



Co-operating to Disarm

**RECSA
RESOURCE MOBILIZATION STRATEGY 2020-2024**

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ABBREVIATIONS AND ACRONYMS

AfDB	African Development Bank
AU	African Union
COM	Council of Ministers
CSR	Cooperate Social Responsibility
CSO	Civil Society Organisation
DRC	Democratic Republic of Congo
EU	European Union
ECOWAS	Economic Community of West African States
IANSA	International Action Network on Small Arms
IDRC	International Development Research Centre
ODA	Official Development Assistance
PSSM	Physical Security and Stockpile Management
RECs	Regional Economic Communities
RECSA	Regional Centre on Small Arms
SADC	Southern African Development Community
SALW	Small Arms and Light Weapons
TAC	Technical Advisory Committee
UN	United Nations
UNIDR	United Nations Institute for Disarmament Research
UNODA	United Nation Office for Disarmament Affairs
WB	World Bank

FOREWORD



Dear partners,

It is my pleasure to present this Resource Mobilization Strategy as an important step in aligning the overall business cycle of RECSA. Strategic priorities have been reviewed and condensed within four priority areas of the strategic framework 2020-2024.

The consolidated resource requirement for 2020-2024 reflects a system of planning and budgeting that will seek to deliver these priorities. This RECSA resource mobilization strategy looks at opportunities to attract more flexible and predictable multi-year funding. This is to address the challenges posed by the illicit proliferation and misuse of small arms and light weapons which ranks among today's most pressing security threats. The strategy considers the changing donor environment, which is characterized by both the growing partnership landscape and the trends and challenges posed by global economic and financial realities.

The Resource Mobilization Strategy has been developed by considering a range of factors to ensure the strategy is workable, realistic, and yet ambitious enough to demonstrate that RECSA Secretariat remains steadfast in its commitment to fulfill its mandate. It also outlines the critical importance of a strong institutional coordination of resource mobilization initiatives at the Secretariat level.

I would like to express my appreciation to all our development partners and Member States for their continued support to the fight against the illicit trade and proliferation of Small Arms and Light Weapons (SALW) and their assistance in the implementation of the Nairobi Protocol and other related instruments. Also, I would like to take this opportunity to offer my sincere gratitude to all those who have contributed to the various stages of the formulation of the Resource Mobilization Strategy.

LT. GEN. BADRELDIN ELAMIN ABDELGADIR
EXECUTIVE SECRETARY

EXECUTIVE SUMMARY

RECSA will fulfill its mandate through the assessments of threats to acquire funding as well as identifying areas of opportunity to further expand relations and open up new partnerships. This strategy subsequently charts a course to navigate resource mobilization operations that will ensure RECSA Secretariat to be optimally positioned to mitigate against these threats and seize those opportunities for operational efficiency and effectiveness.

To achieve the objectives set forth in the Strategic Plan 2020-2024, this Strategy will continue on the successful path set forth in the previous Resource Mobilization Strategy (RMS) 2016-2020. This further necessitates the enhancement of the existing donor relationship and the continued search for funding streams with new partners.

Deepening the existing relations will see the Secretariat work with the core group of traditional donors, who will continue to fund, but will also see the relationships with these donors used as advocates for RECSA with new multilateral actors.

Sustaining the existing relations between RECSA and current donors in addition to expanding the resource mobilization base through engagement with other potential development partners (funders) will enable the Secretariat to have sustainable resource to fulfill its mandate. This will be undertaken by highlighting the value of RECSA in contributing to peace and security through the control and management of small arms and light weapons with a view of enhancing its visibility to the Member States and other development partners.

The Strategy outlines how the RECSA Secretariat will organize the processes of prioritising, planning, monitoring, broadening the resource channels as well as coordinating with Member States to mobilize and effectively utilize the resources.

CHAPTER 1: INTRODUCTION AND BACKGROUND

1.1 Organizational Background

The Regional Centre on Small Arms in the Great Lakes Region, Horn of Africa and Bordering States (RECSA) is an intergovernmental organization established in June 2005 to coordinate the implementation of the Nairobi protocol and build the capacity of the Member States and National Institutions responsible for Small Arms and Light Weapons management and control.

The current membership of RECSA is 15 Member States comprising of; The Republic of Burundi, Central Africa Republic, Democratic Republic of Congo, Republic of Congo, Republic of Djibouti, Federal Democratic Republic of Ethiopia, State of Eritrea, Republic of Kenya, Republic of Rwanda, Republic of Seychelles, Federal Republic Somalia, Republic of South Sudan, The Republic of Sudan, United Republic of Tanzania and Republic Uganda.

RECSA's governance structure is composed of three policy organs; the Council of Ministers, (COM), Technical Advisory Committee (TAC) and the Secretariat headed by the Executive Secretary who is responsible for the day to day running of the Centre. It works closely with National Institutions Responsible for SALW Management and Control – these are Government agencies established in member states to implement the Nairobi Protocol at national level. It also collaborates with civil society organizations and regional/international organization in addressing the proliferation of SALW.

The principle objective of RECSA is to ensure the efficient and effective implementation of the Nairobi Protocol and the Nairobi Declaration as per Article 8 of the Agreement establishing RECSA. The key functions of the Secretariat as outlined in the Article 12(2) of the Agreement establishing RECSA are to:

- Coordinate the implementation of the Nairobi Declaration;
- coordinate the agenda for action and its implementation plan, and the Nairobi Protocol in consultation with member states;
- Consult with sub-regional, regional and international agencies, including Civil Society Organisations (CSO) and other experts in the implementation of the Nairobi Declaration and Nairobi Protocol;
- Prepare draft proposals and agreements on matters arising from the decisions and recommendations of the Council of Ministers;
- Prepare surveys, studies, information and guidelines on legal, political, economic, social, cultural and technical matters of common concern to and essential for broadening and deepening cooperation among member states;

- Conduct and facilitate research, exchange and disseminate information between and among sub-regional, regional agencies, national focal points and civil society to support the implementation of the Nairobi Declaration and Nairobi Protocol;
- Identify, initiate, coordinate, monitor and harmonize initiatives for realising the objectives of the centre;
- Organise and facilitate the meetings of the Council of Ministers and those of the Technical Advisory Committee and other relevant meetings;
- Coordinate and assist the national focal points in the implementation of the Nairobi Declaration and the Nairobi Protocol; and;
- Perform other functions as entrusted to it by the Council of Ministers

1.2 RECSA Vision, Mission and Core values

1.2.1 Vision and Mission

Vision – ‘RECSA envision a safe and secure sub-region in a peaceful continent free from arms proliferation’

Mission - ‘RECSA mission is to coordinate action against SALW proliferation in the Great Lakes Region, Horn of Africa and Bordering States’

1.2.2 Core Values

RECSA’s core values are:

- | | |
|-------------------------|---|
| i) Flexibility; | v) Transparency |
| ii) Gender Sensitivity; | vi) Professionalism |
| iii) Integrity; | vii) Partnership |
| iv) Team Work; | viii) Technology orientation / Innovation |

1.3 Strategic Pillars

RECSA will coordinate SALW interventions as guided by the Strategic Objectives highlighted in the strategic plan for the period 2020-2024:

1. Coordinate SALW Management and Control Interventions in the RECSA Sub-Region;
2. Conduct Adaptive Research, Public education and Awareness;
3. Develop and strengthen the institutional capacity of RECSA Secretariat and the Member States;

4. Mainstreaming Gender and Special Interest Groups in SALW interventions.

1.4 Rationale for the Resource Mobilization Strategy

The realization of the strategic pillars is dependent on a robust resource mobilization for its interventions. Since its inception in 2005, RECSA and member states have implemented a number of projects with the support of different development partners including; Governments, bilateral and multilateral institutions. While RECSA has a comparative advantage due to its unique mandate, it has to overcome a number of challenges to effectively improve its resources. These include among others;

- Lack of integration of SALW interventions within Member States development economic and national strategies;
- Shifting of donor priorities and interests;
- Limited opportunities for interaction with donors and development Partners.

The current trends in donor funding for small arms and light weapons has left some regions of the developing world with less assistance, others with more. Dependence on international funding is proving to be insufficient, and compromises financial sustainability. The viability or survival of donor supported organizations depends on the organization's ability to adapt to changing donor trends and the willingness to explore alternative sources of funding. RECSA has a niche in its mandate and thus an added advantage in resource mobilization.

In addition, the fulfillment of RECSA's mission is reliant on sustained funding to carry out its mandate. Over the years, despite ongoing efforts, illicit small arms and light weapons have continued to proliferate in the Great lakes Region, the Horn of Africa and bordering states, compounding armed conflicts in the region. RECSA is therefore seeking funding at regional and international levels to undertake SALW initiatives. This is aimed at ensuring a safe and secure sub-region in a peaceful continent free from arms proliferation.

The RECSA' Strategic Plan 2020-2024 provides for the financial projection of a minimum of 13,130,132 USD (thirteen million one hundred thirty thousand one hundred thirty-two) over a period of four years. In order to achieve the desired resources, resource mobilization efforts will be undertaken with a clear strategy to mobilize for resources.

This Resource Mobilization Strategy has been developed to achieve the financial projection for undertaking SALW interventions and sustainability for the period 2020-2024.

1.5 Objectives of the Resource Mobilization Strategy

1.5.1 The Overall Goal

The overall objective of the RECSA Resource Mobilisation Strategy is to ensure that there is a clear, systematic, predictable and well-co-ordinated approach to soliciting funds for expanding the resource base to ensure sustainable resource availability for the implementation of the RECSA programmes as stipulated in the 2020-2024 Strategic Plan.

1.5.2 Specific Objectives

Specific objectives of the resource mobilization strategy are;

1. To provide guidelines on resource mobilization.
2. Mobilize adequate resources for RECSA to carry out all the activities as per the 2020-2024 strategic plan;
3. Develop a framework for resource mobilization;
4. Develop and improve relations and dialogue between RECSA and the international development partners;
5. Broaden the resource channels by exploring alternative sources of funding in order to reduce dependence on resources from some International Development Partners and to strengthen the RECSA Secretariat leadership.

1.6 Methodology for Developing the Resource Mobilization Strategy

The process of developing this resource mobilization strategy entailed two approaches;

1. Desk research and primary data gathering and analysis through stakeholder's consultations. The process entailed an in-depth literature review including RECSA's Strategy plans, annual reports, donor reports, financial reports and the Nairobi Protocol.
2. This strategy also analysed the results of interviews conducted with current and past donors and questionnaires filled in by staff and stakeholders involved in the process of the resource mobilization.

CHAPTER 2: SITUATIONAL ANALYSIS

This section analyzes both the internal and external environments of RECSA Secretariat's resource mobilization operations. It also analyses how RECSA can position itself to operate strategically and appropriately within these contexts to meet its funding needs in the strategy period (2020-2024).

2.1 Internal Environment Analysis of RECSA Operations

Understanding the drivers of resource requirements at RECSA is important in determining the types of resources the organization requires for its operations. In view of this, the most important drivers of resources requirements at RECSA include the need to deliver its core mandate. This should be undertaken by developing appropriate capacity within RECSA coupled with a contribution to global development outcomes, particularly SDG Goal 16 which focuses on peaceful and inclusive societies, access to justice and accountable institutions.

RECSA will specifically contribute to the targets comprising SDG Goal 16. Target 16.4 proposes, among other issues, that steps be taken to 'significantly reduce illicit arms flows by 2030'. This resource mobilization strategy takes cognizance of these drivers. Within the strategy, risks in relation to securing adequate funding are considered. Conversely, opportunities exist to improve or reposition RECSA toward existing partners or to reach out to new partners. These areas of opportunity and risk are considered in the resource mobilization strategy.

Table1: SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Clearly established mandate and niche as derived from Article 12 in the Agreement Establishing RECSA and Article 18 of the Nairobi Protocol; • A track record in setting regional standards for SALW control and management; • Availability of unique products such as the RECSA Small Arms Tracing Software (RSTS); • Expertise in; arms marking, electronic record keeping, destruction of firearms, UXOs and ammunitions, safe storage, PSSM training, NAP development, capacity building for National Institutions responsible for SALW management and control, civilian disarmament and guidelines formulation; • Member States financial contribution to RECSA; • Operational Capacity to implement regional and continental programmes and projects on SALW control and management; • Capacity for prudent financial management and risk assessment; • Existence of legal instrument, robust policies and strategies on SALW control at regional and global levels to attract donors; • Intergovernmental organization with sole mandate to coordinate SALW interventions on the African continent; 	<ul style="list-style-type: none"> • Inadequate financial base to support RECSA operations; • Over reliance on financial contribution from Member States; • Inadequate engagement with donors/stakeholders. • Inadequate capacity to control and direct donor interest and Member States 'budget on small arms control.
Opportunities	Threats
<ul style="list-style-type: none"> • Supportive multilateral and bilateral partners; • Increased relevancy of SALW interventions to Sustainable Development Goals; • Commitment by Member states to a regional approach in SALW control and management; • The AU Master Roadmap to Silencing the Guns in Africa offers opportunity for RECSA; • Nexus between security and sustainable development; • Expression of Interest by some countries to join RECSA (ANGOLA & CHAD) 	<ul style="list-style-type: none"> • Inconsistent flow of contributions from Member States affecting RECSA operations; • Conflicting and/or shifting priorities by Member States and donors; • Civil and Political unrest in some Member States; • Limited capacity of national institutions responsible for SALW management and control in some member states in resource mobilization efforts; • Slow harmonization of national SALW legislations with the provision of the Nairobi protocol and other international and regional instruments. • Effects of Covid-19 and other related pandemics has impact on resource mobilization base and sustainability.

2.2 Emerging priorities in RECSA's fundraising experience

RECSA has been able to mobilize funding from different multilateral and bilateral partners due to its good reputation with stakeholders. Despite this fact, RECSA's fundraising is heavily dependent on development partners whose priorities continue to shift thereby posing a challenge in resource mobilization efforts.

The major strategic partners to RECSA as highlighted in Table 3 comprise RECs, multilateral agencies, United Nations agencies and other NGOs. In order to break out of this dependency, there is a need for RECSA to diversify its sources of funding to include new development partners and other source of income like trust funds. The strategies RECSA intends to pursue in the diversification of resource mobilization include; undertaking Public Private Partnership, holding donors conferences and establishing endowment funds. RECSA Resource Mobilization Strategy 2020-2024 therefore highlights this possibility as shown in the strategy framework.

2.3 Justification for long term sustainable funding

The prevention, control and reduction of SALW illicit proliferation should be a priority to Member States as accredited to Nairobi Protocol and other SALW instruments. RECSA region has been affected by some prolonged conflicts which have adverse effects on the social economic, political and environmental issues. This has resulted into war, crimes, degrading of the environment, abating terrorism and undermining development expectations in the region.

Since RECSA's mandate is to coordinate actions against SALW illicit proliferation in the region as contained in the Nairobi Protocol, the development of appropriate and sustainable strategies is critical for its success. This resource mobilization strategy is therefore intended to guide RECSA in identifying appropriate framework for sustainable resources to implement its strategic plan for the period 2020-2024.

2.4 Opportunities and High-Level Risks

RECSA envisages that during the implementation of this strategy there will be opportunities coupled with diverse risk levels as detailed in table 2.4.1. RECSA has also embraced the requirements and assumptions to be met for the opportunities to be a reality.

2.4.1 Opportunities

OPPORTUNITY	ASSUMPTION/REQUIREMENT
Supportive multilateral and bilateral partners;	<ul style="list-style-type: none"> • Ability for RECSA to improve relationships with development partners; • Effectively communicate the impact of RECSA' activities in the Member States; • Submission of reports to be timely and of high quality; • Project proposals to be aligned with development partners objectives.
Increased relevancy of SALW interventions to Sustainable Development Goals;	<ul style="list-style-type: none"> • Alignment of RECSA project to capture SDGs, especially goal 16 • Member States to develop national and regional indicators required for measuring progress under the SDGs.
Commitment by Member states to a regional approach in SALW control and management;	<ul style="list-style-type: none"> • Member States to harmonize their SALW legislation; • Reinforce the existing regional initiatives to coordinate SALW control and management.
The AU Master Roadmap to Silencing the Guns in Africa offers opportunity for RECSA;	<ul style="list-style-type: none"> • Ability to implement activities contributing towards silencing the Guns initiative not only in the RECSA sub-region but also beyond.
Nexus between security and sustainable development;	<ul style="list-style-type: none"> • Sensitize Member States and development partners that security is a necessary precondition for sustainable development.
Expression of Interest by some non-Member States to join RECSA.	<ul style="list-style-type: none"> • Market RECSA' mandate to potential non –Member States. • Define a clear path on how a non-Member States can join RECSA.

2.4.2 High Level Risk

RISK	MITIGATING PLAN
<p>Inconsistent flow of contributions from Member States affecting RECSA operations</p>	<ul style="list-style-type: none"> • Disseminate frequent reminder letters about contributions of Member States; • Effective reporting to MS on interventions implemented; • Deepening relationships through advocacy and lobbying with member States officials.
<p>Conflicting and/or shifting priorities by Member States and donors</p>	<ul style="list-style-type: none"> • Maintain and continue to improve communications about the importance of RECSA’s mandate • Seek to position RECSA as a key player for regional stability.
<p>Civil and Political unrest in some Member States;</p>	<ul style="list-style-type: none"> • Sensitize Member States on the menace of proliferation of illicit SALW;
<p>Limited capacity of national institutions responsible for SALW management and control in some member states in resource mobilization efforts;</p>	<ul style="list-style-type: none"> • Enhance Capacity building of National Institutions on RM techniques
<p>Slow harmonization of national SALW legislations with the provision of the Nairobi protocol and other international and regional instruments.</p>	<ul style="list-style-type: none"> • Lobby respective legislative bodies (Parliament) in respective MS to support legal harmonization

CHAPTER 3: THE RESOURCE MOBILISATION STRATEGY

This resource mobilization strategy describes how RECSA Secretariat will effectively attract the budgeted funding by strengthening capabilities toward external partners. RECSA Secretariat and Member States will implement the following plan and strategy to facilitate the implementation of the Resource Mobilization Strategy 2020-2024:

- a) Strengthen the guidelines and framework for coordination and mobilization of financial and technical resources;
- b) Broaden the resource channels by exploring alternative sources of funding;
- c) Establish a Resource Mobilization Committee with a mandate to support procedures and processes necessary to implement not only resource mobilization activities but also to coordinate and oversee the Secretariat's efforts in obtaining resources from development partners;
- d) Enhance dialogue, coordination and information sharing with the development partners to provide increased support while maintaining the leadership of the process pro-actively;
- e) Encourage developing partners to schedule their financial support over multi-year timeframes as well as make multi-year funding commitments in a manner that would enable RECSA Secretariat to plan and make predictable funding projections;

To fund the strategy RECSA embraces that there are three types of funding to be explored in the effort towards realizing the resource mobilization objectives:

3.1 Short Term Funding

Short term funding shall apply to short term and periodic projects which can be implemented within one year

3.2 Long Term Funding

Long term projects where tangible results may take more than two years to realize, will require sustainable funding. Such project areas may include creating public awareness among citizens on negative effects of SALW proliferation and capacity building on civilian disarmament.

3.3 Emergency Funding – Emergency Projects

These are projects not planned for but are triggered by unforeseen events like electoral violence, outbreak of pandemic (Covid-19) and SALW related disasters such as unintended explosions.

These are common issues in Africa that coerce communities to have small arms to protect themselves at emergency times.

RECSA will closely monitor across the member states and regularly for emergency projects. This will be expanded to include other critical; cases such as breakout of conflicts, new laws, after successful awareness campaigns, new escalating armed crime levels amongst others.

In realizing the resource mobilization plan – RECSA will strategically utilize three elements as per the below table;

- a) Resources needs
- b) Resource Providers
- c) Funding mechanisms

Table 2: Elements of Resource Mobilization

<p>RECSA resource needs</p>	<ul style="list-style-type: none"> • Experts – skills, competence • Office space for RECSA • SALW training Centre • Program activity costs • Land for building offices • Fixed Assets –Office furniture
<p>Mechanisms for resource mobilization</p>	<ul style="list-style-type: none"> • Project proposals – solicited and unsolicited proposals • Organizing donor forums and conferences • Networking meetings • Visibility education materials • Technical Assistance and consultancies • Lobbying • Attending thematic events • Matching funds with donor thematic areas • Advocacy and partnership
<p>Envisaged resource providers</p>	<ul style="list-style-type: none"> • RECSA Member states • Multilaterals • Bilateral • Foundations • Corporates • Private Sector – Public Private Partnership • NGOs

In order to be efficient in implementing its mandate, RECSA firmly believes in strong and joint partnerships approach. Indeed, several organizations have played a crucial role in supporting RECSA' operations and activities in its Member States. These partnerships have been able to propel RECSA as a lead actor in addressing the threats which SALW poses not only in RECSA region but also beyond.

Table 3 recapitulates some of the key development partners RECSA collaborate with:

Table 3: RECSA' STRATEGIC PARTNERS

CATEGORIES	KEY PARTNERS
REGIONAL ECONOMIC COMMUNITIES (RECs)	<ul style="list-style-type: none"> • Economic Community of Central African States (ECCAS) • Economic Community of West African States (ECOWAS) • Intergovernmental Authority on Development (IGAD) • Southern African Development Community (SADC) • East Africa Community (EAC) • International Conference on Great Lakes Region (ICGLR)
MULTILATERAL ORGANIZATIONS	<ul style="list-style-type: none"> • European Union (EU) • African Development Bank (AfDB) • World Bank agencies (WB) • African Union (AU)
UNITED NATIONS AGENCIES	<ul style="list-style-type: none"> • United Nations Office On Disarmament Affairs(UNODA) • United Nations Regional Center for Peace and Disarmament in Africa (UNREC) • United Nations Trust Fund on Arms Regulation (UNSCAR) • United Nations Regional Center for Peace and Disarmament in Africa (UNREC) • United Nations Institute for Disarmament Research (UNIDIR)
Non-Governmental Organization	<ul style="list-style-type: none"> • SAFERWORLD • Mines Advisory Group (MAG) • Small Arms Survey (SAS) • International Action Network on Small Arms (IANSA) • Bonn International Center for Conversion (BICC) • Group for Research and Information on Peace and Security (GRIP)
Government and development aid agencies	<ul style="list-style-type: none"> • Republic of France • United Kingdom • Netherlands • Federal Republic of Germany • Japan

- | | |
|--|---|
| | <ul style="list-style-type: none">• United States of America• CANADA |
|--|---|

CHAPTER 4: DONOR RELATIONS AND DEVELOPMENT PARTNERS

Finance and resource mobilisation have become increasingly complex in recent years, with significant changes to the scope of the development agenda, the number of players, the sources of funding, and mechanisms for engagement. Across the globe, a fundamental transformation is taking place within the development assistance landscape. So-called ‘traditional’ donors or donor countries belonging to OECD-DAC are showing signs of financial retrenchment as a result of the global financial / economic crisis due to the Covid-19 pandemic.

In order to achieve concrete results in favor of its mandate, RECSA therefore needs to mobilize more resources – among its Member states, of course, but above all among external donors. They represent the main opportunity to access new resources and obtain support from the development cooperation of international, regional and national financial institution.

RECSA already has some experience of resource mobilization. However, this experience varies greatly according to the different types of partners, which may be divided into three categories: traditional donors; new donors, (usually traditional partners of other UN institutions); and the private sector. The approaches, risks and opportunities for each of these three categories will be different accordingly.

The efforts to mobilize such resources need to be continued and, if possible, expanded, in particular by precisely identifying what motivates partners to make contributions, appealing to RECSA Member States in a more proactive way, and reaching out to new partners that have not traditionally taken an interest in RECSA cooperation activities.

Indeed, RECSA should pursue resource-mobilization activities among Member States and designated donors/partners in particular by communicating more effectively about the achievements and future needs of technical cooperation and giving thought to what these annual contributors can expect in return. Additionally, depending on the intervention focus and where beneficial, engaging potential donors early in project development could be deemed an advantage to secure buy-in, rather than present them with a ‘done deal’ should be a strategy that could increasingly be used.

National development aid agencies of developed and emerging countries, multilateral organizations, UN funds agencies and various foundations represent RECSA's potential partners. Once these institutions have been identified, systematic activities need to be put in place:

- Analysis of their priorities, as set out in their strategic plans;
- Strategic monitoring of their activities and seeking new calls for proposals;

- Approaches, both at the most senior government level and at the operational level, through participation in conferences, organization of events, networking, etc;
- Joint identification of cooperation opportunities;
- Design of projects, initially in the form of concept notes, then in the form of requests for financing or project documents.

A successful and longer-term partnership with new development partners requires a concerted and strategic approach to ensure that RECSA is seen as relevant and a partner of choice for future collaboration and funding.

RECSA has limited engagement and raises relatively few resources from the private sector. In order to begin exploring opportunities, a private sector partner mapping exercise should be conducted to follow up on this strategy. RECSA intends to develop a policy on development of partnerships with the private sector for purposes of achieving the following key elements;

- Fundraising and contribution;
- Joint Agreements;
- Corporate social Responsibility;
- Advocacy and Networking;
- Visibility platforms.

Private organizations/companies have heavily invested in the RECSA region. SALW proliferation undeniably affects their operations and profits. It is therefore a mutual benefit for both to collaborate and further enhance a sound business and peace environment for sustainable development.

One of the goals of this resource mobilization strategy is to create an enabling environment that leads to an increased and sustainable level of income so that RECSA can effectively execute its mandate of combatting illicit SALW proliferation. To achieve this mission the main objectives are to establish or enhance:

- Clear coordination and guidance on resource mobilization;
- ;
- Long term relationships with key donors to secure sustainable and predictable funding;
- Visibility for RECSA’s donors and partners in delivering operational and strategic results
- Increased levels of core resources (Member States annual contributions);
- Innovative fund raising methods, ways to engage non-traditional donors and tap into new funding sources such as global funds.
- Conducting a detailed donor mapping to understand the thematic areas of new and potential donors.

TABLE 4: RECSA RESOURCE PLAN 2020-2024

S/No	Funding Class	Donor / Country	Funding status				
			2020/2021	2021/2022	2022/2023	2023/2024	Total
			USD	USD	USD	USD	USD
1	Bilateral Funding	Bilateral Donors	1,200,000	1,450,000	1,500,000	1,500,000	5,650,000
		Multilateral Donor	200,000	200,000	200,000	200,000	800,000
		Co-funding by member states	43,138	43,138	43,138	43,138	172,552
	SUB TOTAL		1,443,138	1,693,138	1,743,138	1,743,138	6,622,552
2	Member States Contributions	Member States Contributions	1,073,000	1,810,860	1,810,860	1,810,860	6,505,580
	SUB TOTAL		1,073,000	1,810,860	1,810,860	1,810,860	6,505,580
3	Other Income	Interest Income	\$500	\$500	\$500	\$500	\$2,000
			\$500	\$500	\$500	\$500	\$2,000
GRAND TOTAL			\$2,516,638	\$3,504,498	\$3,554,498	\$3,554,498	\$13,130,132

RECSA DETAILED RESOURCE PLAN 2020-2024

S/No	Funding Class	Donor / Country	Funding status				
			2020/2021	2021/2022	2022/2023	2023/2024	Total
			USD	USD			USD
1	Bilateral Funding	Bilateral Donors	1,200,000	1,450,000	1,500,000	1,500,000	5,650,000
		Multilateral Donor	200,000	200,000	200,000	200,000	800,000
		Financial Institution	-	-	-	-	-
		Co-funding by member states	43,138	43,138	43,138	43,139	172,553
		Public Private Partnerships	-	-	-	-	-
		In Kind Contributions	-	-	-	-	-
		Endowment Fund	-	-	-	-	-
		1,443,138	1,693,138	1,743,138	1,743,139	6,622,553	
2	Member States Arrears (10% collection)	Republic of Burundi	-	23,318	23,318	23,318	69,954
		Central Africa Republic	-	51,246	51,246	51,246	153,737
		Democratic Republic of Congo	-	89,601	89,601	89,601	268,803
		Republic of Congo	-	34,547	34,547	34,547	103,642
		Republic of Djibouti	-	105,000	105,000	105,000	315,000
		State of Eritrea	-	56,003	56,003	56,003	168,008
		Federal Republic of Ethiopia	-	105,000	105,000	105,000	315,000
		Republic of Kenya	-	-	-	-	-
		Republic of Rwanda	-	-	-	-	-
		Republic of Seychelles	-	105,000	105,000	105,000	315,000
		Republic of Somali					Exempt
		Republic of South Sudan	-	49,001	49,001	49,001	147,002
Republic of The Sudan	-	70,007	70,007	70,007	210,021		

		United Republic of Tanzania	-	49,138	49,138	49,138	147,413
		Republic of Uganda	-	-	-	-	-
		SUB TOTAL	-	737,860	737,860	737,860	2,213,579
3	Member States Contributions	Republic of Burundi (50%)	35,000	35,000	35,000	35,000	140,000
		Central Africa Republic (50%)	35,000	35,000	35,000	35,000	140,000
		Democratic Republic of Congo (50%)	35,000	35,000	35,000	35,000	140,000
		Republic of Congo (50%)	35,000	35,000	35,000	35,000	140,000
		Republic of Djibouti (20%)	14,000	14,000	14,000	14,000	56,000
		State of Eritrea (50%)	35,000	35,000	35,000	35,000	140,000
		Federal Republic of Ethiopia (50%)	35,000	35,000	35,000	35,000	140,000
		Republic of Kenya (100%)	520,000	520,000	520,000	520,000	2,080,000
		Republic of Rwanda (100%)	70,000	70,000	70,000	70,000	280,000
		Republic of Seychelles (20%)	14,000	14,000	14,000	14,000	56,000
		Republic of Somali					Exempt
		Republic of South Sudan (50%)	35,000	35,000	35,000	35,000	140,000
		Republic of The Sudan (100%)	70,000	70,000	70,000	70,000	280,000
		United Republic of Tanzania (100%)	70,000	70,000	70,000	70,000	280,000
Republic of Uganda (100%)	70,000	70,000	70,000	70,000	280,000		
		SUB TOTAL	1,073,000	1,073,000	1,073,000	1,073,000	4,292,000
4	Other Income	Interest Income	\$500	\$500	\$500	\$500	\$2,000
			\$500	\$500	\$500	\$500	\$2,000
		GRAND TOTAL	\$2,516,638	\$3,504,498	\$3,554,498	\$3,554,499	\$13,130,132

RECSA RESOURCES MOBILISATION EXPENDITURE BUDGET: 2020 TO 2024

Strategic Options/ Key Interventions		Key activities	2020/2021	2021/2022	2022/2023	2023/2024	Total	
			USD	USD	USD	USD	USD	
Coordinate Resources Mobilisation for SALW Management and Control Interventions in the RECSA region								
1.1: Establish and sustain coordination networks of SALW players in the RECSA sub region	1.1.1: Provide mechanisms for coordination	1.1.1.1: Donor and Member States liaisons / Organize bi-annual SALW stakeholders forum on harmonizing efforts of SALW Management and control activities	-	70,000	-	70,000	140,000	
	Sub Total		-	70,000	-	70,000	140,000	
	1.1.2: Provide technical assistance in mapping prospective partners	1.1.2.1: Review and operationalize the resource mobilization strategy in RECSA Member States		20,000	20,000	20,000	20,000	80,000
		1.1.2.2: Provide technical assistance to Member States to map prospective donors and develop relevant proposals		20,000	20,000	20,000	20,000	80,000
	Sub Total		40,000	40,000	40,000	40,000	160,000	
Sub Total		40,000	110,000	40,000	110,000	300,000		
1.2: Support RECSA Member States in Resource Mobilisation initiatives for SALW management and control	1.2.1: Strengthen linkages, collaboration and coordination between the RECSA Secretariat and the National Mechanisms	1.2.1.1: Organize strategic NFPs and other stakeholders bi-annual meetings	70,000	-	70,000	-	140,000	
	Sub Total		70,000	-	70,000	-	140,000	
Sub Total		70,000	-	70,000	-	140,000		
Total Coordinate Resources Mobilisation for SALW Management and Control Interventions in the RECSA region			110,000	110,000	110,000	110,000	440,000	

CHAPTER 5: GUIDING PRINCIPLES

RECSA will pursue a resource mobilization strategy that is consistent with its overarching goals and priority programmes as stipulated in its strategic plan 2020-2024.

The guiding principles of the Resource Mobilization Strategy are as follows:

Principle 1: Management and Coordination of the Strategy: The Executive Secretary shall provide guidance and lead fundraising and resource mobilization efforts. The Executive Secretary shall establish the resource mobilization committee comprised of the following:

- Director of Finance and Administration.
- Director of Planning and Coordination.
- Director of Programs and Operations.
- Director of Training and Capacity Building.
- Resource Mobilization Expert.
- Communication and Public Relations Expert.

Principle 2: Ownership: The success of the strategy is anchored on the ownership by Member States, the Secretariat and other stakeholders. All resource mobilization efforts are coordinated and undertaken to achieve success in a supportive manner.

Principle 3: Transparency: In order to remain relevant in the donor landscape, it is imperative that the Secretariat delivers high quality services and assistance in a timely and appropriate manner. All resources mobilized will be monitored and accounted for to build trust and mutual accountability.

Principle 4: Flexibility: RECSA while appreciating the shifting dynamics in the security and development environments will seek to be flexible to respond to emerging issues and the changing implementation situations. On the other hand, development partners will also be expected to be flexible in extending support to RECSA given its crucial mandate.

Principle 5: Enabling environment: RECSA will create an environment with adequate support and other factors where all partnership and resource mobilization efforts will be coordinated and harmonized internally.

Principle 6: Partnerships: RECSA will build strong partnerships with international and regional organizations, development agencies, media, private sector, faith-based organizations and civil society organizations in mobilizing resources for the implementation of its 5-year strategy. RECSA will seek, whenever possible, multi-year contributions to enhance predictability of funding from traditional and new partners as long as the partner s' objectives are aligned to RECSA Strategic Plan.

CHAPTER 6: THE ROLE OF THE TECHNICAL ADVISORY COMMITTEE (TAC)

This resource mobilization strategy will have limited potential to be successful on any of the fundraising streams described in the previous chapters without active support from TAC Members. As part of its responsibility for financial accountability and oversight, the TAC plays a central role in ensuring that sufficient funds are raised to meet the needs for the 2020-2024 strategy.

The responsibilities of the TAC as an entity in supporting this RMS can be summarized as follows:

- 1) Provide overall guidance to and review challenges and opportunities of this resource mobilization strategy through discussions at TAC meetings;
- 2) Ensure appropriate donor representation in the governance processes of RECSA, including encouraging new donors to join the funding efforts;
- 3) Help the Executive Secretary to take a leadership role in advocating for increased resources;
- 4) Challenge Members States to be proactive advocates for increased resources with their respective countries.

TAC Members, individually, are responsible for:

- 1) Acting as advocates and spokespersons when any opportunity arises, to give credibility to the fundraising efforts of RECSA;
- 2) Using their networks and contacts to broaden the group of decision makers and influencers in financing that can be instrumental in addressing the funding challenge towards the achievement of the 2020-2024 strategic objectives and targets.

CHAPTER 7: VALUE FOR MONEY - VfM

Value for Money (VfM) in RECSA will be about maximising the impact of each resource utilised in contributing to the control of the proliferation of illicit SALW and to provide a conducive environment for sustainable development. RECSA's VfM will seek to develop a better understanding (and better articulation) of costs and results so that RECSA can make more informed, evidence-based choices. In the case of RECSA, this will be a process of continuous improvement. Specifically, RECSA will seek to:

- 1) **Economy:** RECSA will minimise the cost of resources used for activities while having regard to quality and implementing activities at a reasonable cost and assessment of cost issues like the overall per capita costs for implemented projects and the unit costs for delivery.
- 2) **Efficiency:** RECSA will perform tasks with reasonable effort – i.e. doing things the right way - determining whether the inputs (materials, human resource, funding) to produce the outputs are in the expected number and quality and provided in a cost effective manner according to specifications.
- 3) **Effectiveness:** RECSA will continuously assess the outcomes and outputs to determine to what extent the outputs are contributing to the outcomes and to achieving the objectives e.g. relationship between the completed activity per the planned program agreement, and what member states desire and value, including real life sustainable improvements.
- 4) **Equity:** RECSA will ensure fairness in the allocation of resources in reference to geographical spread, gender relevance and involvement of relevant, vulnerable and/or marginalized sectors.

CHAPTER 8: MONITORING AND EVALUATION OF THE RESOURCE MOBILIZATION STRATEGY

The following staffs have specific responsibilities in the implementation of the resource mobilization strategy as detailed in Table 5.

Table 5: Roles and Responsibilities in the Resource Mobilization Strategy

STAFF	RESPONSIBILITIES						
	Donor and Partner Scoping	Follow up on funding/partnering opportunity	Proposal and Concept Note Development	Negotiation and Liaison	Monitor Funding	Reporting and Accountability	RECSA pre-positioning
Executive Secretary	√	√		√	√		√
Resource Mobilization Expert	√	√	√	√	√	√	√
Communication Expert			√	√		√	√
Monitoring & Evaluation Expert	√	√			√	√	√
Research Expert	√					√	

CHAPTER 9: Monitoring & Evaluation Matrix for the Resource Mobilization Strategy

The Resource Mobilization Strategy monitoring and evaluation matrix will determine as systematically and objectively as possible the relevance, efficiency, effectiveness, impact and sustainability of the Resource Mobilization Strategy 2020-2024. The evaluation will contribute to better accountability of the funds spent on implementation of the Resource Mobilization Strategy in relation to results. The evaluation will provide advice to management that can serve as an input for the next Resource Mobilization Strategy and, moreover, the evaluation will review lessons learned from strategy implementation. Some key indicators which will be used to track progress include:

- A Resource Mobilization Report that will summarize results against targets for an internal and external audience done on annual basis.
- Quarterly meetings with the Resource Mobilization Committee to monitor and manage implementation of this strategy.
- The results-based monitoring system tool will be used to provide systematic tracking of results and reports for the resource mobilization strategy.

In addition, there will be an evaluation of the resource mobilization strategy at the mid-term and at the end of the five-year period. An evaluation of the strategy will facilitate an objective assessment of the overall results against the planned achievements.

Table 6: Monitoring and Evaluation Matrix for the Resource Mobilization Strategy

Goal		
To contribute to increased stability and predictability of RECSA revenue base.		
Intervention Logic	Indicators	Sources of verification
Outcome 1. <ul style="list-style-type: none"> Stable and predictable revenue base for RECSA 	<ul style="list-style-type: none"> Diversified sources Share of income pledged by traditional donors Share of income pledged by new donors 	Grant agreements Amount of funds USD generated from non-donor revenue sources
Outputs <ul style="list-style-type: none"> Diversified sources of funding to RECSA Increased funding from member states and development partners Strengthened capacity of resource mobilization 	<ul style="list-style-type: none"> Number of new funding mechanisms offering support Increased share of contribution by member states 	Grant agreements Amount of funds USD generated from non-donor revenue sources
Activities <ol style="list-style-type: none"> Develop targeted project proposals. Building resource Mobilization Partnerships Lobbying and advocacy Conducting fund raising forums Donor mapping to identify potential donors with a strategic focus on SALW. Resource mobilization capacity building for RECSA staff and Member States 	<ul style="list-style-type: none"> Proposals developed IEC materials developed Newsletters MoUs signed with partners 	Grant agreements Amount of funds USD generated from non-donor revenue sources

CONCLUSION

This Resource mobilization strategy orients the resource mobilization efforts of RECSA to the 2020-2024 Strategic Plan. The RMS 2020-2024 will be implemented by RECSA Secretariat and Member States through internal annual action plans setting out the resource mobilization priorities. These will allow for adaptation to the changing operational and fundraising environments, while addressing new emergencies and acute funding crises and seizing upon additional opportunities with existing or new donors.

The Action Plans will be drafted consultatively with stakeholders to increase the mainstreaming and institutionalization of the RMS objectives throughout the RECSA Secretariat towards greater impact of the RMS. Donors and other partners are important components for the successful implementation of this RMS, RECSA SECRETARIAT will also strive to engage more strategically with its key partners on its annual plans. RECSA operates in a rapidly changing environment, it will seek to conduct internal reviews of the RMS and further consult partners as appropriate, in the interest of adapting the RMS to the changing environment

RECSA will regularly monitor and evaluate activities in the Resource Mobilization Strategy for efficiency, effectiveness, and lessons learning. Successful implementation of this strategy will go a long way to enable RECSA attain the results envisaged in its 2020-2024 Strategic Plan.

ANNEXES

ANNEX 1: RESOURCE MOBILIZATION STRATEGY EVALUATION

	ACTION	TIMEFRAME (WITHIN)	RESPONSIBILITY
1	Review the most recent Bilateral/Multilateral Aid Review Reports done by Donors to get their views on RECSA priorities.	3 months	Resource Mobilization Coordinator
2	Carry out further research on Non OECD-DAC Donors/partners to ascertain current levels of funding; what is required for them to engage RECSA.	3 months	Resource Mobilization Coordinator
3	Explore potential RECSA private sector partners	3 months	Resource Mobilization Coordinator
4	Update mapping matrix for RECSA objectives and expand to include non-OECD partners; Private sector partners; IFIs and Others	6 months	Resource Mobilization Coordinator
5	Carry out further research to contextualize and provide specific details to the initial matching done on Donor/partners to RECSA objectives	6 months	Resource Mobilization Coordinator
6	Carry out more comprehensive mapping of already established donor funding relationships to explore possibilities for repeat/renewal of relationships	6 months	Resource Mobilization Coordinator

7	Identification of joint Initiatives which have real and sustainable collaboration between agencies and focus partnership and resource mobilization efforts on these.	6 months	Resource Mobilization Coordinator
8	Preparation of concept note and business case templates	9 months	Resource Mobilization Coordinator
9	Develop an accompanying communication, visibility and engagement strategy	9 months	RECSA Secretariat

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