations, antenatal care, family planning including equipment
Health	District Hospitals	All District Hospital construction / rehabilitation and building blocks related infrastructure including buildings and equipment
Health	Other health care facilities	This includes all LG public health infrastructure not listed under items 1.02.01 to 1.02.03
Water and Sanitation	Water Supply System	This includes all type of water supply scheme construction / rehabilitation and their components, including communal standpipes, yard taps, yard tanks, roof tanks, water reservoirs, house connections
Water and Sanitation	Water treatment plants	This includes all components of waste water treatment facilities construction / rehabilitation such as clarifiers, aeriation tanks, sludge, sludge treatment and disposal, etc.
Water and Sanitation	Sewerage systems and waste water treatment	This includes building blocks such as receiving drains, manholes, pumping stations, storm overflows, and screening chambers of the combined sewer or sanitary sewer as well as wastewater treatment plans. The sewerage system ends at the entry to a sewage treatment plant or at the point of discharge into the environment. Road sewerage is a building block of the road to be constructed
Water and Sanitation	Solid waste / garbage collection and landfill	This includes solid waste disposal service infrastructure construction / rehabilitation including solid waste collection and storage
Water and Sanitation	Others water and sanitation infrastructure	This includes all water and sanitation infrastructure construction / rehabilitation not listed under items 1.03.01 to 1.03.05
Decentralization	District Office Building	This includes all administrative building construction / rehabilitation for the District administration
Decentralization	Sector Office Building	This includes all administrative building construction / rehabilitation for the Sector administration
Decentralization	Other Administrative Infrastructure	This includes all infrastructure construction / rehabilitation not listed under items 1.04.01 to 1.04.04 such as greening of towns, multipurpose buildings, etc.

Sector	LG sector portfolio	Remark
Decentralization	Sports infrastructure	This includes the construction / rehabilitation of all sport facilities, stadiums, and similar infrastructure
Decentralization	Cultural infrastructure & heritage	This includes the construction / rehabilitation of theatres and cultural infrastructure as well as museums, and similar infrastructure
Urbanization & Rural Settlements	Informal settlements (upgrading)	This includes measures to upgrade informal settlements
Urbanization & Rural Settlements	Affordable housing	This includes building of affordable houses
Urbanization & Rural Settlements	IDP model villages / Green villages	This includes the design and construction / rehabilitation of all infrastructure within IDPs or Green villages (site development).
Urbanization & Rural Settlements	Other urbanization projects	This includes the construction / rehabilitation of all infrastructure not listed under items 1.06.01 to 1.06.03 such as greening of towns, multipurpose buildings, etc.
Environment and Natural Resources	Afforestation and related activities	This includes afforestation measures from dissemination of improved tree seedlings, nurseries, out planting, cultivation and related activities to harvesting
Environment and Natural Resources	Progressive Terraces (non-agriculture)	Design and construction / rehabilitation of slope terraces that are not used by agricultural activities but mainly serve for environmental protection
Environment and Natural Resources	Erosion Control Ditches	All activities related to the design and construction / rehabilitation of erosion control ditches and related infrastructure
Environment and Natural Resources	Flood prevention / standalone drainage	All infrastructure design or construction / rehabilitation related to standalone drainage system, improvement of catchment areas and other flood prevention measures
Transport	District road class II	All District roads class II (usually unpaved)
Transport	District road class I	All construction / rehabilitation blocks of unpaved District I roads
Transport	Standalone bridges (for District roads class I and II)	All construction / rehabilitation blocks for bridges
Transport	Bus Terminal / Car Park	All construction / rehabilitation blocks for car terminal buildings or car park buildings and related infrastructure
Transport	Public Lighting	This includes all public lightning components like posts, electrical installation, solar panels, etc.
Transport	PW Road Maintenance	Includes all PW Road Maintenance Projects
Energy	Grid Electricity	This includes all components of grid electricity networks and installations (including lines, transformers, etc.)
Energy	Solar Energy: Water heater	This includes all components of solar water heating system (solar panels not used to generate electricity)
Energy	Solar Energy: Photovoltaic systems	This includes all components of solar energy including panels, inverters, batteries, etc. In case solar installation are part of a building, please use respective classification (e.g. "Secondary Schools")
Energy	Mini Hydro Power Plants	This includes all components of intake, penstock, turbine and distribution grid of a small hydro power plant

Sector	LG sector portfolio	Remark
Energy	Biogas	This includes all components of substrate storage, digester, biogas storage, and power unit for biogas plants covering more than one household
Energy	Household energy saving (improved stoves / energy saving bulbs / etc.)	This includes all activities aiming to improve household energy such as improved stoves, solar cookers, biogas installations at household level, etc.
Agriculture	Terraces (agricultural usage)	Radical terraces to be used by agricultural activities / Terracing of agricultural land
Agriculture	Irrigation Systems	All form of irrigation systems from drip irrigation to extended water management schemes
Agriculture	Fruit tree planting	This includes planting and rehabilitation of coffee and other tree crop plantations and shrubs
Agriculture	Marsh Land Drainage	This included all components of marsh land drainage projects such as primary and secondary drainage channels, soil preparation and improvement measures, etc.
Agriculture	Livestock distribution (Girinka)	All activities related to distributing livestock to the local population
Agriculture	Livestock promotion (breeding, AI, vaccination, improvement of pasture, etc..)	All activities related to the animal health and upgrading the breeding stock
Agriculture	Livestock production infrastructure (cattle markets, feeder lots, etc.)	All activities and project related to the improve the infrastructure to promote livestock production. This includes cattle markets, feeder lots, etc.
Agriculture	Agricultural mechanization and improved input supply	This includes at mechanization projects and improved input supply such as improved seeds, improved vegetal materials, fertilizer distribution and infrastructure for agricultural extension
Agriculture	Reallocation of agricultural land / Land Consolidation Plans / Plot Realignment Plan	This includes all activities related to reallocating agricultural land including land survey, changes to land registers, etc.
Agriculture	Cold storage facilities (including Milk Collection Centres)	This includes milk collection centres and cold storage chains for vegetables, flowers, and other agricultural produce
Agriculture	Drying floors and storage facilities	This includes drying floors for post-harvesting processing as well as storage infrastructure for storing agricultural produce (except cold storage facilities, see 3.03.08)
Agriculture	Feeder Roads:	Includes all roads rehabilitated under the Feeder Road Programme (regardless of if this is District Class I or District Class II)
Agriculture	Greenhouses	Includes all greenhouses
Agriculture	Other agricultural processing facilities	This includes all agro-processing infrastructure not listed under items 3.03.01 to 3.03.11
Private Sector Development	Modern markets	This includes all components of modern markets including stands, possible cold storage facilitates, electrical supplies, water and sanitation, fencing, parking, and administrative components

Sector	LG sector portfolio	Remark
Private Sector Development	Selling points and other small market infrastructure	This includes all infrastructures to promote selling points and other small infrastructure to facilitate the trading of local goods in a fixed location
Private Sector Development	Recreation centres / parks / touristic sites	This includes recreation centres constructed for touristic purposes as well as cultural heritage and memorial sites
Private Sector Development	Development of Industrial Zones	This includes the design and construction / rehabilitation of all infrastructure within industrial zones (site development). If e.g. a sewerage system for an industrial zone is constructed, it should be classified under this category
Private Sector Development	Non-agricultural processing units and incubators / ICPC	This includes all infrastructure built for producing non-agricultural goods and business incubators
DS beneficiary payments	DS and NSDS	This includes all direct support activities in VUP sectors
VUP financial services	Financial literacy training workshops	This includes all microcredit activities in VUP sectors
Minimum package	Asset transfer grant	This includes all projects related to transferring assets
Ubudehe	Ubudehe community projects	This includes all projects related to Ubudehe project funding
Ubudehe	Ubudehe household projects	
VUP LG capacity building	VUP LG capacity building	This includes all microcredit activities in VUP sectors
SP-PW	According to infrastructure maintained, constructed or rehabilitated	This includes all other PW projects (ePW and cPW)

Annex A5: District Potentialities Overview

District name	Province	Priority sectors/themes	Challenges and funding gaps in sector	Potential sectors
Bugesera District	Eastern province	Agribusiness value addition and professional methods	Insufficient budget to implement agricultural projects; insufficient irrigation infrastructure, processing industry and wetlands	Suitable land for agribusiness activities (cassava, beans, soy beans maize and rice
	Eastern province	Service development, tourism;	Limited resources for construction and rehabilitation of all roads	Tourism, 9 lakes, historical sites and wildlife
	Eastern province	Hard infrastructure (roads, energy, water, modern markets)	Lack of budget for electrical infrastructure and access to on and off grid	
	Eastern province	Soft infrastructure (environment skills? and tourism	Lack of enough VTCs TSS and polytechnic and skilled labour for tourism	
Burera District	Northern Province	Agriculture	Low agricultural and livestock productivity	Particularly Irish potato farming is favourable
	Northern Province	Tourism	High dropout rate, Lack of equipment and possibilities for adult learning to promote literacy and job creation	Tourism due to lakes including Virunga national park
	Northern Province	Mining	Low number of health facilities	Agriculture due to volcanic land
	Northern Province	Increasing quality of strategic infrastructure (paved roads)	Access to clean water	mining
	Northern Province		Low level of electricity creation	Trade and transport
	Northern Province		unpaved roads	Butaro hospital specialised in cancer treatment
	Northern Province		Inadequate administrative infrastructures	
	Northern Province		Social protection: big number of households under poverty line	

District name	Province	Priority sectors/themes	Challenges and funding gaps in sector	Potential sectors
Gakenke District	Northern Province	Agro-processing hub (increase production with improved coffee, pineapple, passion fruit, banana, pigs value chains by 10%)	Need to extent water supply facilities and repair existing. Insufficient financial capacity of communities to access water supply	Suitable land for agribusiness activities (cassava, beans, soy beans maize and rice
	Northern Province	Mining hub	Need to extent energy supply facilities	Availability of external investors in coffee sector
	Northern Province	Extended road infrastructure network by 70%	Farmers cannot purchase agri inputs, use of fertilizers and improve seeds	Transport: main road crosses district construction of car parking, restaurants and guest houses.
	Northern Province	Develop soft infrastructure (ICT) and promote financial inclusion	Lack of value chain addition due to insufficient processing plants	Availability of companies that operate in online businesses
	Northern Province		Underdeveloped feeder roads lead to high agricultural prices	
	Northern Province		Public transportation needs to lower transportation costs for agricultural produce	
	Northern Province		Education: poor technical know-how of ICT, lack of skilled human resources, classrooms in bad conditions	
	Northern Province		Insufficient administrative infrastructure (office and equipment	

District name	Province	Priority sectors/themes	Challenges and funding gaps in sector	Potential sectors
Gatsibo District	Eastern province	Agriculture: Increase coffee production and value addition to coffee; diversify production by experimenting with mulberry; contribute to food security by increasing production in diary maize, rice, banana and horticulture; establish agro based industries	Need for climate smart agriculture due to prolonged drought; battle crop diseases such as Xynthomonas and Kirabiranya	Suitable land for agricultural products such as coffee; macadamia; maize, wheat and beans.
	Eastern province	Increase productivity in mining and environmental protection?	Lack of investments in tourism near national parks and lakes	Mineral deposits for mining development (coltan, cassiterite, clay, stones and sand)
	Eastern province	Service industry: tourism and high-end arts, crafts and garments	Limited financial resources for construction of roads, particular feeder roads	Tourism
	Eastern province	Upgrade existing physical infrastructure	Insufficient budget for the construction of electric lines, low capacity of existing energy production?	Fish productions
	Eastern province	Improve quality education, especially technical education	Limited financial capacity for extension of water pipelines, limited innovation in modern waste-water treatment	Arts and crafts manufacturing
	Eastern province	Arts and craft manufacturing	Skill gap: High number of people that are ICT illiterate, lack financial skills, not enough doctors	
	Eastern province	Improve governance	High interest rates on loans, low penetration of financial institutions	
	Eastern province		Not enough funding for construction of school infrastructure	
	Eastern province		Sector level offices are in poor conditions	

District name	Province	Priority sectors/themes	Challenges and funding gaps in sector	Potential sectors
Gicumbi District	Northern Province	Private sector development, Small and medium sized businesses	Agriculture: low agricultural and livestock productivity, low use of fertilisers, improved seeds, high rates, soil erosion, landslides and floods.	Potential agribusiness, outperforms district average in terms of crop production
	Northern Province	Agricultural sector: 5 agro processing plants in canning dry beans, plum trees, cow milk, honey pork meat.	Education: high dropout rate of pupils and students, high number of students per class.	Good transport infrastructure
	Northern Province	Tourism (construction of hotels)	Low health facilities	Cultural tourism?
	Northern Province	Infrastructure (asphalt)	Clean water: low number of people have access to clean water	Green Climate Fund project of over 32 million taking place to restore ecosystem and promote sustainable management of forest by small holder farmers
	Northern Province		Update district master plan	
	Northern Province		low level of electricity generation	
	Northern Province		Physical infrastructure: roads are not well maintained	
	Northern Province		Degradation of watersheds, wetlands, river and lake banks and forests	
Gisagara District	Southern Province	Agro-processing hub	Low level of job creation and private sector investment, low levels of investment in tourism and industry	Fertile soil for many crops such as maize, rice, beans, coffee, banana and different fruits like avocado and pineapples.
	Southern Province	Increase agriculture and livestock production	High number of unskilled youth	Existence of peat to generate electricity (this is going to be polluting)
	Southern Province	Increase the number of decent jobs, particularly women and youth	Large number of people below poverty line	Skill development for youth through strengthening the TVET facilities
	Southern Province	Eradicate poverty	Education: classrooms need to be replaced and construct new classrooms.	Available touristic sites

District name	Province	Priority sectors/themes	Challenges and funding gaps in sector	Potential sectors
	Southern Province	Efficient access to health and education services	Health, increase geographical access, by constructing health posts, health quality services also needs upgrading.	
	Southern Province	Equitable justice for all	administrative infrastructure for governance needs to be upgraded	
Huye District	Southern Province	Job creation (1.5 million) through TVET, business development and attracting of businesses and investors	Agriculture: limited availability of seeds; low investments in agro-processing and agribusiness	Suitable lands for crops production and agribusiness and livestock production
	Southern Province	Sustainable urbanisation	Private sector development: limited capacity and skills in entrepreneurship and professionalism; weak PPP initiatives	Historic and cultural tourism
	Southern Province	see sectors with potential --->	Transport: limited financial means for transport infrastructure	Rivers and water bodies for clean water production, energy generation and irrigation
	Southern Province		Energy: high proportion use of biomass for energy cooking, low coverage of electricity in the district	Transport facilities
	Southern Province		Households without access to clean water, lack of sewerage system in the city, limited awareness of appropriate sanitation	Craft development centre
	Southern Province		Inappropriate urban planning, lack of flagship projects for city branding; limited private sector participation in the urbanisation process	Academic and research
	Southern Province		ICT: small coverage internet and telecom services;	Productive forest for manufacturing

District name	Province	Priority sectors/themes	Challenges and funding gaps in sector	Potential sectors
	Southern Province		Other issues such as limited financial resources for environmental management, high interest rates, lack of warranties for access to finance, high rate of poverty and extreme poverty, high rate of malnutrition; limited coverage of health facilities, low coverage and access to education; limited public human resource capacity for service delivery and governance, not enough coordination; high rate of crime	Favourable business landscape due to high investment growth
Kamonyi District	Southern Province	Maximise production & productivity in Agriculture and Livestock	Agriculture: flood and droughts, crop diseases, insufficient fruits seedlings, limited mechanisation and irrigation facilities, low use of agriculture inputs, low success rate of insemination which discourages farmers, veterinary clinics are under-equipped, low number of agro-processing units	Suitable land for agribusiness activities passion fruits, pineapple, coffee, wheat beans and cattle
	Southern Province	Value addition to agriculture and livestock production to boost export	Insufficient access to electricity only 15%, high use of firewood	Mineral deposits and quarries for mining development (coltan, cassiterite, clay, stones and sand)
	Southern Province	Become eco-tourism destination	Insufficient access to clean water and insufficient budget for proper maintenance, furthermore, many houses without toilets	Close to market for agricultural production.
	Southern Province	Improve urbanisation and rural settlement	Lack of skills and exploitation of natural resources, all done in traditional ways	
	Southern Province		Infrastructure: Not enough maintenance budget for roads, market, sector and cells, scarcity of basic infrastructures in areas planned for urbanisation, industrial parks are underdeveloped	

District name	Province	Priority sectors/themes	Challenges and funding gaps in sector	Potential sectors
	Southern Province		Limited ICT infrastructure and internet connectivity, no business hubs or incubation centres	
	Southern Province		Social transformation: households wish to stay in Category 1 so they receive more funds, in education lack of sufficient infrastructure, lack of technical skills, low level of engagement of parents, lack of enough infrastructure; health sector also faces challenges in infrastructure and human capacity.	
Kayonza District	Eastern province	Agribusiness (transform from subsistence farming to agribusiness and increase productivity of food in the value chains of milk, maize, rice, banana and horticulture	Agriculture: low use of agricultural inputs, pesticides, improved seeds; limited agriculture processing industries, insufficient irrigation infrastructure, prolonged drought	Comparative advantage in bovine meat production, large cattle holdings and a strategic location (crossroads to Uganda, Tanzania and Kigali). Above average access to all-weather roads is encouraging for agro-processing.
	Eastern province	Tourism (develop a tourism value chain)	Financial sector: limited access to finance from formal sector, low savings and investment opportunities, low penetration of financial institutions, lack of skilled and specialised professionals in financial mobilisation	Tourism, due to proximity to Akagera
	Eastern province	Mining (explore mineral value chain and step-up mineral production by 50% (sustainable management of resources)	Energy: limited access to electricity to on and off grid, lack of hydro dams, lack of budget to acquire electrical infrastructures	Mining, one professional Wolfram extraction operation and numerous artisanal operation excavate Wolfram, Cassiterite and stone from quarries. With extra investment exploitation can reach industrial capacity.

District name	Province	Priority sectors/themes	Challenges and funding gaps in sector	Potential sectors
	Eastern province	Crafts for job creation	Private sector development: limited integration of tourism activities and infrastructure, job distribution among women and youth is low.	Lakes for aquaculture and water springs
	Eastern province	Infrastructure and promote cross border trade	Water and sanitation, limited innovation and modern tech to recycle used water. Insufficient clean and safe water, low per capita water availability and storage capacity	
	Eastern province	Education: equip people with skills for facilitation of production in value chains and self-employment	More issues in the same sectors as the other regions	
	Eastern province	Poverty reduction, food security		
	Eastern province	Rule of law		
Kirehe District	Eastern province	Improve quality of education for all	Inadequate budget to finance the implementation of DDP project (what are DDP projects?)	Suitable land and large marshlands for agribusiness (Banana, Maize, Rice, Horticulture, Cattle, Goats, Fish and soybeans
	Eastern province	Improve health	Insufficient involvement of the private sector in big and collective investment targets	Growing market demand for infrastructure, manufacturing and service industry development quarries for mining development
	Eastern province			Growing market demand for manufacturing development
	Eastern province			Irrigation in agribusiness
	Eastern province			Arts and crafts manufacturing



District name	Province	Priority sectors/themes	Challenges and funding gaps in sector	Potential sectors
Muhanga District	Southern Province	Mining, (expand productivity in mining (with environmental impact assessment)	Similar challenges as other regions	Agriculture production in bananas, cassava and climbing beans exceed national average
	Southern Province	Productivity in quarry will be expanded		Industry and services: it has rice, cassava, soy beans and mixed flour production.
	Southern Province	Commercial businesses support: development of six modern commercial malls for regional shopping		Additionally, mining of coltan, Wolfram and Cassiterite
	Southern Province	Develop value chains in agriculture and livestock using modern techniques, climate resilient infrastructure, promoting use of organic fertilisers		Strong service sector and is home to several banks and financial institutions.
	Southern Province	Extend well-designed transport facilities of delivering public transport and green mobility		Strategic geographical position, Muhanga is located in the centre of the country and is connected to important crossroads and major highways.
	Southern Province	Extend water supply and networks by 60 percent and ensuring sustainable management of water resources		
	Southern Province	Increase access to energy by 60% and promoting efficient and renewable energy options		

District name	Province	Priority sectors/themes	Challenges and funding gaps in sector	Potential sectors
	Southern Province	Develop soft infrastructure (equipment and skills for IT, modern markets, waste management, business development services, SMEs, cooperatives tourism etc		
Musanze District	Northern Province	Centre of tourism industry (identify seven new touristic sites and build new tourism facilities	Agriculture- no adequate research on adaptive crops or seeds; high acidic soil	High tourism flow, comparative advantage
	Northern Province	Sustainable agro-processing	Private sector development: limited resources for youth to start their own business; inexistence and limited external investors; limited tourism infrastructure	Suitable land for agribusiness
	Northern Province	Sustainable basic infrastructure	Energy: Unaffordable off grid electrification specifically biogas and solar energy-Insufficient budget of operation and maintenance for all electricity infrastructure	High market demand for infrastructure manufacturing and service industry
	Northern Province		Water and sanitation: inexistence of integrated solid waste management and sanitation: poor water supply systems; limited rainwater harvesting	Mineral deposits and quarries for mining development
	Northern Province		Urbanisation: insufficient budget to reallocate households in high-risk zone to planned settlement villages	Arts and crafts manufacturing
	Northern Province		Insufficient ICT infrastructure; low ICT penetration in the whole district	
	Northern Province		Environmental degradation and climate change lead to floods and landslides	

District name	Province	Priority sectors/themes	Challenges and funding gaps in sector	Potential sectors
Ngoma District	Eastern province	Strengthen agro-based economy by establishing agro-based industries	Agriculture: insufficient mechanisation; insufficient irrigation infrastructure; insufficient agro-processing industries to process a number of agricultural products	Good road network system makes NGOMA accessible from all sides.
	Eastern province	Self-sufficient in food production food security	Transport sector: insufficient means of transport and poor services of transport operations	Landscape is relatively flat with some water bodies, could be favourable to industries and larger infrastructural projects
	Eastern province	Improve infrastructure of all types	Energy: not sufficient access to electricity; large percentage of households use firewood	Fertile soils for agriculture
	Eastern province	Improve health services	Sanitation: number of households using improved toilets should go up,	Availability of minerals Coltan, wolfram, Kaolin, Cassiterite, Clay and stones
	Eastern province	Improve quality of education, especially technical education TVET	Private sector development: not responsive and little investment only few industries	
	Eastern province	Improve governance	Urbanisation: master plan in place, however insufficient infrastructure, less greening in the upgraded trading centre?	
	Eastern province		Health: not enough health infrastructure (1 hospital, 13 health centres and 18 posts) needs to be more. Almost 60 percent of population does not see a doctor due to lack of money; not enough health personnel	
	Eastern province		Education: insufficient infrastructure and number of pupils per classroom is too high	
	Eastern province		ICT: use of computers is limited	
	Eastern province		Environment: forest cover is too low	
	Eastern province		Socio economic: little decline in poverty levels	

District name	Province	Priority sectors/themes	Challenges and funding gaps in sector	Potential sectors
Nyagatare District	Eastern province	Maximising production and productivity of agriculture and livestock.	Agriculture: inadequate value addition in agriculture and livestock production, insufficient agro-processing; irrigation and mechanisation; prevalence of pests and animal diseases	Agriculture: soil conditions suitable for maize beans, sorghum, coffee, banana, cassava, vegetables and fruits
	Eastern province	Transform agriculture and livestock production for boosting experts	Private sector development: insufficient markets, lack of skilled workforce; high costs of mining equipment;	High agriculture and livestock productivity (caution: in challenges the district described this as insufficient
	Eastern province	Promote mining industry	Transport: not enough tarmac roads and car parks; poor conditions of roads and bridges; insufficient public street lighting; undeveloped areal transport	Existence of financial institutions including Umurenge; presence of a university that has agriculture and livestock development
	Eastern province	Eco-tourism	Energy sector: lack of hydro power and poor conditions of electricity lines, networks, energy generation low percentage of household with access to electricity	Existence of farmers cooperatives; existence of investments in agricultural sector
	Eastern province	Private sector development (expand formal businesses)	Water and sanitation: insufficient water connection; low private investment; insufficient waste-water collection	Plenty other opportunities in all sectors; see their strategic plan page 9
	Eastern province	Improve and accelerate urbanisation and rural settlement by promoting basic infrastructure development and investment for green urbanisations and efficient public transport	Other issues; similar to other districts	
	Eastern province	Protect and preserve environment		

District name	Province	Priority sectors/themes	Challenges and funding gaps in sector	Potential sectors
Nyamagabe District	Southern Province	Not indicated other than the strategic priorities of NST 1	Similar challenges as other regions	Available soil/land that suits for high values crops (Irish Potatoes, Wheat, Tea and Coffee)
	Southern Province			Growing of both local and external demand of fresh agricultural products (Honey & Meat)
	Southern Province			Natural and Environment resources (Forests and Mines)
Nyanza District	Southern Province	Increasing road network and other infrastructure		
	Southern Province	Create decent job and foster entrepreneurship		
	Southern Province	Increase quality and productivity of agriculture and livestock		
	Southern Province	Sustainable protection of environment and natural resources		
	Southern Province	Modern households through construction of houses		
	Southern Province	Quality education		
	Southern Province	Development of cultural industry and peace building		

Annex B: Tools

Annex B1: Tools for Step 1

Annex B1.1 Development Partner Mapping

Annex B1.2 List of LODA's Prioritized Partners…

Annex B1.3 Donor Assessment Criteria

Annex B1.4 Donor Assessment Grid

Annex B1.5 Mapping Donors by Product Portfolio

Annex B1.6 Final Donor Assessment Check

Annex B1.7 List of Donors to Approach

Annex B2 Tools for Step 2

Annex B2.1 RM Material Monitoring

Annex B2.2 Resource Mobilization Monitoring

Annex B3: Tools for Step 3

Annex B3.1 Assessment Criteria for Concept Note

Annex B3.2 Potential Outline for Concept Note

Annex B3.3 Simplified Process for Proposal Preparation

Annex B3.4 Potential Outline for Project Proposal

Annex B3.5 Hints for Preparation of Cover Letter

Annex B3.6 Additional Resources on Proposal Writing

Annex B1.1: Development Partner Mapping

	Full Name	Abbr.	Type	Website	Office	Sectors
1	Aga Khan Development Network	AKDN	F	https://www.akdn.org/our-agencies/aga-khan-foundation		Agriculture, Food Security; Civil Society, Early Childho Econ. Inclusion; Educ.; Health, Nutrition, Tourism; PPP.
2	Growing Africans Agriculture	AGRA	M	https://agra.org/focus-countries/	RWA	Agriculture, Climate change in Agriculture
3	Children's Investment Funds	CIFF		https://ciff.org/		Health; Education Child protection; Climate change.
4	Climate Investment Funds	CIF	F	https://www.climateinvestmentfunds.org/	Africa	Climate Investments, Energy Efficiency
5	Fund for Climate and Development	DFCD	B	thedfcd.com	Outside	Climate change, Ecosystems, Smart Agriculture, Environme Protection
6	The Global Fund	GF	M	https://www.theglobalfund.org/en/updates/other-updates/2020-03-23-global-fund-supports-countries-in-response-to-covid-19/		Health, Waste management.
7	Green Climate Fund	GCF	M	https://www.greenclimate.fund/about	Outside	Climate protection in Agriculture, Buildings, cities, industri Ecosystems, Energy; Health, Infrastructure, Livelihoo Transport
8	International Fund for Agricultural Development	IFAD	M	https://www.ifad.org/en/web/operations/country/id/rwanda	Rwanda	Agriculture, Nutrition
9	Korean International Cooperation Agency	KOICA	B	http://www.koica.go.kr/sites/rwa_en/index.do	Rwanda	Education, Rural development, Agriculture, ICT
10	United States Agency for International Development	USAID	B	https://www.usaid.gov/rwanda	Rwanda	Food security, Agriculture, Democracy, Governan Economic growth / Trade, Education, health

	Full Name	Abbr.	Type	Website	Office	Sectors
11	Enhanced Integrated Framework	EIF	M	https://www.enhancedif.org/	Unknown	Investments, Trade, Economic Development, Pove Reduction; Gender.
12	Bill & Melinda Gates Foundation	BMG	F	https://www.gatesfoundation.org/	Africa	Health, Agriculture; Family Planning Financial Services;
13	Climate Funds Managers	CMF	O	https://climatefundmanagers.com/funds/#CIO	Outside	Climate Investor One (CI1) for renewable ene infrastructure projects.
14	Clinton Development Initiative	CDI	F	https://www.clintonfoundation.org/press-releases/clinton-development-initiative-expands-work-rwanda-help-improve-farmers-incomes	Unknown	Community Agribusiness; Climate-smart agriculture; Heal
15	David & Lucile Packard Foundation	Packard Foundation	F	https://www.packard.org/		Conservation, Climate change, Agriculture, Children
16	GAVI Vaccine Alliance	GAVI	F	https://www.gavi.org/programmes-impact/our-support	Africa	Health, Vaccine support
17	Girls Education Challenge	FCDO-GEC	B	https://girlseducationchallenge.org/#/	Unknown	Girls education
18	Global Environment Facility	GEF	M	https://www.thegef.org/country/rwanda	Africa	Environment protection, Climate change
19	Intern-agency Network for Education in Emergencies	INEE	M	https://inee.org/evidence/e-cubed/call-for-proposals	Unknown	Education
20	Japanese International Cooperation Agency	JICA	B	https://www.jica.go.jp/rwanda/english/office/about/about.html	Rwanda	Economic infrastructure; Promotion of value add agriculture; Water and sanitation; Human resou development.
21	Joint Aid Management	JAM	O	https://jamint.com/	Africa	Education, agriculture, humanitarian, food security nutrition

	Full Name	Abbr.	Type	Website	Office	Sectors
22	One Acre Fund		O	https://oneacrefund.org/		Agricultural service providers
23	Root Foundation Rwanda	Root	F	https://www.rootfoundation-rwanda.org/	Rwanda	Street children
24	The Global Fund	GF	M	https://www.theglobalfund.org/en/government/profiles/rwanda/	Africa	Malaria, HIV and TB prevention and treatment
25	UK Aid	UK Aid	B	https://www.ukaiddirect.org/news/new-uk-aid-direct-funding-round-announcement/	Rwanda	All SDG goal areas including long-term COVID-19 impact
26	UNIDO Programme for Country Partnership	UNIDO PCP	M	https://www.unido.org/who-we-are-programme-country-partnership/programme-country-partnership-rwanda	Rwanda	Agriculture, Industrial development
27	Global Affairs Canada	-	B	https://www.international.gc.ca/gac-amc/index.aspx?lang=eng	Rwanda	Gender equality; Support to NGOs
28	Global Humanitarian and Development Fund	GHDF	F	https://ghdf.org.rw/	Rwanda	Economic Development, Humanitarian Relief, Refuge HIV/AIDS
29	Norwegian Agency for Development Cooperation	NORAD	B	https://norad.no/en/front/	Unknown	No further information
30	Swedish International Development Cooperation Agency	SIDA	B	https://www.sida.se/English/where-we-work/Africa/Rwanda/	Rwanda	Democracy, Human rights, Economic development; Natu resources management
31	African-EU Partnership	Pan Africa	M	https://africa-eu-partnership.org/	Africa	Mobilizing investments, Strengthening resilience

A more detailed information can be found in the relevant Excel File. This database (Excel File) should be consulted for any interactions planned with DPs. Please note that the file must be frequently updated by the RM Specialist or the RM task force as it gets outdated very quickly.

Annex B1.2: List of LODA's Prioritized Donors

Priority	Pot. Donor Organization
High Priority[50]	• Aga Khan Development Network • Alliance for Green Revolution Africa • Children's Investment Fund • Climate Investment Funds • Dutch Fund for Climate and Development • Global Fund Covid response (5% allocation of existing funding) • Green Climate Fund • International Fund for Agricultural Development • Korean International Cooperation Agency • USAID mission to Rwanda
Medium Priority	• Global Affairs Canada • Global Humanitarian and Development Foundation • Norwegian Agency for Development • Swedish International Cooperation • The EU - The Africa-Europe partnership
Low Priority	• African Development Bank EIF (Enhanced Integrated Fund) • Bill & Melinda Fund • Climate Fund Managers - climate investor 1 • Clinton Development Initiative • David & Lucille Packard Foundation • GAVI alliance • Girls education Challenge fund • Global Environment Facility • Interagency Network for Education in Emergencies • Japanese International Cooperation Agency • Joint Aid Management • One Acre Fund • Mac Arthur Foundation • Root Foundation Rwanda • The Global Fund to Fight AIDS, Tuberculosis and Malaria • UK Aid • UNIDO Programme for Country Partnership

[50] Listing is per alphabetic order not per importance

Contact monitoring prioritized donor organizations

Priority	Pot. Donor Organization	Date Approached	Reaction	Actions to be taken
High Priority	• Aga Khan Development Network			
	• Alliance for Green Revolution Africa			
	• Children's Investment Fund			
	• Climate Investment Funds			
	• Dutch Fund for Climate and Development			
	• Global Fund Covid response			
	• Green Climate Fund			
	• International Fund for Agricultural Development			
	• Korean International Cooperation Agency			
	• USAID mission to Rwanda			
Medium Priority	• Global Affairs Canada			
	• Global Humanitarian and Development Foundation			
	• Norwegian Agency for Development			
	• Swedish International Cooperation			
	• The EU - The Africa-Europe partnership			
Low Priority	• African Development Bank EIF (Enhanced Integrated Fund)			
	• Bill & Melinda Fund			
	• Climate Fund Managers - climate investor 1			
	• Clinton Development Initiative			
	• David & Lucille Packard Foundation			
	• GAVI alliance			
	• Girls education Challenge fund			
	• Global Environment Facility			
	• Interagency Network for Education in Emergencies			
	• Japanese International Cooperation Agency			
	• Joint Aid Management			
	• One Acre Fund			
	• Mac Arthur Foundation			
	• Root Foundation Rwanda			
	• The Global Fund to Fight AIDS, Tuberculosis and Malaria			
	• UK Aid			
	• UNIDO Programme for Country Partnership			

Annex B1.3: Donor Assessment Criteria

Criteria for Donor Assessment[51]

The following questions may be useful for LODA to ask itself, before approaching a specific donor:

1. What are the products LODA needs to raise funds for?
2. What are the donor's strategic priorities? Where can LODA find more information?
3. How will this donor support LODA's strategic priorities? Why should LODA target this particular donor?
4. What is the level or range of funding and what is the timeframe for funding? (e.g. one year / two years / five years)
5. How is LODA perceived or known by this donor? What is LODA's reputation with this donor?
6. How does LODA's strengths fit into the strategy of the donor? How can LODA 'add value' to the donor?
7. What is the donor's reputation in Rwanda, among State Institutions or among the NGO community? (e.g. flexible; very strict; collaborative vs. top down; etc.)
8. Who is LODA's competition and what are LODA's unique selling points compared to others?

[51] SID4 elaboration based on USAID (2010), p. 20

Annex B1.4: Donor Assessment Grid

Donor (Abbrev.)	Interests / Priorities	Funding Range	Flexibility*	Efforts for Proposal*	Efforts for Project Man.*	Suitable for LODA / Need**	Comments

* low / medium / high

Annex B1.5: Mapping Donors by Product Portfolio

Sector	Areas	Funding Gap	Potential Donor
Agriculture	Agriculture-related infrastructure		•
	Storage of agricultural products		•
	Distribution of improved fertilizers and seeds		•
	Livestock distribution to vulnerable rural population		•
Education	School construction		•
Health	Establishment of health posts & centers		•
Transport	Road construction and rehabilitation		•
	Bridge construction and rehabilitation		•
	Public lightning		•
Environment & Natural Resources	Environment-related infrastructure		•
	Forestation		•
	Erosion-control measures		•
	Greening urban areas		•
Electrification	Electrification		•
WASH (Water and Sanitation)	Water supply		•
	Waste disposal sites		•
	Public toilets		•
Decentralization	Gov. building construction & rehab.		•
	Stadium / playgrounds		•
	Cultural centres		•
	Memorial sites		•

Sector	Areas	Funding Gap	Potential Donor
Local Economic Development Infrastructure	Modern markets		•
	Small selling points		•
	Industrial zones		•
	Storage centers for products		•
	Milk collection centers		•
Social Protection	Direct support to most vulnerable groups		•
	Nutrition sensitive direct support (NSDS)		•
	Public works programs (classic and extended public works)		•
			•

Annex B1.6: Final Donor Assessment Check

Organization	Org. strategy compatible to LODA*	LODA strategy compatible to Org.*	Pot. funding areas defined	To be Contacted?*	Resp.	Follow up measures	Comments

* YES/NO

Annex B1.7: List of Donors to Approach

Donor	Contact Person	Mail / Phone	Purpose for Approaching	Approaching Date	Result of Contact	Further Actions to be Taken

Annex B2.1: RM Material Monitoring

Material	Purpose	Status quo	Next steps
Brochures			
LODA Corporate Brochure	Introducing / Presenting LODA to donors	Not yet started	To be conceptualize; to be drafted
LODA Project Portfolio	Introducing / Presenting LODA to donors	List available	To be formatted; graphic design
LODA District Potentialities	Introducing / Presenting LODA to donors	List available	To be revised and focused on major points; to be drafted
Annual Reports			
Annual Report FY 2019/2020	Information on LODA's performance	Text available	To be focused on major points; graphic design
Financial Reports			
Financial Report FY 2019/2020	Information on LODA's budget execution		
Fact Sheets			
Factsheet on LED	Introducing / Presenting LODA to donors		To be drafted
Factsheet on Social Protection	Introducing / Presenting LODA to donors		To be drafted
Case Studies			
	Information on LODA's achievements	…	To be drafted

Annex B2.2: Resource Mobilization Monitoring Plan

Organization	Contact person	Contact details	Date contact	Purpose contact	Information sent	Information received	Result(s)	Follow up (incl. deadline)

Annex B3.1: Assessment Criteria for Concept Note / Proposal Preparation

The following questions may be useful for LODA to ask itself, before preparing a concept note or proposal[52]:

- What is the value added the project, if awarded, will bring to LODA?
- What is the form and process for submitting a request to a donor? (concept paper submission; letter of interest; full proposal)
- What is the level of efforts required by LODA to submit a concept note or proposal?
- Does LODA has the financial and personal resources necessary for the elaboration of the concept note or proposal?
- How will the work on the proposal or concept note interfere with LODA's daily work?
- What is the process for submitting a request to the donor?
- Who will be responsible within LODA for the preparation, submission and follow up of the concept note or proposal?
- Who will be needed to be involved for the preparation of the concept note or proposal?
- What are the requirements of the donor for the intervention (programmatic and financial reporting)?
- Does LODA has the institutional systems, capacity and capabilities to fulfil donor requirements?
- How much efforts does it takes to integrate the new project into LODA, if awarded?

[52] SID4 elaboration based on USAID (2010), p. 20

Annex B3.2: Potential Outline for Concept Note

Background and context

This section should include 1-2 sentences, how LODA came about to propose this project and about 1-2 sentences on LODA.

Problem and purpose of project

This section should describe in about 2-3 sentences the problem what the project is planning to address, followed by 1-2 sentences about the purpose of the project

Project objective

This section should provide for the defined objective(s) of the project. (If more than one objective, bullet points can be used)

Project description

This section should outline shortly

Beneficiaries:

Location:

Duration:

Results / outcomes:
(Bullet points can be used)

Activities
(Bullet points can be used)

Budget

This section should provide for the overall costs of the project and the contribution of other partners to it, if any (including contributions by the beneficiaries)

Contact details

This section should provide 1-2 sentences on the expectations of LODA with this concept note[53] and the contact details of contact person within LODA

[53] This could be asking for a call, meeting, further information, answer to question or interest in a call for proposal

Annex B3.3: Simplified Process for Proposal Preparation

The following steps for the elaboration of a proposal is proposed by EIF (2019), p. 20

1. Plan and brainstorm

- As a team, identify what you want to achieve and discuss what will help you meet your development goals. Carry out a situation and stakeholder analysis to determine the opportunity for change
- Define objectives, activities, outputs, expected outcomes and resources needed.
- Collaborate with other ministries to identify common goals and synergies.

2. Draft the narrative and budget

- Focus on the budget; it is as important as the narrative.
- Write the proposal draft and refine. Ask: Is it clearly structured? Does it have a logical flow? Are the sections complete and complementary?
- Check to make sure your format and information matches funding partner guidelines.
- Share the draft(s) with partners and key stakeholders to get feedback before finalizing.

3. Meet the deadline

- Submit the proposal to the funding partner in advance of the submission deadline.

4. Close the deal

- Follow up with the funding partner to ensure the submission was received. Restate your case briefly and follow up regularly (without putting too much pressure).

Have the final proposal draft copy-edited, leaving enough time to address queries and undergo a final proofread. Ensure any formatting issues are resolved before submitting the document.

Annex B3.4: Potential Outline for Project Proposal

Below there is a potential outline for a project proposal[54]

Cover Page

This page should be respecting LODA's corporate design and should be appealing to create interest in the document

Table of Contents, Figures, Tables

This section is best to be created automatically based on defined template designs

List of Abbreviations

This section should include all, really all abbreviations used

Executive Summary

This section should highlight the most important aspects of the project and should include the information that most interests the donor – the call for proposals should detail what the donor wants to see in the proposal

Project Background

This section should outline, why LODA wants to do this project and / or why LODA is interested in and best suited for implementing this project; it should also contain an overview of the organization LODA

Project Rationale

This section should outline why LODA wants to address the problem, including for whom the project is planned and why specially for them.

Project Outline or Description

Project Goals and Objectives

This section should outline what the project wants to achieve and spell out clearly what is intended to achieve for whom in what period of time.

Project Results

This section should outline what is to be achieved in detail, preferably already mentioning some indicators indicating the achievements of the results and activities (result and performance indicators)

Project Strategies and Activities

This section should outline how LODA intends to achieve the set results

Beneficiaries, Duration of Project

[54] SID4 elaboration based on ProposalsforNGOs (2020), pp. 140

This section should outline very shortly for who will benefit from the project and how long and when the project is planned to be implemented

Risks and Assumptions

This section should outline what are the assumptions the project can be implemented and what risks could negatively influence project implementation

Monitoring and Evaluation Plan

This section should outline how to measure the results and the performance, including ideally a measurement of impacts on beneficiaries and a plan on how to deal with plan deviations

Budget

This section should outline what the project will cost and should contain a fully-fledged budget according to the format required by the donor

Log-frame

This section usually is part of the annexes and should summarize all information from the project description, including result and performance indicators and responsibilities for project implementation

Workplan

This section is usually part of the annexes and should outline all activities by results or according to the strategy and should include an intended timeline

Case Study

This is an optional section usually also part of the annexes or provided in form of boxes in the text, but if included, it should be focused on the donor and the project idea

Organizational Profile

This section is usually part of the annexes and should contain an overview over LODAs set-up, strategy, goals, achievements, results and donor relations; ideally, it can be focused on the donor's interest and / or the project

Other Annexes

This section usually contains other annexes such as e.g. project reference list, further case studies, pictures from related projects, further tables, further statistical information, other promotion materials, tools, etc.

More details on each of the items above can be found in "Proposals for NGOs" (2020), pp. 164.

Annex B3.5: Hints for Preparation of Cover Letter for Proposals

A cover letter typically contains 3 – 4 paragraphs in letter format[55].

Paragraph 1:

This paragraph should contain general overview information:

- Greeting
- Project title
- NGO name
- Grant request amount
- Relevant fund/portfolio

Paragraph 2:

This paragraph should contain, if applicable, any relationship with the donor:

- Past grants received
- Past conferences or networking sessions attended together
- Other relationships
- If there is no relationship yet, then explain why the donor should be interested in the project based on their stated priorities.

Paragraph 3:

This paragraph should summarize the impact of the project:

- Project location
- Purpose
- Impact
- Number of beneficiaries
- Timeline

Paragraph 4:

This paragraph should conclude with a request to contact:

- Full name of contact person (if project contact is different from the letter's signer)
- Email of the contact person
- Phone number of a contact person
- Thank you to a donor for their time
- Sign off

[55] ProposalsforNGOs (2020), p. 142)

Annex B3.6: Additional Resources on Proposal Writing

Proposals for NGOs

http://ProposalsforNGOs.com/

Hundreds of in-depth resources about everything proposal related – tips, guides, "how to's", sample proposals, training, expert advice, and much more. "Proposals for NGOs" also offers online courses covering all areas of fundraising, starting with the development of a strategy and ending with the writing of a first proposal draft.

Learning Lab: A proposal Writing Short Course

http://foundationcenter.org/getstarted/tutorials/shortcourse/prop1_print

This step-by-step guide contains all of the necessary information on how to design the different parts of a proposal. It outlines the structure of a proposal with tips on what to include in each part of the process and how to gather the required information.

Writing a Funding Proposal http://www.civicus.org/index.php/media-center/toolkits/618-writing-a-funding-proposal/ This guide gives advice on finding donors and techniques to use when developing a proposal. It mentions that proposal writing is best undertaken as a small team effort.

A Guide for Proposal Writing

http://www.nsf.gov/pubs/2004/nsf04016/nsf04016_1.htm

This government website provides useful articles on proposal writing. It is geared towards proposal writing in the fields of science and technology but offers good basic tips. It provides information on how to address key areas, including requests for proposals and unsolicited proposals.

How to Write a Grant Proposal

http://www.arc.gov/funding/HowtoWriteaGrantProposal.asp

The site provides a brief and concise guide on grant writing along with some descriptions of terms and concepts. It offers advice on identifying the right person to write the proposal and avoiding common mistakes.

Audiobook: The Foundation Center's Guide for Proposal Writing
http://foundationcenter.org/getstarted/learnabout/audiobook.html

This audiobook on proposal writing was created in partnership with Recording for The Blind (Learning Ally) an organization dedicated to providing accessible educational materials to people with both learning and print disabilities.