# Joint Songwe River Basin Commission (SONGWECOM)

## RESOURCE MOBILIZATION STRATEGY

JULY 2023

## Table of Contents

## List of Tables

## Foreword

The Governments of the United Republic of Tanzania and the Republic of Malawi are jointly implementing the Songwe River Basin Development Programme (SRBDP), which is managed by the Joint Songwe River Basin Commission (SONGWECOM) through the Secretariat with offices located at Kyela, Tanzania.

The two countries received a grant from the Global Environmental Facility (GEF) through the African Development Bank (AfDB) to finance the 'Strengthening Transboundary Cooperation and Integrated Natural Resource Management in the Songwe River Basin' (STCINRM-SRB) Project.

The Songwe River Basin Development Programme (SRBDP) is an ambitious trans-boundary river basin development program comprising of significant multi-purpose water resources and hydro power infrastructure projects as well as other ancillary projects aimed at improving the livelihoods and opportunities of the communities living around the Songwe River Basin. Because of the scale of the projects and interventions identified by the SRBDP, heavy investment of resources- both technical and financial, are required for the successful implementation of the program. However, with the current funding expected to come to an end in June 2023, the financial sustainability of the programme is threatened due to lack of a reliable source of financing after this period.

In this regard, finding reliable sources of financial resources for the implementation of these projects and interventions is crucial.

Resources mobilization for the SONGWECOM shall enhance the sustainability of the SRBDP and the positive outcome of the interventions to be implemented for the betterment of the communities within the Songwe River Basin.

This document therefore seeks to provide guidance for executing SONGWECOM's resource mobilisation agenda by describing a detailed plan of strategic actions for SONGWECOM to adopt, in order to secure funding for SRBDP, thus ensuring its sustainability.

SONGWECOM is immensely grateful for the trust and exemplary support of all partners and stakeholders of SRBDP. We look forward to preserving this extraordinary set of partnerships as we request and encourage all stakeholders involved to play a part in ensuring enough financial resources are mobilized to support the attainment of the SRBDP goals. SONGWECOM is passionate about its work, deeply conscious of its responsibilities and committed to leading the way in these efforts.

**Joint Songwe River Basin Commission (SONGWECOM)**

## List of Acronyms

| | |
|---|---|
| ADB | Asian Development Bank |
| AFD | Agence Française de Développement |
| AfDB | African Development Bank |
| AUDA-NEPAD | African Union Development Agency |
| AWF | African Water Facility |
| CEO | Chief Executive Officer |
| CoM | Council of Ministers |
| DFIs | Development Finance Institutions |
| DP | Development Partner |
| ICA | Infrastructure Consortium for Africa |
| IFAD | International Fund for Agricultural Development |
| IFIs | International Finance Institutions |
| IPPF | Infrastructure Project Preparation Facility |
| IsDB | Islamic Development Bank |
| IWRM | Integrated Water Resources Management |
| JSC | Joint Steering Committee |
| Kg | kilograms |
| Km | kilometers |
| $Km^2$ | Square kilometers |
| M&E | Monitoring and Evaluation |
| MDB | Multilateral Development Bank |
| MoAIWD | Ministry of Agriculture, Irrigation and Water Development |
| MoU | Memorandum of Understanding |
| MRDB | Multilateral or Regional Development Banks |
| NDF | Nordic Development Fund |

| | |
|---|---|
| OECD | Organization for Economic Cooperation and Development |
| PCA | Public and Corporate Affairs |
| PMO | Project Management Office |
| PPFs | Project preparation facilities |
| PPP | Public-Private Partnership |
| RGDP | Regional Gross Domestic Product |
| RM | Resource Mobilization |
| RMS | Resource Mobilization Strategy |
| RMU | Resource Mobilization Unit |
| RoM | Republic of Malawi |
| SONGWECOM | Joint Songwe River Basin Commission |
| SPVs | Special Purpose Vehicles |
| SRB | Songwe River Basin |
| SRBDP | Songwe River Basin Development Programme |
| STCINRM-SRB | Strengthening Transboundary Cooperation and Integrated Natural Resource Management in the Songwe River Basin |
| URT | United Republic of Tanzania |
| USD | United States Dollar |

## Executive Summary

In May 2017, the United Republic of Tanzania and the Republic of Malawi signed a convention, where both countries agreed to coordinate and implement the developmental aspects of the Songwe River Basin under the Songwe River Basin Development Programme (SRBDP). SONGWECOM was launched as the vehicle for the SRBDP implementation, thus requiring it to be more focused, relevant, transparent, accountable, trusted and efficient, and whose efforts are critical in the successful realization of SRBDP efforts.

At the same time, the two countries agreed to strengthen SONGWECOM's structure culminating in the first SONGWECOM's Business plan for 2015-2025 and establishment of the secretariat based in Kyela. The Business Plan is a rolling plan to be regularly reviewed with the aim of providing a clear direction on the business of SONGWECOM. In addition, the plan gives an approach to financing arrangements of the different projects under the programme, staffing requirements of the Secretariat; and also, how the programme will be monitored and evaluated to ensure the intended objectives are attained.

As alluded to above, the overriding objective for SONGWECOM's creation was to strengthen the two countries ability to achieve the objectives of SRBDP by ensuring its financial sustainability thorough securing adequate, predictable flexible funds to implement SRBDP envisioned projects.

This RMS therefore outlines the strategy for SONGWECOM to deliver on this important agenda. It is informed by past assessments, reviews, consultations and analysis of SONGWECOM internal and external environment. The RMS also puts forward major actions to achieve four objectives namely:

1. To secure adequate Funding for SONGWECOM in order to cater for its regular budget support, and programme implementation.

2. To achieve financial sustainability through building long term strategic partnerships with potential funders/investors.

3. To ensure financial sustainability through a diversified funder base by retaining existing funders and gaining new ones.

4. To explore innovative ways of attracting funding (such as public-private partnerships) to guarantee financial sustainability.

The RMS further recommends strategies to achieve the set objectives. These include:

**1. Building Strategic partnerships**

The strategy is to move away from small one-off initiatives to longer term high impact partnerships that can attract funding and other support from multiple funders to leverage their resources. This entails building long term strategic relationships with development partners to bring about impact at scale.

**2. Diversifying Funder base**

The strategy is aimed at reducing dependency on a single or few source by raising the number of stakeholders and partners that can contribute to the financial sustainability of SONGWECOM. It includes exploring and accessing different available government funding programs in order to increase the level of government resources mobilized, as well as engaging with non-traditional donors, such as emerging economies, sovereign wealth funds, private foundations, and private sector entities by for instance; and implementing projects that can attract wider financing interest.

**3. Establishing credibility and value for money**

To retain existing funders, SONGWECOM will focus on demonstrating credibility and value for money through more efficient processes, greater accountability and increased transparency by providing timely reports on the use of funds with evidence of outcomes and impact. These will be informed by independent evaluations and audits.

**4. Exploring Innovative Funding Mechanisms**

SONGWECOM's current resources come mainly from the financial grants and in- kind contributions from the two countries. This strategy therefore involves exploring creative ways of attracting new types of funders. This could involve using blended finance models that combine public and public sector resources, crowdfunding platforms, or impact investing approaches. It also involves looking at new ways of raising domestic funding, as well new technologies and innovative communication such as smart use of social media and influencers to raise financial, political and popular support for SONGWECOM initiatives.

**5. Leveraging International Development Funds**

This strategy involves identifying and tapping into international development funds specifically designed to support sustainable energy projects in Africa. Examples include the Green Climate Fund, The African Development Fund, or the International Finance Corporation. These Funds often prioritize renewable energy projects and provide financial and technical assistance.

**6. Exploring Public-Private Partnerships (PPPs)**

This strategy entails forming partnerships between public entities and private investors or corporations. PPPs can leverage the strength of both sectors, combining public resources, regulatory support and private expertise and funding. This strategy can attract substantial investment, while sharing risks and responsibilities.

**7. Accessing Climate Financing Mechanisms**

This strategy would involve positioning SONGWECOM as a contributor to climate change mitigation and adaptation goals, thus allowing it to apply for climate finance mechanisms such as the Clean Development Mechanism, the Climate Investment Funds, or the Green Climate Fund. These mechanisms offer financial support, prioritizing projects that address climate change challenges.

From the strategies identified above, the RMS makes some recommendations which if implemented by SONGWECOM secretariat would contribute to the achievement of the RMS goal. These are put forward below:

1. Build strong rapport with the line ministries in the two countries that have a special mandate to coordinate development assistance.
2. Leverage on existing donor relationships or public-private mechanisms to reach out to new potential partners.
3. Engage in proactive networking by attending relevant industry events and participating in conferences and workshops.
4. Craft compelling narrative of SRBDP's potential impacts (social, economic, and environmental) and present the same at relevant events to draw investors/funders' interest.
5. Ensure timely preparation and submission of SONGWECOM secretariat budgets and annual workplans to relevant stakeholders.
6. Stay up to date on funding partners/investor priorities, whether through meetings, tracking blogs and news, or listening to their presentations at various conferences.
7. Customize SRBDP's funding proposals to align with the priorities and requirements of different funders.
8. Continuous engagement of investors/funders through keeping them up to date on SONGWECOM work and SRBDP priorities and keeping track of their current and future interests.
9. Communicate regularly on SRBDP's expected impact to all stakeholders of SRBDP, either directly through face-to-face meetings

and calls, or indirectly by producing blogs or articles, sharing ideas on social media platforms (such as Twitter, LinkedIn etc.) to attract ongoing support and funding.

10. Create a Resource Mobilization role or function within the SONGWECOM Secretariat's structures.

11. Create a Project Management role or function within the SONGWECOM secretariat structures.

12. Create a Public Corporate Affairs role or function within the SONGWECOM Secretariat's structures.

13. Continuously monitor and evaluate the progress of resource mobilization.

A chapter summary of the RMS is highlighted below:

**Chapter one** tackles the need for SONGWECOM's financial sustainability, which is the key driver for the organisation's resource mobilization efforts. It also gives a regional and country overview, and the background of SONGWECOM's financial sustainability objective. The chapter closes with a SWOT analysis of SONGWECOM.

**Chapter two** addresses SONGWECOM's RMS's overall strategic aim. It then proceeds to describe the background of the SRBDP program, defines the problem statement, provides a rationale for the RMS, and then goes on to describe the RMS development process. Further, the chapter also details the main goal of the RMS, its objectives and accompanying strategies, as well as the anticipated outcomes from implementing the recommended strategies. Sustainability challenges are then identified, leading to chapter 3 where the sustainability challenges so identified in chapter 2 are addressed.

**Chapter three** thus takes a more detailed look at the financing options available to SONGWECOM before concluding with some recommendations. The detailed analysis in the chapter is structured around the two functional categories introduced in the earlier chapters. The chapter also takes a look at the potential funding sources and the strategies critical in choosing and dealing with a chosen source.

**Chapter four** presents the strategic actions to be implemented so as to achieve the intended resource mobilization results, taking forward the recommendations made in the previous chapters. The chapter extensively presents results (outcomes and outputs) that are expected from implementation of the strategies identified in chapter 2. In addition, chapter four concludes by providing proposals which if fast tracked, shall provide fertile ground for full realization of outcomes set in the RMS. The proposals are:(i) creation of the Resource mobilization role, (ii) creation of PM role, and (iii) creation of an PCA role.

**Chapter five** discusses the key support mechanisms that underpin the implementation of this RMS.

**Chapter six** discusses the cost implications to SONGWECOM for the successful implementation of the RMS. It provides an overview of SONGWECOM's need to budget for the resource mobilization process, and the draft budget for resource mobilization activities.

# CHAPTER 1: INTRODUCTION

## 1.1 Regional Context

Many African countries are undertaking infrastructure projects in a bid to meet their national priorities intended to grow their economies. The financing needs for most African countries is majorly to meet and bridge their infrastructure gaps. It is however worth noting, that most African countries if not all, can’t meet their financing requirements individually due to limited public budgets, inadequate domestic revenue mobilization, and constrained access to international capital markets, and hence have to rely on a blend of domestic and international financing options as a means to secure financing for their various infrastructural development projects.

It is therefore not surprising that the increment in liquidity demands by the African companies for favorable financing to bridge the gaps in infrastructural development financing has significantly led to a shift from the usual finance providers (debt and grants) to private equity funds mixed with public funds i.e., Public Private Partnerships (PPPs).

Furthermore, recently, just like the rest of the world, African countries have been severely impacted by the COVID-19 pandemic which has caused economic uncertainty and volatility worldwide, resulting in shrinking of world economies, including in Africa. This has negatively impacted investment in infrastructural projects as the overall economic downturn and the uncertain long-term financial impact of the pandemic has led to potential investors and financiers becoming more cautious or risk-averse, thus preferring to prioritize short-term investments with lower perceived risks, at the expense of funding long-term infrastructure projects. Moreover, the pandemic has forced a shift in priorities, with governments and investors focusing on immediate health and economic concerns. This diversion of attention and resources is therefore leading to a decreased emphasis on long-term infrastructure projects’ funding. For instance, ICA report for 2020, states a decline in total infrastructure commitments from

$85 billion in 2019 to $81 billion in 2020 in part due to the shift by some bilateral and multilateral organizations from supporting infrastructure sector funding to health and macro-economic sector operations so as to address the effects of the COVID-19 pandemic. Without this assistance, infrastructure investments in Africa are likely to drop even further if the effects of COVID-19 and other epidemic diseases continue to disrupt the funders/investors as well as those seeking the finances.

To counter that, African Union (AU) has encouraged its members to adopt a broad range of domestic revenue mobilization efforts, that not only look at tax revenues, but also pension fund assets, mineral earnings, international reserves, diaspora remittances, stock market capitalization, and private equity as means to fill the gap caused by COVID-19-related funding drop, as well as general decrease in infrastructure funding in Africa in order to sustain funding for the various earmarked infrastructure investments.

### 1.2 Country Context

Two countries namely United Republic of Tanzania and Republic of Malawi are jointly responsible for the SONGWECOM, and its initiatives as governed by the covenants in the SONGWECOM convention of 2017.

The United Republic of Tanzania, like other countries is embarking on a series of infrastructural developments to meet its set goals and priorities. This has made it attract many investors/donors to establish, expand and manage a variety of infrastructure projects ranging from road and airport construction, water and electricity supplies as well as ports like the Port of Dar es Salaam, Tanga and Mtwara and the standard gauge railway (SGR) project.

The United Republic of Tanzania’s infrastructure development is hinged on its 5 Year Development Plan (FYDPII) which aspires to build a base for transforming Tanzania into a semi-industrialized nation by 2025. The financing of its massive infrastructure projects undertaken across the

country is majorly facilitated by the TIB Development Bank, formerly known as Tanzania Investment Bank, which is a government-owned development bank in Tanzania. The bank has a responsibility of ensuring available long and medium-term finance for
economic Development. Specifically, the bank has the following roles under the Development Financing:

1. Act as an Agent for Financial Resources Mobilization through leveraging and syndication.

2. Provide technical assistance for preparation of bankable projects and assist clients on project planning and implementation.

3. Designing and structuring financing programmes (packaging).

4. Facilitate Private Participation in Public infrastructure projects.

5. Create a database for pipeline of Bankable projects and solicit syndications.

Although the United Republic of Tanzania mobilises a portion of her resources domestically to meet her infrastructural development targets, just like the case in other developing countries, the United Republic of Tanzania majorly relies on external financing sources such as debt and grants to support its infrastructure development.

On the other hand, the Republic of Malawi is undertaking key infrastructure development in priority sectors including power, transport and ICT (Information and Communication Technology). The country is significantly making well thought- out choices in prioritizing its infrastructure investment programs, improving the efficiency of infrastructure planning and implementation, and crowd-in financing from both foreign and domestic private investors. The country is also starting to develop policies and legal instruments that are aimed at creating a favorable environment for effective and efficient domestic revenue mobilization, albeit with a narrow tax base.

However, under developed stock market and lack of Government own project preparation facilities (PPFs) and Government's inability to access funding from PPFs existing elsewhere limits Malawi's ability to tap from global development financing since it is unable to present investment-ready or bankable projects to prospective investors and development partners.

In addition, just like most other African countries, Malawi is over relying on external sources of financing such as grants and concessional loans for its infrastructure projects.

### 1.3 Overview of SONGWECOM sustainability

SONGWECOM requires substantial amounts of resources both financial and non- financial to execute its mandate. As part of its sustainability plans, SONGWECOM needs to take necessary steps to assure a smooth transition of its operations for a considerable future. In the context of SONGWECOM, sustainability can be considered through the following different lenses:

**Sustainability of Outcomes**: Simply put, these concerns whether the outputs and the gains registered after implementation of SRBDP projects will endure beyond the programme completion.

**Sustainability of Process:** SONGWECOM is the lead implementor of SRBDP. Once implemented, the various projects shall provide a set of direct and indirect services to the beneficiary communities. Sustainability of the process depends on SONGWECOM to continue providing the same services once the implemented projects enter operational phase. Certainly, this depends on whether SONGWECOM has built internal capabilities, especially those crucial to ensuring financial sustainability in order to stay the course.

**Sustainability of natural Resources:** This refers to the extent to which activities promoted by the SONGWECOM will preserve/deplete the natural resource base. The various SRBDP project implementations will reflect on its effectiveness in mobilizing and using local resources to improve livelihoods and sustain outcomes of the SRBDP in the Songwe River Basin.

**Sustaining human capacity**: Any meaningful sustainability thinking must work within the precincts of a strong human capacity component. This is true at all levels of the pyramid and more so looking at the current structure of SONGWCOM. The crucial question is therefore whether it is well structured to achieve its full mandate as well as to implement SRBDP projects successfully.
Having looked at sustainability lenses broadly above, SONGWECOM needs to look at the following broad areas going forward if it is to achieve sustainability:

**Capacity development:** SONGWECOM will need to work with key stakeholders both within the public and private sector to build capacity of its human resources across the rank and file. Supplementing this with the involvement of key private sector players, will ensure a strong foundation for sustainability.

**Mobilizing resources:** There is strong evidence of weakness in this area and hence SONGWEOM will need to invest in building the capacity in resource mobilization if it is to create financial sustainability. SONGWECOM will therefore, have to find creative ways and means to utilize available financing options internally and externally to build both institutional resilience and also fund SRBDP implementation.

**Strengthening partnerships:** SONGWECOM will need to spend more time to strengthen partnerships that are already existing both at the Local, National, and international levels to anchor continuous and reliable provision of resources. New partnerships will also need to be developed where possible.

**Policy adoption**: SONGWECOM will need to work with line ministries in both United Republic of Tanzania and Republic of Malawi to anchor the gains made so far by ensuring operationalization of any National policies aimed at ensuring the achievement of SONGWECOM mandate as well as the successful implementation of SRBDP. It must work closely with the line ministry officials to ensure the adoption of its interests.

In conclusion, SONGWECOM must leverage on the necessary resources in order to ensure a resilient secretariat. This implies that SONGWECOM has to create financial sustainability through a series of efforts, one of which is by conducting resource mobilization from a wide range of available sources for institutional development but also to secure adequate funds for implementation of the SRBDP. This will form the basis for further discussion in the subsequent chapters of this RMS.

### 1.4 Background of SONGWECOM Financial Sustainability

The Governments of the United Republic of Tanzania and the Republic of Malawi are jointly implementing the Songwe River Basin Development Programme (SRBDP), which is managed by the Joint Songwe River Basin Commission (SONGWECOM) through the Secretariat with offices located at Kyela, Tanzania.

SONGWECOM, is the joint international organisation between the United Republic of Tanzania and the Republic of Malawi, which is guided by a convention signed in May 2017, and has the explicit mandate to coordinate and implement the developmental aspects of the Songwe River Basin under the Songwe River Basin Development Programme (SRBDP), management of associated assets including the dam(s), hydropower plants, irrigation systems and social infrastructure in the two countries. Implementing such an ambitious programme as the SRBDP naturally requires a lot of funding, majorly from the two countries, development partners and other stakeholders.

SONGWECOM is currently receiving funding from the United Republic of Tanzania, Republic of Malawi, GEF Trust Fund, Stockholm International Water Institute (SIWI), Climate Resilient Infrastructure Development

Facility (CRIDF), and African Development Bank under the Strengthening Transboundary Cooperation and Integrated Natural Resources Management in The Songwe River Basin (STCINRM-SRB).

This funding is majorly used to strengthen SONGWECOM's institutional framework and capacity of its Secretariat so as to ensure more sustainable use of natural resources as well as better river basin ecosystem maintenance. However, this funding is expected to end in June 2023, hence SONGWECOM needs to mobilize new funding for its sustainability, either by requesting extension of the current funding regime or seeking new funding sources all together.

For SRBDP implementation, SONGWECOM intends to rely on contributions from the two countries and a combination of other financing instruments such as grants from development partners, loans from development agencies and international financing institutions as well as private equity. SONGWECOM's role using its Secretariat at the forefront, is to be the facilitator for mobilizing resources from the two countries and also ensure the smooth implementation of all initiatives under the SRBDP.

Given that SONGWECOM secretariat will be the facilitator and at the apex of resource mobilization, it will also require funds to support those activities involved in resource mobilization. This therefore presents part of the objectives for preparation of this Resource Management Strategy (RMS).

For sustainability purposes and to ensure repayment of various instruments obtained in the course of implementing SRBDP initiatives, it is envisaged that SONGWECOM will own and operate some of the infrastructural developments arising out of implementing some projects of the SRBDP. For instance, SONGWECOM is expected to collect significant revenues once the Lower Songwe Dam and HPP becomes operational through the sale of electricity to ESCOM and TANESCO. However, this potential revenue is not expected to come on stream until the dam is operational, which is expected to be 2027 at the earliest, thus the need for continuous resources mobilization from lending institutions, bilateral and multilateral donors, private investors and other stakeholders.

SONGWECOM's overall resource needs and future requirements is summarized in the table below;

**Overview of SONGWECOM's Financial Sustainability:**

| Item | Description | Estimated Required Resources | Potential Sources ofFunding |
|---|---|---|---|
| Institutional Operations of SONGWECOM Secretariat | a) Sustainability of SONGWECOM secretariat post June 2023 including overhead costs of SONGWECOM Head Offices based in Kyela; staff/expert salaries & other employment costs, transport, consumables etc<br>b) Establishment of new roles/functions within SONGWECOM to Strengthen SONGWECOM's capacity for resource mobilization such as Resource Mobilization role, Project Management role, and Public and Corporate Affairs role<br>c) Implementation of pending subcomponents under STCINRM-SRB post June 2023<br>d) Implementation of pending subcomponents under STCINRM-SRB post June 2023 | Projections expected at $8.5 million for the next 5 years post June 2023 | 1. Contributions fromthe two countries.<br>2. Existing Development Partners<br>3. IFIs<br>4. Private Equity<br>5. Revenue from thesale of electricity to ESCOM and TANESCO once dam becomes operational |
| SRBDP Implementation | Implementation of SRBDP projects/initiatives | About $1 billion required for the next 5 years post June 2023. Out of This, 65% is to cater for Infrastructure related projects alone. | 1. Contributions from the two countries<br>2. New Development<br>3. Partners<br>4. Existing Development Partners<br>5. IFIs<br>6. Private Equity/PPPs<br>7. Commercial Lending entities |

Table 1: Overview of SONGWECOM's Financial Sustainability

From the table above, there is an indication that in the period foreseen by the RMS strategy 2023-2027, SONGWECOM has to mobilize a total of over $1 billion to be able to finance the activities of the secretariat as well as get the required resources to be able to implement the projects under SRBDP.

With African Development Bank (AfDB) and Global Environmental Facility (GEF) Trust Fund already supporting the STCINRM-SRB and Detailed Design and Investment Preparation (DDIP-SRBDP) project, it is most likely that they will still lead the financing for the major projects of SRBDP. In addition, AfDB can further play an important role in linking SONGWECOM to potential funders with financing options suitable for the areas covered by the SRBDP.

## 1.5 SWOT Analysis

This section highlights the key issues within SONGWECOM's operating environment presented below in the form of a SWOT analysis.

| | |
|---|---|
| **Strengths** | • Experienced and enthusiastic team members of SONGWECOM<br>• Neutrality of SONGWECOM<br>• Cordial relationship with line ministry officials of the two countries<br>• Good Relationship with the existing development partners<br>• Strong commitment of both Governments of United Republic of Tanzania and Republic of Malawi towards<br>• SRBDP<br>• Ability to meet with and conduct environmental scan of a large variety of partners across all sectors.<br>• Availability of the Songwe river as a viable and renewable source of energy for hydro power generation thus able to attract "green financing"<br>• Alignment of the projects under SRBDP with global efforts to reduce carbon emissions and combat climate change.<br>• Potential of long-term revenue generation through electricity sales |
| **Weaknesses** | • Insufficient domestic financial resources to fully implement and sustain SRBDP due to limited domestic funding capacities and |

| | |
|---|---|
| | competing priorities.<br>• Establishing concrete value propositions necessarily customized to appeal to specific private sector partners.<br>• Acting on large-scale resource management opportunities<br>• Insufficient technical expertise and capacity to execute on SONGWECOM's resource mobilisation agenda. |
| **Opportunities** | • Using SONGWECOM's neutrality to explore new partnerships.<br>• Leveraging existing capacities of the two countries such as national ministries, think tanks, academia and private sector to form cross-sector partnerships and thus access expertise in different relevant areas.<br>• Engagement with the robust private sector of both countries<br>• Creating new pathways for engaging potential funders through stronger communications efforts<br>• Creating and acting on SONGWECOM's Digital Strategy on Resource Mobilization.<br>• Enhancing funder/donor Cooperation<br>• Increasing global trend towards renewable energy and sustainable development, leading to increased investor interest in clean energy sources thus providing opportunities for attracting investments and financial resources |
| **Threats** | • Evolving country context where traditional donors' engagement is unpredictable or waning, especially due to COVID-19, thus dramatically reducing available bilateral resources for SONGWECOM.<br>• IFI/DFIs choosing to support other Government programmes other than SONGWECOM for the two countries.<br>• SONGWECOM does not set up institutional capacity mechanisms to receive funds through established instruments.<br>• Private sector engagement decreases due to solvency issues in challenging economies of both countries.<br>• Economic downturns and other market shocks (such as those experienced from Covid-19) impacting investor confidence and therefore funding availability.<br>• Donor fatigue |

Table 2: SWOT Analysis

A summary of the analysis above is derived from SONGWECOM institutional review. It stresses the need to develop innovative ways to attract a diversified funder base; greater strategic engagement with potential funders; showing credibility and value for money through transparent efficient implementation of SRBDP projects; communicating results and impact; and publicly recognizing program benefits to all stakeholders.

This chapter has discussed SONGWECOM sustainability especially the financial sustainability which is the key driver for resource mobilization. Against this background, the next chapter discusses a progressive strategic plan that outlines SONGWECOM's strategy to achieve its financial sustainability through resource mobilization. It is informed by existing documentary reviews, consultations from SONGWECOM staff, and considers global trends and experiences of other organizations.

# CHAPTER 2: STRATEGY FOR SONGWECOM RESOURCE MOBILIZATION

SONGWECOM's overall resource mobilisation strategic aim is to ensure that there is a clear, systematic, predictable, and a well-coordinated approach to soliciting, acquiring, utilization, managing, reporting, monitoring, and evaluating of resources to guarantee financial sustainability of SRBDP.

## 2.1 The Songwe River Basin Development Programme

The Governments of the United Republic of Tanzania and the Republic of Malawi are jointly implementing the Songwe River Basin Development Programme (SRBDP), which is managed by the Joint Songwe River Basin Commission (SONGWECOM) through the Secretariat with offices located at Kyela, Tanzania. The Songwe River Basin (SRB) covers an area of 4,243 km2 in seven districts of: Karonga, Chitipa (in Malawi); and Kyela, Mbeya Rural, Ileje, Mbozi and Momba (in Tanzania). The Songwe River Basin is part of the wider Zambezi River basin. The river forms part of the boundary between Malawi and Tanzania where increasing competition for space, water and natural resources is degrading the Songwe River Basin.

Both riparian countries in 2017 ratified the Convention on the Establishment of the Joint Songwe River Basin Commission (SONGWECOM) to sustainably manage the basin's natural resources and implement the Songwe River Basin Development Programme (SRBDP). The convention came into force on 1st July, 2018. The SRBDP is a multipurpose transboundary Programme under which the challenges and opportunities resulting from the nature and behavior of the Songwe River are planned to be worked on through various projects. The projects are to cover construction of dams for flood control and hydropower productions, development of irrigated agriculture, water supply, rural electrification, fisheries and tourism to mention but a few.

## 2.2 Problem Definition

The Songwe River Basin is facing four major constraints hindering its development which led to the establishment of SONGWECOM. These include;

1. Around 15,000 hectares with a population of more than 52,000 affected by flooding and shifting of the river course.

2. Up to 80% of the basin population consists of rural poor with basin average per capita average income at USD 386, which is below the international poverty line of USD 456.25.

3. Population growth at 2.88%, and poverty have led to significant population pressure on the environment and degradation of the basin's natural resource.

4. Erosion and other forms of land degradation are prevalent, which adversely impacts ecological functions, agricultural production and significantly contributes to poverty, inequality, and loss of livelihoods.

Since its creation by a convention in 2017, SONGWECOM has always been dependent on two sources of funding. It has mainly relied on contributions from the two countries as well as a mixture of contributions from development partners. At the moment, SONGWECOM doesn't generate any income thus making it heavily dependent on sourced funds.

As earlier noted, SONGWECOM is currently dependent on funds received from the GEF Trust Fund, Stockholm International Water Institute (SIWI), and African Development Bank under the Strengthening Transboundary Cooperation and Integrated Natural Resources Management in The Songwe River Basin (STCINRM- SRB). However, this funding's expected expiry date is June 2023. With over $1 billion required by SONGWECOM for institutional and programme implementation, developing a detailed blueprint on how resources will be mobilized effectively post June 2023 to ensure SRBDP's financial sustainability is therefore critical, hence development of this RMS.

### 2.3 Rationale for the RMS

This RMS is a guiding tool to facilitate and guide on efforts towards mobilization of sufficient and sustainable resources for SONGWECOM. Furthermore, the RMS seeks to cultivate fertile ground for achieving financial sustainability by recommending a series of proposals, strategies and interventions, which are required by SONGWECOM to embrace in its efforts to secure adequate funding to support I implementation of SRBDP.

### 2.4 RMS Development Process

The process of developing this RMS is consultative in nature, building buy-in and support from all key stakeholders to ensure successful uptake and implementation of the completed RMS. The process consisted of three key phases described below:

**Phase One**

#### 2.4.1 Inception and Diagnostic Phase

Under this phase, the Consultant team reviewed a trove of SONGWECOM strategic documents and held a series of meetings to reach agreement on the goals, objectives, process, and expectations from SONGWECOM in regard to the task of developing the RMS. The subsequent discussions with the SONGWECOM team contributed to the clear articulation of the existing specific challenges that need to be addressed by the RMS. Additionally, there were two key activities during the inception phase:

**Brainstorming exercise**

Brainstorming meetings were conducted, to get an understanding of the expectations of the RMS, articulate the tasks under the assignment, and agree on the overall approach. The consultant team had an initial scoping conversation on the present financial landscape of SONGWECOM and its desire to achieve financial sustainability. The team further brainstormed on past initiatives and efforts of the SONGWECOM in relation to financial sustainability.

**Independent desk review**

The consultant team conducted independent desk reviews. The exercise involved digging into the trove of documents provided by the SONGWECOM team. These strategic documents greatly contributed to the formulation and drafting of the RMS. The exercise further involved a rigorous review of publicly available documents on financial sustainability and resource mobilization for both the United Republic of Tanzania and Republic of Malawi in as well as the review of global literature on achieving financial sustainability through resource mobilization.

**Phase Two**

#### 2.4.2 Identification of Strategy Options

The consultant reviewed the SONGWECOM Business Plan, SONGWECOM current workplan, SONGWECOM secretariat staff documents, and the SONGWECOM Financial Model and Investigation of Financing Options among other documents. These documents provided a basis on which potential strategy options, recommendations, considerations and steps to be taken by SONGWECOM to achieve financial sustainability through resource mobilization have been crafted.

**Phase Three**

#### 2.4.3 Draft and Validation of the RMS

This stage involved reviewing of feedback provided by SONGWECOM experts to obtain consensus on the RMS and validate the overall approach on making this RMS a strategic tool to provide the overall direction of achieving financial sustainability through resource mobilization.

### 2.5 RMS Goal

The goal of SONGWECOM's resource mobilization strategy for 2023-2027 **"is to assure adequate, predictable, flexible, and a well-coordinated approach to soliciting, acquiring, utilizing, managing, reporting,**

**monitoring, and evaluating of resources to guarantee financial sustainability of SRBDP through resource mobilization efforts."**

The goal is in line with the SONGWECOM's mandate of coordinating and implementing the developmental aspects of the Songwe River Basin under the Songwe River Basin Development Programme, management of associated assets including the dam(s), hydropower plants, irrigation systems and social infrastructure in the two countries. Further to that, SONGWECOM shall be realizing incomes from the SRBDP projects such as the Lower Hydro Power dam but also touching the many lives of people alongside the Songwe River Basin

### 2.6 RMS Objectives and Strategic Goals

The strategic objectives of this RMS once implemented will contribute to achieving the RMS's overall goal above. They include:

1. To secure adequate Funding for SONGWECOM in order to cater for its regular budget support, and programme implementation.

   **Strategic goal: To secure $1,040,100,000.00 to support successful implementing and sustainable operation of SRBDP, ensuring its positive impact on the local community, environment and region at large.**
2. To achieve financial sustainability through building long term strategic partnerships with potential funders/investors

   **Strategic goal: To secure total operational funding of $8,500,000 million to support the effective functioning and sustainability of SONGWECOM Secretariat in managing the resource mobilization strategy and facilitating the successful implementation of SRBDP.**
3. To ensure financial sustainability through a diversified funder base by retaining existing funders and gaining new ones

   **Strategic goal: To establish a diversified funding base for SRBDP with contributions from Government sources, development**

**partners, investors, and other stakeholders ensuring a sustainable and resilient financial framework.**

4. To explore new innovative ways of attracting funding (such as public-private partnerships) to guarantee financial sustainability.

   **Strategic goal: To explore and implement innovative funding mechanisms and partnerships to attract additional financial resources and investment for SRBDP, fostering sustainable and impactful funding solutions.**

## 2.7 Strategies to achieve the RMS Objectives

The financial target of the RMS is to raise over USD 1 billion and 8.5m for SRBDP implementation and SONGWECOM Secretariat's operations respectively over the next five years (2023-2027). Below are proposed strategies required to achieve the RMS objectives above:

### 2.7.1 Strategic partnerships

The strategy is to move away from small one-off initiatives to longer term high impact partnerships that can attract funding and other support from multiple funders to leverage their resources. This entails identifying and building long term strategic relationships with potential partners, (such as development partners and private sector entities) that can contribute financial resources, technical expertise, or market access to bring about impact at scale.

### 2.7.2 Diversified Funder base

The strategy is aimed at raising the number of stakeholders and partners that can contribute to the financial resources of SONWGECOM. It includes exploring and accessing different available government funding programs in order to increase the level of government resources mobilized, as well as engaging with non-traditional donors, such as emerging economies, sovereign wealth funds, private foundations, and private sector entities by for instance, implementing projects that can attract wider financing interest. By tapping into such a wider range of funding resources, SONGWECOM would  ensure a more stable and resilient financial structure by reducing funding risks, (for example risk of funding gaps or disruptions that may occur if one funding source is delayed or unavailable), gaining access to a wider range of resources other than financial (for example, partnerships with development banks or international organizations may provide not only financial resources but also technical assistance and knowledge sharing, which can enhance SRBDP's overall success), as well as boosting SONGWECOM's chances of securing funds by giving prospective funders confidence in SONGWECO's simply by considering their ability to secure funding from a wide variety of sources.

### 2.7.3 Demonstrating Value for Money and accountability

To retain existing funders and gain new ones, SONGWECOM will need to focus on demonstrating value for money and accountability for funders' resources by implementing strong financial management systems and efficient processes to ensure transparent and accountable use of resources through timely provision of reports on the use of funds with evidence of outcomes and impact. These will be supported by independent evaluations and audits. Further, value for money can also be demonstrated through strict adherence to donor reporting requirements, as well as compliance with relevant regulations and standards.

### 2.7.4 Exploring Innovative Funding Mechanisms

SONGWECOM's current resources come mainly from the financial grants and in- kind contributions from the two countries. This strategy therefore involves exploring creative ways of attracting new types of funders. This could involve using blended finance models that combine public and public sector resources, crowdfunding platforms, or impact investing approaches. The strategy will therefore look at innovative ways of attracting new types of funders. It also involves looking at new ways of raising domestic funding, as well new technologies and innovative communications channels (such as smart use of social media and influencers) to raise financial, political and popular support for SONGWECOM initiatives.

### 2.7.5 Leveraging International Development Funds

This strategy involves identifying and tapping into international development funds specifically designed to support sustainable energy projects in Africa, including renewable energy initiatives like hydro power projects. Examples include the Green Climate Fund, The African Development Fund, or the International Finance Corporation. These Funds often prioritize renewable energy projects and provide financial and technical assistance. Further these funds may provide concessional loans or grants, longer repayment periods, lower interest rates, or flexible repayment terms. Such favorable terms would reduce SONGWECOM's financial burden and hence enhance its financial viability.

### 2.7.6 Exploring Public-Private Partnerships (PPPs)

This strategy would entail SONGWECOM forming partnerships with investors or corporations. Since Public-Private Partnerships bring together the financial resources of both public and private sectors, this strategy can therefore attract substantial investment by enabling SONGWECOM to tap into additional funding sources that may not be available to it through traditional public funding channels. Moreover, PPPs bring other benefits such as risk sharing, technical expertise as well as access to private funding which would enhance SONGWECOM's access to resources.

### 2.7.7 Accessing Climate Financing Mechanisms

This strategy entails accessing Climate financing mechanisms, such as the Green Climate Fund (GCF) or climate finance facilities, which are specifically designed to support projects that address climate change mitigation and adaptation. By using climate financing mechanisms to access funding, SONGWECOM would avail itself not only to enhanced financial support, but also to technical assistance, co-financing opportunities, access to global networks, as well as increased visibility and recognition.

## 2.8 Anticipated Outcomes

The result of implementing the proposed strategies above are the outcomes intended to provide a baseline to report against in the later chapters of this RMS. The expected outcomes are highlighted below;

**Outcome 1:** Secure adequate funding for SONGWECOM budgetary requirements from June 2023 onwards

**Outcome 2**: Secure adequate funding for implementation of projects lined up under SRBDP especially the Lower Hydro Power Dam

**Outcome 3**: Diversify funding sources and increase flexibility of funding options.

**Outcome 4**: Strength institutional capacity of SONGWECOM to handle resource mobilization and projects implementation.

**Outcome 5**: Strength Relations with funders/investors

### 2.9 Case for SONGWECOM Resource Mobilization

SONGWECOM is facing challenges to generate internal revenue to execute its mandate of supporting implementation of SRBDP and carry out its activities. In pursuing its mandate, SONGWECOM requires adequate funding. In broad terms, SONGWECOM's quest for sustainable financing is hinged on two functional categories, each of which requires separate consideration. These functional categories provide a guiding principle for sustainable resource mobilization. They are further explained below:

#### 2.9.1 Funding for SONGWECOM Secretariat Operations

The SONGWECOM Secretariat is one of the three structures of SONGWECOM as established by Article 4 of the Convention for SONGWECOM, which was signed in 2017. (The other two structures are SONGWECOM Council and SONGWECOM Joint Steering Committee. These two structures and their accompanying roles and responsibilities regarding the resource mobilization process are covered in detail separately under Chapter 5 of this document).

Under supervision of the Joint Steering Committee, SONGWECOM Secretariat is the administrative backbone of SONGWECOM, providing support, coordination, and management services to both the Council and the Joint Steering Committee. The Secretariat therefore serves as the central hub for facilitating the smooth operation and functioning of SONGWECOM by ensuring the effective implementation of decisions, policies, and resolutions made by the Council and Joint Steering Committee. One such decision that the Secretariate is tasked with implementing for SONGWECOM is the resource mobilization agenda for SONGWECOM, in order to ensure sustainability of SRBDP.

To this end, the Secretariat actively participated in the development of the resource mobilization strategy by contributing their expertise, insights, and knowledge of SONGWECOM's operations to help shape the strategy. Moreover, the Secretariat is charged with the full authority to achieve the vision and mission of this RMS, which will entail that the Secretariat bring to bear its administrative expertise, operational support, and coordination skills, to align SONGWECOM's activities with the strategic objectives of this resource mobilization strategy. In this regard, the following responsibilities are therefore recommended for the SONGWECOM Secretariat in the resource mobilization process:

**1. Coordination and Implementation of the RMS:**
The Secretariat will take a leading role in coordinating and implementing this resource mobilisation strategy by working closely with different departments, program teams, and other stakeholders to ensure the effective execution of the strategy's activities as articulated in this RMS.

**2. Developing Funding Proposals and Grant Management:**
The secretariat will play a key role in developing funding proposals to secure funds as well as managing the grants so obtained. This will require the Secretariat to collaborate with SONGWECOM staff and other stakeholders to gather project information, write proposals, and compile other necessary

documents. Further, the secretariat will be responsible for ensuring compliance with grant requirements, tracking deadlines, and facilitating reporting. The Secretariat will also be responsible for acting as a point of contact for grant-related matters.

**3. Resource Identification and Engagement:**

The Secretariate will be responsible for identifying and engaging with potential funding sources, such as development banks, financial institutions, impact investors, bilateral donors, and private investors. Specifically, the Secretariat will be responsible for assessing the suitability of identified potential funders, negotiating funding agreements, as well as generally managing ongoing funders' relationships.

**4. Relationship Building:**

The Secretariat will be responsible for actively building and maintaining relationships with existing and potential donors in order to foster trust and cultivate donor support, so as to maximize fund raising opportunities for this RMS. In this relationship management role, the Secretariat will be required to engage in donor communication, respond to inquiries, and provide updates on project progress.

**5. Communication and Advocacy:**

The Secretariat will support communication and advocacy efforts related to this resource mobilization strategy, including marketing of SRBDP and its related initiatives. Specifically, the Secretariat will be responsible for contributing to the development of communication materials, coordinating outreach activities, and leveraging various platforms to raise awareness about the SRBDP's funding needs and associated impacts. Further, the Secretariat will also be responsible for ensuring consistent messaging and effective communication regarding SBRDP to attract donors and stakeholders.

**6. Monitoring and Evaluation of RMS' efforts:**

The Secretariat will support monitoring and evaluation efforts related to resource mobilization as detailed in this RMS. In particular, the Secretariat will be responsible for establishing systems for tracking fundraising performance, measuring outcomes, and assessing the effectiveness of the resource mobilization strategies proposed in this RMS. The secretariat's role in monitoring and evaluation will be critical in identifying areas for improvement for this RMS, optimizing resource mobilization efforts, as well as demonstrating the impact of SONGWECOM's work to donors.

**7. Capacity Building in resource mobilisation:**
The Secretariat will be responsible for facilitating capacity building within the SONGWECOM to enhance resource mobilization skills and knowledge necessary to effectively implement this resource mobilization strategy. In particular, they will be responsible for organizing training sessions, sharing best practices, and providing guidance to SONGWECOM's staff members involved in resource mobilization activities.

**8. Periodic review of the RMS:**
As the resource mobilization strategy unfolds, the Secretariat will be responsible for ensuring the continuous improvement of the resource mobilization strategy by collecting feedback, evaluating the effectiveness of different strategies, reviewing the effectiveness of the workable budget and workplan, and identifying areas for improvement. To effectively accomplish this role, the Secretariat will be required to collaborate with all stakeholders involved in the resource mobilization efforts so they can accurately assess the strategy's outcomes and make adjustments as needed.

The above thus expounds on how the Secretariat would facilitate the attainment of the stated objectives in this RMS, which in turn would lead to the attainment of the RMS's vision and mission.

However, in addition to spearheading resource mobilisation initiatives as espoused by this RMS, the Secretariat is also charged with the overall responsibility of driving efforts to facilitate full implementation of the

SRDBP. To this end, the secretariat naturally incurs expenses at its head office based in Kyela Tanzania. These expenses come in many forms but the usual ones include: staff/expert salaries, other employment costs, meetings and trainings, workshops, inland and outside travel, office utilities and consumables etc. These expenses are classified as "minimum functionality" and keep varying from time to time.

From the desk review analysis, SONGWECOM Secretariat's total operational budget (2017-2023) approximated $5.4m by the end of June 2023. However, with the proposed addition of Resource Mobilization (RM) role, Project Management (PM) role, and Public and Corporate Affairs (PCA) role within SONGWECOM's Secretariat's structures to support its capacity in resource mobilization, as well as other unforeseen factors; this is anticipated to increase. In this regard, it is critical that adequate resources are raised through this RMS (for the period 2023-2027) to cover both the Secretariat's operations as SONGWECOM's administrative arm in implementing SRBDP (which operations also include the raising of resources required to fully implement SRBDP); as well as the actual funds required to fully implement SRBDP. The latter need is expounded on below:

### 2.9.2 Funding for SRBDP Full Implementation

SONGWECOM already completed the initial phases of project identification and project preparation for the SRBDP using funding from the African Development Bank (AfDB), joint funding from the African Water Facility (AWF) and the New Partnership for Africa's Development (NEPAD); funding from Infrastructure Project Preparation Facility (IPPF), and joint contributions from the Governments of the United Republic of Tanzania and the Republic of Malawi. Subsequently, the Detailed Design and Investment Preparation (DDIP) project of the Songwe River Basin Development Programme (SRBDP) then followed.

It is therefore against this background that this RMS is primarily premised on- and that is to guide the securing of adequate resources for the project implementation phase of SRBDP. This includes securing adequate funds for covering the following: site preparation, excavation, and other civil works, building and construction, installations, equipment and machinery, construction and engineering, supervision and all other project-related costs to be incurred prior to commissioning of SRBDP.

The table below highlights the projects due for implementation under SRBDP and their associated estimated costs.

| No. | Project | Cost (USD) |
|---|---|---|
| 1 | Lower Songwe Dam and Hydropower Plant | 761,000,000 |
| 2 | Irrigation Schemes | 99,000,000 |
| 3 | Water Supply Projects | 22,000,000 |
| 4 | Institutional and Environmental Measures | 13,000,000 |
| 5 | Priority Social Infrastructure (roads, schools & Health Centers) | 3,000,000 |
| | **Sub-total Priority Investments** | **898,000,000** |
| 6 | Rural Electrification | 90,000,000 |
| 7 | Social Infrastructure | 42,000,000 |
| 8 | Economic Development | 8,000,000 |
| 9 | Detailed Design Middle Dam | 2,000,000 |
| | **Sub-total Other Investments** | **142,000,000** |
| | **GRAND TOTAL** | **1,040,000,000** |

Table 3: SRBDP projects and their associated estimated costs

According to the estimates as per table 3 above, SONGWECOM will need to mobilise just over $1 billion for the next five years (2023-2027) through this RMS to fund full implementation of SRBDP. The priority for project implementation will be based purely on three major factors: availability of mobilized resources, whether the projects will have positive cash flows after implementation, and impact of the projects to the wider population of Songwe River Basin. On the other hand, the key factors impacting on the choice of financing shall include: eligibility for accessing global environmental subsidies (for instance, from GEF and others); eligibility for accessing debt financing from international lenders; the contribution from the two countries, the existence of potential development partners, and the interest of potential private equity funders.

# CHAPTER 3: RESOURCE MOBILIZATION OPTIONS FOR SONGWECOM

This chapter takes a more detailed look at the financing options available to SONGWECOM. SONGWECOM primarily has two types of financing options which it can explore single source financing or blended finance. Single source financing, as the name implies, refers to a situation where financing for a project or initiative is obtained from a single primary source. Single source funding however creates dependency risk thus increasing a project's vulnerability to changes in the financial situation or priorities of the funding entity, limits options by restricting ability to diversify funding sources, and constraints an entity's negotiation ability due to limited competition from other funding sources.

On the other hand, blended financing involves combining different sources of financing, typically from both public and private sectors to support a project or initiative. It involves leveraging various financial instruments, such as grants, loans, equity investments, guarantees, and technical assistance, to achieve the desired funding mix. Blended finance has the advantage over single source financing, in that it enhances financial sustainability of a project by optimizing its financial structure. Further, blended financing is often employed in sectors like renewable energy, infrastructure development, social enterprises, and sustainable development projects, and therefore is more relevant option for SONGWECOM to adopt than single source financing.

## 3.1 Review of Resource Mobilization Options

Determining potential funding sources to pursue is a gradual process that involves back and forth. This is because pursuing a potential funding source involves balancing of interests and priorities of the project owners with those of the potential partners/investors. In SONGWECOM's case, this will mean carefully articulating its mission, and demonstrating how SRBDP aligns with potential partners/investors priorities and goals.

Proceeding on the premises of a blended financing approach, the following various funding options are proposed for SONGWECOM to pursue:

1. Government Resources
2. Development partners
3. Multilateral and Regional development banks
4. Private Sector and Corporate Foundations

### 3.1.1 Government Resources

Government resources consist of funding from line ministries of the two Governments of the United Republic of Tanzania and Republic of Malawi. Government resources provide the opportunity for the two countries to have greater autonomy and control over their funding decisions. This not only allows the two countries to prioritize their own development goals and allocate resources according to their specific needs and priorities, but also ensures that funding aligns with national priorities. Consequently, this fosters a sense of ownership and self-reliance, empowering them to shape their own development agenda.

For SONGWECOM's case, contributions under domestic resources category, are usually either in cash or in kind. For the Financial contributions, these are duly guided by the SONGWECOM convention, which obligates both countries to make equal contributions to SONGWECOM. This means that where one of the countries fails to honor its obligations or contributes late, this would put the budgeted funding from this source in arrears, thereby drastically affecting the operations and implementation of SONGWECOM and SRBDP respectively.

On the other hand, in kind contributions from the two countries consist of secondments of staff to the commission, funding of workshops held on their respective territories, provision of other goods and services free of charge to mention but a few. The value of in-kind contributions is not credited as part of the two countries' total financial contribution.

Key strategies for SONGWECOM to employ to access this funding source include:

1. Demonstrate the economic and social benefits of the SRBDP to the political leadership in the governments of both countries, clearly highlighting alignment of SRBDP with national development priorities such as energy security, job creation, local economic development, and environmental conservation. Provide data and other analysis reports to support these claims.

2. Engage with government officials in relevant ministries, such as the Ministry of Energy, Ministry of Finance, and Ministry of Water and present SRBDP's positive impact on the two countries' national development agendas to ensure cross-sectoral support for SRBDP.

3. Emphasize to ministers in relevant ministries any international commitments or partnerships that the two governments have undertaken (such as climate change mitigation targets or sustainable development goals), while positioning SRBDP as a means to fulfilling those commitments and leveraging international support, including funding opportunities.

4. Establish strong relationships and regular communication channels with government officials and relevant ministries responsible for budget allocation in the two countries to understand their funding priorities and hence position SRBDP accordingly when presenting its financial needs to align with such funding priorities.

5. Participate in policy dialogue platforms and engage in public awareness campaigns to generate support and create a favorable public opinion about SRBDP.

6. Mobilize relevant stakeholders, such as civil society organizations, local communities, and the media, to advocate for the allocation of

increased government budget towards SRBDP.

7. Submit timely annual budget requests with associated workplan to line ministries of both countries, backed by high-quality, tailored proposals for funding.

In conclusion, SONGWECOM needs to demonstrate relevance of SRBDP to the governments of the two countries, and other relevant domestic stakeholders. It should carryout sustained lobbying, and active cultivation of deeper relations with key officials and politicians in both countries, strive to increase visibility of SRBDP in the two countries, and allow the active involvement of Government officials from the two countries in monitoring and evaluation (M&E) of the projects being implemented under SRBDP.

### 3.1.2 Development Partners

Development partners here refer to a broad range of entities that collaborate and provide support, including financial resources, technical expertise, and policy guidance, to facilitate the implementation of developmental projects. Their priorities tend to depend on activities that help achieve global goals, reduce poverty, promote economic and rural development, mitigate climate change, and adapt to its effects. Further, DPs support various sectors such as agriculture, health, education and infrastructure etc.

Development partners can be both traditional and non-traditional actors, and include international organizations, governments, private sector entities, non-governmental organizations (NGOs), and civil society groups.

#### 3.1.2.1 Traditional Development Partners

Traditional development partners refer to established international organizations, bilateral aid agencies, and multilateral institutions that have a long history of providing financial assistance and technical support to countries or projects in need. These partners typically have established frameworks and procedures for disbursing funds and implementing development programs.

Traditional development partners are often comprised of entities such as:

1. **Bilateral Aid Agencies:** These are governmental organizations that provide development assistance directly to other countries. Examples include the United States Agency for International Development (USAID), the United Kingdom's Department for International Development (DFID), and the Canadian International Development Agency (CIDA). Bilateral aid agencies typically have their own priorities, funding mechanisms, and development strategies.

2. **United Nations Agencies:** Various specialized agencies within the United Nations system, such as the United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), and United Nations Industrial Development Organization (UNIDO), often provide funding and technical support for sustainable development projects, including those related to hydro power.

3. **Development Finance Institutions (DFIs):** These are specialized financial institutions, both public and private, that provide long-term financing and investment support for development projects. Examples include the International Finance Corporation (IFC), European Investment Bank (EIB), and Japan International Cooperation Agency (JICA).

4. **Multilateral or regional development banks:** These are discussed in detail as a separate source of funding below.

Traditional development partners are a significant potential funding source for SONGWECOM's resource mobilisation strategy through provision of direct financial resources, technical expertise, policy guidance, and capacity building support to SONGWECOM.

SONGWECOM has previously received some funding from traditional development partners namely; GEF Trust Fund, Stockholm International Water Institute (SIWI), Climate Resilient Infrastructure Development Facility (CRIDF), and African Development Bank under the Strengthening Transboundary Cooperation and Integrated Natural Resources Management in The Songwe River Basin (STCINRM-SRB) for purposes of enhancing basin protection, livelihoods and integrated water resources management through improved transboundary cooperation and sustained ecosystem services.

SONGWECOM's already existing relationships with these funders thus presents a 'low hanging fruit' opportunity to secure additional funding for SRBDP under this category of funders.

#### 3.1.2.2 Non-Traditional Development Partners

In the past, funding for development projects in Africa primarily came from traditional donors such as multilateral development banks like the World Bank, bilateral aid agencies, regional development banks, and government grants. However, the landscape of development financing has evolved over the years, with the emergence of new actors offering alternative sources of funding (including in innovative ways) for various development projects, including hydro power initiatives such as those being espoused by the SRBDP. These non-traditional donors may have different motivations for providing funding, including geopolitical interests, strategic investments, or philanthropic objectives.

Non-traditional donors in the context of funding for development project like the SRBDP refer to entities or countries that are not typically considered conventional or traditional sources of funding for such development projects like SRBDP. These donors usually include countries from emerging economies (e.g.China, India, Brazil, Turkey and United Arab Emirates), sovereign wealth funds, private foundations, philanthropic foundations, impact investors, non-governmental organizations (NGOs), and international financial institutions outside of the traditional donor framework.

Non-traditional donors often bring distinct advantages to the table. They may offer more flexible financing terms, including longer repayment periods or lower interest rates. Additionally, they might have a deeper understanding of the local context and cultural sensitivities, leading to more tailored and localized approaches to project implementation. Furthermore, non-traditional donors do not only often bring innovative approaches to development financing, but importantly, may also be more willing to support projects with a higher degree of risk.

Non- traditional development partners (like China, India and United Arab Emirates (UAE)) are thus a worthwhile funding option for SONGWECOM to purse as they have the potential to provide not only financial resources, but also diverse perspectives, and expertise to support SONGWECOM'S resource mobilisation efforts. In particular, China has in recent years emerged as one of the major financing partners of choice for many African countries, especially for the infrastructure development sector. Indeed, through institutions such as the China Development Bank (CDB), and the Export-Import Bank of China (Exim Bank), China provides funding for large-scale infrastructure projects, including hydro power initiatives.

However, it is essential to note that while non-traditional donors offer viable funding opportunities as alluded to above, they also present challenges. Specifically, the terms and conditions of funding from non-traditional donors may vary significantly, thus requiring careful assessment and negotiation by SONGWECOM when pursuing this funding option to ensure compatibility with SRBDP' goals and local needs.

Having considered both traditional and non-traditional development partners at length above, we now present SONGWECOM's best strategies for attracting and sustaining funding from this particular funding source as follows:

1. Developing high-quality funding proposals that make a strong case for investing in SRBDP by explicitly detailing how SRBDP would contribute to development partners' funding motivations and goals.
2. SONGWECOM should ensure listing of projects under SRBDP, including infrastructure profiles, with the Infrastructure Consortium for Africa (ICA). Further, SONGWECOM should attend regional ICA meetings at which targeted DPs are likely to be present, and where SONGWECOM will seek to present and discuss a select portfolio of projects likely to be of interest to the potential Development partners.
3. SONGWECOM Secretariat to attend conferences and industry events related to renewable energy, sustainable development and infrastructure financing so as to leverage on networking opportunities with potential investors, development partners, and industry experts.
4. SONGWECOM to conduct thorough research to identify development partners, both traditional and non-traditional, that align with the objectives of SRBDP and maintain such in their investors' database for targeting.
5. SONGWECOM to seek prefunding discussions and meetings with potential development partners to make detailed presentations of SRBDP, provide additional information, and gauge their interest. These pre-funding engagements would also provide SONGWECOM with the opportunity to understand the potential development partners' funding procedures, decision-making timelines and any other specific requirements for pre-qualification or due diligence processes.
6. SONGWECOM should study and understand the funding priorities, strategies, and funding criteria of potential development partners to ensure that any funding proposals that SONGWECOM prepares and submits are aligned with the development partners' specific areas of

interest.

7. SONGWECOM should leverage existing relationships with development partners to explore other funding opportunities through introductions, referrals or endorsements to other potential development partners.

8. SONGWECOM should maintain transparency and accountability throughout the funding process by providing timely and accurate information to potential development partners regarding SRBDP funding needs, budgetary plans and how their funding will be utilized.

9. Regardless of the outcome of a funding application, SONGWECOM should continue to maintain relationships with potential development partners to pave way for future collaborations, knowledge sharing and other potential funding opportunities.

In conclusion, it is anticipated that the financing options presented above can present a viable financing option for SONGWECOM's mobilization efforts. Notwithstanding, the following challenges can be noted regarding this funding source: possibility of donor fatigue, shifts in donors' development priorities, and strong competition for scarce development grants.

#### 3.1.3 Multilateral and Regional development banks

Multilateral or regional development banks are international financial institutions created by a group of countries that provide financial resources, technical expertise, and policy advice to support the development efforts of member countries. Multilateral or regional development banks fall under the category of traditional development partners. Examples of Multilateral and regional development banks include African Development Bank (AfDB), Asian Development Bank (ADB), World Bank Group, European Investment Bank (EIB), Islamic Development Bank (IsDB), International Fund for Agricultural Development (IFAD) and Agence Française de Développement

(AFD) etc.

Multilateral and Regional development banks can contribute to SONGWECOM's resource mobilization efforts in several ways, including the following:

- Direct Financial Support: They can provide loans, grants, guarantees, and equity investments to finance SRBDP.
- Co-financing opportunities: They can attract co-financing from other development partners, private sector entities, institutional investors and philanthropic organisations.
- Technical expertise: They can provide policy guidance, capacity building programs, and institutional strengthening to promote sustainable development and effective resource mobilization.
- Networking and partnerships: They can facilitate networking opportunities with other stakeholders, including Governments, private sector actors, and civil society organisations to leverage additional funding and support for SRBDP.

Multilateral and Regional development banks thus present another viable funding option for SONGWECOM to purse. The attractive thing about this funding source is that these banks do not offer one-size-fits-all products as each bank is able to bring its own focus, financial products and learning to a project depending on the requester. However, there exists some commonalities in their products as discussed below:

**Direct loans**

The most stereotypical product offered by Multilateral or regional development banks for project financings are loans, be those on concessional or non- concessional terms, which leverage not only the funds provided by member countries, but also the ability of these banks to borrow money from international capital markets and re-lend it on projects in borrowing countries on more generous terms.

**Guarantees**

In the past decade, there has been increasing recognition that in addition to direct loans, guarantees can be used to target and eliminate the risk or risks that are impeding private sector financing for a project that is desirable for economic development purposes such as SRBDP, whereby financiers can transfer such risks that they cannot absorb or manage on their own to the Multilateral or regional development banks.

**A/B loans, parallel loans and risk participations**

As part of a Multilateral or regional development banks focus on leveraging its capital to multiply its impact, a variety of instruments may be used to involve other financiers in a financing that the Multilateral or regional development banks is providing. Commercial banks in particular often find lending under an A/B loan structure highly attractive. This involves the commercial bank participating in a loan agreement with the Multilateral or regional development banks acting as lender of record (this participation is referred to as the B loan, with the A loan being the Commercial Bank's retained portion).

Key strategies for SONGWECOM to employ to access this
funding source include:

1. SONGWECOM should develop comprehensive and compelling project proposals that clearly highlights SRBDP' economic development impact, environmental sustainability aspects, and alignment with targeted banks' objectives and funding priorities. Further, such proposal should include robust financial projections, risk assessments, and mitigation strategies to demonstrate SRBDP's viability.

2. In collaboration with responsible line ministries in the two countries' governments, SONGWECOM should seek to meet officials of these banks either at their headquarters or through organizing a funders/investors conference and invite them in a bid for SONGWECOM to present SRBDP and its funding requirements to

them.

3. SONGWECOM should understand the funding criteria and priorities of multilateral and regional development banks being targeted (such as energy sector strategies, policies and eligibility requirements for accessing funding), to ensure SONGWECOM aligns SRBDP's objectives and outcomes in its funding proposal to these priorities.

4. SONGWECOM should seek to establish and nurture relationships with key representatives of multilateral and regional development banks by attending industry conferences, seminars and workshop where SONGWECOM officials can engage with these banks' officials and even make presentations on SRBDP to them.

5. SONGWECOM should participate in policy dialogue and consultations organized by multilateral and regional development banks on energy sector policies, renewable energy and other environmental considerations, in order to showcase SRBDP's potential to address such challenges and contribute to policy objectives.

SONGWECOM should ensure compliance and accountability by adhering to governance requirements set by multilateral and regional development banks such as their due diligence processes, reporting standards, and monitoring requirements.

#### 3.1.4 Private Sector and Corporate Foundations

Private Sector entities are another source of funding option that can help bridge SRBDP's funding gap. This funding source can potentially contribute to SONGWECOM's resource mobilization efforts through several financing arrangements including:

**1. Direct financial investment**: Private sector companies can provide direct financial investments to SRBDP through equity financing, debt financing, or a combination of both. Examples include Power Utility companies (such as Eskom in South Africa) and Independent Power Producers

**2. Debt financing:** This refers specifically to (private sector) commercial banks who can potentially provide debt financing to support the development and construction of the hydro power project under SRBDP by providing loans or lines of credit to fund various project stages of the hydro power project. Further, such debt financing can be structured based on the project's cash flow, collateral, and repayment terms.
A large number of commercial banks have already provided such type of financing in large and/or multi-purpose infrastructure schemes in Africa. A key example is the TIB Development Bank based in United Republic of Tanzania as well as NBM Development Bank based in the Republic of Malawi, both of which provide commercial finance and equity with financial packages such as: long term loans for existing public water and power utilities, Equity in commercially oriented entities (private or public) in water supply, irrigation, fisheries, power generation and transmission. All these sub-sectors are inherently covered under the various projects lined up in SRBDP. Yet another relevant example is the Standard Bank Group, which has also provided debt financing for various renewable energy projects, including hydro power projects in Africa. Importantly, the Standard Bank Group offers project finance solutions tailored to the specific needs of individual projects, while duly considering the project's risk profile, financial viability, and environmental and social sustainability.

**3. Public-Private Partnerships**: Private sector entities can engage in PPPs with governments of the two countries or development finance institutions to jointly finance, develop and operate SRBDP's hydro power project. This type of finance is typically offered via Special Purpose Vehicles (SPVs), i.e., project structures at arms-length from their sponsoring public agencies, with commercial and financial autonomy. The optimal PPPs usually constitute a cooperative venture built on the synergy of expertise of each partner that best meets clearly defined public needs through the most appropriate allocation of resources, risks, and rewards. Besides the sharing of risks, resources and expertise in the PPP arrangement, the private sector's involvement can also contribute to efficient project management, innovative financing structures, and leveraging of the private sector's networks.

**4. Corporate social responsibility (CSR) initiatives:** Private sector companies (such as energy companies-particularly those with a focus on renewable energy, and mining and extraction companies) often have CSR programs aimed at addressing social and environmental issues. They can therefore allocate funds from their CSR initiatives to support community development, environmental conservation, or social impact projects identified within SRBDP. Examples include Enel Green Power, Engie, and Total Energies.

SONGWECOM's key strategies for exploring this funding source include:

1. Work closely with line ministries of the two countries to leverage existing connections and create a public-private sector coordination group specifically focused on the SRBDP financing.
2. Identify elements within SRBDP that align with specific companies' business interests and highlight mutual benefits for investing in SRBDP.
3. Develop compelling value propositions that clearly articulate the benefits and potential returns of investing in SRBDP through public-private partnership arrangements.
4. SONGWECOM should conduct thorough market research to identify and target potential private sector investors and partners who not only have a track record of investing or supporting renewable energy projects, but also are aligned with SRBDP's objectives and financial needs capacity.

5. Engage in networking activities and establish relationships with key stakeholders in the private sector, including power utilities, renewable energy companies, impact investors, and infrastructure funds through attending industry conferences, seminars, and related events where such industry's captains would likely be present in order to connect with potential investors interested in supporting SRBDP.

6. Advocate for favorable policies, regulatory frameworks and tax incentives that create a conducive environment for encouraging private companies to participate in public-private partnerships.

7. SONGWECOM should develop a strong marketing and communications strategy to publicize the financial opportunities presented by SRBDP, and its positive impact on both the environment and local communities around the SRB to potential investors.

8. SONGWECOM should work with celebrities in the areas of sports, entertainment, academia etc. in both countries to leverage on their celebrity status to raise support for companies to invest in SRBDP.

In conclusion, SRBDP's financing from the private sector can be executed through blended finance options where resources are mobilized through various arrangements within the private sector, including public-private arrangements, private sector funds from CSR initiatives, as well as from commercial banks. Beyond contributions of financial resources, private firms can also provide expertise and the opportunity to leverage on the private-sector's networks to access further funding.

Following the presentation of financing options in this Chapter, the following chapter now considers strategic actions which can be taken to achieve the set of anticipated outcomes and outputs for this RMS.

## CHAPTER 4: STRATEGIC ACTIONS AND EXPECTED OUTPUTS FOR RESOURCE MOBILIZATION

Chapter 4 presents the expected outputs and strategic actions to be implemented so as to achieve the envisaged outcomes from implementing this RMS.

The envisaged outputs and actions required to achieve this RMS' stated outcomes are summarized in Tables 4 to 7 below:

**Expected Outputs and proposed Actions required for Outcomes 1 and 2**

| **Outcome 1 and 2** | **Expected Output** | **Proposed Actions/Tasks** |
|---|---|---|
| 1. Secure adequate funding for SONGWECOM budgetary requirements from June 2023 onwards.<br><br>2. Secure adequate funding for implementation of projects lined up under SRBDP especially the Lower Hydro Power Dam | • Obtained commitment from governments of the two countries to raise and honor in full their pledged contributions for SONGWECOM's operations as well as SRBDP's full implementation in their respective budgets. | • Meet regularly with line ministries senior officials in the governments of the two countries to keep SRBDP at the top of the two governments' funding priorities.<br>• Start attending budget meetings and workshops in both countries and pitch SONGWECOM financial needs.<br>• Advocate for supportive policies, incentives and regulatory frameworks that could facilitate financing and implementation of SRBDP.<br>• Create annual budget for SONGWECOM Secretariat's operations post June 2023 |

| | | |
|---|---|---|
| | | |
| | • Achieved fundraising target.<br>• Confirmed financial commitments from funders, investors and the two Governments.<br>• Executed Funding Agreements and contracts. | • Prepare and submit well-prepared grant proposals and loan applications to relevant financial institutions.<br>• Prepare and complete all documentation of financial arrangements, such as loan agreements, equity investment contacts and grant agreements.<br>• Negotiate favourable funding terms, such as flexible repayment schedules, longer tenure, grace periods, lower interest rates, and reduced collateral requirements.<br>• Sign agreements, term sheets or letters of commitment for financial support to SRBDP |
| | • Monitored and updated funding progress. | • Establish monitoring and updating mechanisms such as regular reports on funding status and milestones achieved to track progress of funding efforts.<br>• Regularly assess key performance indicators (KPIs) related to fundraising targets, donor retention, success rates, return on investment and SRBDP's overall financial sustainability. |

Table 4: Expected Outputs and proposed Actions required for Outcomes 1 and 2

## Expected Outputs and proposed Actions required for Outcome 3

| Outcome 3 | Expected Output | Proposed Actions/Tasks |
|---|---|---|
| **Diversify funding sources and increase flexibility of funding options** | • Established Public-Private Partnerships | • Formalise agreements for PPP, define roles and responsibilities of parties to the PPP. |
| | • Developed Investor Relations strategy for attracting and engaging potential investors.<br>• Increased number of potential funding partners identified and engaged.<br>• Expanded funding sources beyond traditional avenues.<br>• Increased funding flexibility-e.g., access to flexible financing terms, including longer tenures, grace periods, and flexible repayment schedules that align with SRBDP's cash flow generation profile.<br>• Decreased reliance on a single funding source or a limited number of investors.<br>• Enhanced financial resilience and sustainability of SRBDP. | • Identify and list potential funding sources that align with SRBDP's objectives.<br>• Develop compelling proposals, including robust financial models and projections that demonstrate SRBDP's financial viability, risk-return profile, and other potential benefits to potential investors.<br>• Implement active investor outreach and engagement program, including investor conferences, pitch events, and direct networking (such as through targeted e-mails, phone calls, or in person meetings) with potential investors and funders.<br>• Prepare Investor outreach materials, including investment pitches, and other investor-focused communications showcasing SRBDP's value proposition, financial returns, and positive social and environmental benefits.<br>• Establish investors' database to track investor interactions, preferences and follow up actions. |

| Outcome 3 | Expected Output | Proposed Actions/Tasks |
|---|---|---|
| | • Signed investment agreements with multiple investors or funding partners.<br>• Increased Strategic partnerships and alliances formed. | • Launch aggressive marketing and promotion campaign about SRBDP to increase its visibility and exposure to a wider audience.<br>• Issue regular updates to investors through newsletter, project progress reports, and financial updates.<br>• Regularly evaluate investors' satisfaction through surveys, feedback sessions, or investor satisfaction assessments |
| | • Robust financial management systems and procedures implemented. | • Implement robust financial management systems and procedures to ensure transparency, accountability, and effective utilisation of funds.<br>• Adopt financial reporting standards and comply with donor reporting requirements.<br>• Institute regular financial audits and evaluations to provide assurance on effectiveness and efficiency of mobilised resources. |

Table 5: Expected Outputs and proposed Actions required for Outcome 3

## Expected Outputs and proposed Actions required for Outcome 4

| Outcome 4 | Expected Output | Proposed Actions/Tasks |
|---|---|---|
| **Strengthen institutional capacity of SONGWECOM to handle resource mobilization and projects implementation.** | • Establishment of dedicated resource mobilisation related roles within SONGWECOM's structures of RMO, PCA and PMO to coordinate and manage all resource mobilisation activities. | • Obtain approval for the establishment of the proposed new RM related functions within SONGWECOM's structures.<br>• Develop comprehensive job descriptions for the RM related roles.<br>• Prepare budget for the proposed new RM related roles within SONGWECOM Secretariat's structures and get it approved.<br>• Advertise positions through appropriate channels like job boards, newspapers and social media platforms.<br>• Shortlist candidates, conduct interviews, and recruit successful candidates.<br>• Set clear performance expectations and goals for the RM roles, aligning them with the RMS and SRBDP' overall objectives.<br>• Provide training and orientation on SRBDP, the RMS, and all RM related tools and processes.<br>• Provide training and development opportunities in RM such as attending workshops, conferences or webinars related to resource mobilisation and fundraising. |

| Outcome 4 | Expected Output | Proposed Actions/Tasks |
| --- | --- | --- |
| | | • Conduct regular performance appraisals and provide feedback |
| | • Capacity Building initiatives instituted | • Conduct capacity building programs, workshops and training sessions to enhance knowledge and skills of staff members involved in resource mobilisation efforts.<br>• Provide on-going professional development opportunities to ensure continuous learning and improvement in resource mobilisation practices.<br>• Conduct benchmarking visits to regional counterparts such as Nile Basin initiative and document lessons learned. |
| | • Streamlined fundraising processes adopted | • Develop standardised fundraising processes, including prospect research, donor identification, proposal development and reporting.<br>• Create fundraising templates, tools, and guidelines to streamline preparation of funding proposals, and ensure consistency in messaging and branding.<br>• Implement efficient systems for tracking and managing donor interactions, deadlines, and reporting requirements. |

Table 6: Expected Outputs and proposed Actions required for Outcome 4

## Expected Outputs and proposed Actions required for Outcome 5

| Outcome 5 | Expected Output | Proposed Actions/Tasks |
|---|---|---|
| **Strengthen Relations with funders/investors** | • Strong Investor relations established and maintained | • Identify and assign dedicated staff from SONGWECOM Secretariat to manage relations with funders and prospective investors.<br>• Provide timely responses to enquiries, requests for information, and due diligence processes from potential funders and investors.<br>• Proactive engage with funders and investors to address their concerns, provide updates, and ensure alignment between their expectations and SONGWECOM's. |
| | • Investor Engagement Events organised and executed. | • Organise investor engagement events such as investor conferences, webinars and meetings to provide funders and prospective investors with first hand insights into SRBDP, its socio-economic impacts, and financial prospects.<br>• Create opportunities for direct interaction with funders and prospective investors to build personal connections and strengthen relationships. |
| | • Customised investor presentations | • Create tailored investment presentations to prospective funders at one-to-one meeting that highlight their |

| Outcome 5 | Expected Output | Proposed Actions/Tasks |
|---|---|---|
| | | specific interests, requirements, and investment preferences. |
| | • Developed Investor Reporting framework | • Develop a robust investor reporting framework, including financial reports, progress updates, and key performance indicators (KPIs), to provide funders and prospective investors with transparent and comprehensive information on SRBDP's performance. |
| | • Implemented investor engagement strategies | • Implement targeted investor engagement strategies, such as one-on-one meetings, conference participation, or networking events, to establish and nurture relationships with funders and potential investors.<br>• Understand the investment criteria, risk appetites and expectations of different investors so SONGWECOM can tailor engagement strategies accordingly |
| | • Installed Customer Relationship Management (CRM) systems | • Roll out Customer Relationship Management (CRM) system to support effective management of relationships with donors and investors through donor/investor contact management, communication tracking, donor/investor segmentation and provision of fundraising analytics. |
| | • Established feedback and continuous improvement mechanisms | • Actively seek feedback from funders and investors regarding their experience, satisfaction levels, and |

| Outcome 5 | Expected Output | Proposed Actions/Tasks |
|---|---|---|
| | | suggestions for improvement.<br>• Incorporate feedback into resource mobilisation strategies, and communication practices, to enhance SONGWECOM's approach to relationship management. |

Table 7: Expected Outputs and proposed Actions required for Outcome 5

### 4.1 Fast-tracking the proposed actions

A number of proposals and recommendations have been made in this RMS, which spans a 5-year implementation period. However, some proposals might take longer to implement, while others are low hanging fruits. It is therefore important to identify some key proposals which when immediately implemented, can help fast track the overall implementation process for this RMS.

In this context, introduction of three resource mobilization related roles within SONGWECOM Secretariat's structures is being proposed. These are: Resource Mobilisation (RM) officer, Project Management (PM) officer, and Public and Corporate Affairs (PCA) officer.

#### 4.1.1 The Resource Mobilization Officer

With due support from the existing SONGWECOM Secretariat's staff, the RM officer is expected to be responsible for spear-heading the implementation of this RMS. The responsibilities of the Resource Mobilisation Officer shall include but not limited to the following:

1. Lead actual implementation of the overall resource mobilization strategy for SONGWECOM Secretariat including leading prospect research, relationship building, grant proposal development, fund-raising campaigns, and monitoring and tracking progress of resource mobilization efforts.

2. Research and identify and engage potential donors, investors and other funding agencies to secure financial support.

3. Cultivate and manage relationships with existing and potential donors through acknowledgements, reporting and donor stewardship to ensure sustained funding.

4. Develop and submit compelling fundraising proposals, concept notes and grant applications to secure funding.

5. Oversee the development and maintenance of a donor database and track funding opportunities.

6. Provide strategic guidance to management on aligning projects within SRBDP with various climate finance mechanisms and other international funding opportunities to enhance SRBDP's eligibility for accessing these funding sources.

7. Maintain a comprehensive fundraising calendar and ensure timely submission of proposals.

8. Produce and maintain accurate data for grant reporting to ensure accountability and transparency, and compliance with donor reporting requirements.

9. Prepare comprehensive reports on resource mobilization activities, funding outcomes, and donor stewardship for management.

10. Coordinate with PM and PCA officers to organise networking events, workshops and conferences to foster partnerships and knowledge sharing.

11. On going monitoring and analysis of resource mobilization needs to ensure continued effectiveness and relevance of the RMS.

12. Actively engage with peers such as Nile Basin Initiative to identify best practices in the fundraising/resource mobilization area and suggesting modalities for immediate replication to the SONGWECOM work setting.

**RM Officer Competencies**

The RM officer is expected to have the following competencies:

1. **Fundraising Expertise**: Strong understanding of fundraising principles, strategies, and techniques. They should be knowledgeable about different funding sources, donor requirements, and grant

application processes. Further, they should have experience in developing successful fundraising campaigns and proposals.

2. **Financial Acumen:** Good understanding of financial concepts, budgeting, and financial analysis for developing and managing project budgets, tracking funding allocations, and analyzing financial reports to ensure effective financial management and reporting to donors.

3. **Relationship Building and Networking:** Possess excellent interpersonal and networking skills, as well as the ability to engage and influence potential partners so that they can build and maintain strong relationships with donors, investors, government agencies, and other stakeholders.

4. **Research and Analysis:** Adept at conducting research to identify potential funding sources, grants, and partnerships; as well as to gather relevant data and information to support funding proposals. Further, they should have the ability to analyze donor priorities, market trends, and funding opportunities to support resource mobilisation efforts.

5. **Communication, Writing, and Presentation Skills:** Strong written and verbal communication skills so as to be able to articulate the project's goals, impacts, and funding needs in a clear and compelling manner to different stakeholders and audiences, as well as for developing proposals, reports, and communication materials.

6. **Adaptability and Resilience:** Highly adaptable to changing circumstances, able to work under pressure, and resilient in the face of setbacks so that they can effectively navigate through the complexities and uncertainties of fundraising.

7. **Teamwork and Collaboration:** Strong team player, able to collaborate effectively with colleagues, program staff, finance teams, and other departments within SONGWECOM to collectively achieve resource

mobilisation goals.

#### 4.1.2 The Project Management Officer.

The resource mobilization initiatives proposed in this RMS are extraordinarily complex, involving interrelated components that need to be well- planned and executed as an integrated program in order to yield the intended results of the RMS. In this regard, it is proposed that a Project Management (PM) function be set up within SONGWECOM Secretariat's structures to ensure proper organization, execution, coordination and monitoring and evaluation of all resource mobilization efforts as espoused by this RMS.

The responsibilities of the PM office include but not limited to the following.

1. Coordinate and monitor the execution of the resource mobilization strategy.
2. Track progress of RM efforts, identify bottlenecks, and propose solutions to overcome challenges.
3. Facilitate effective communication and collaboration between other staff members involved in resource mobilization, such as RM officer and PCA officer.
4. Ensure that all resource mobilization related tasks such as production of funding proposals, submission of grant applications, are completed on schedule and deadlines are met.
5. Maintain accurate and up-to-date records regarding the RM process such as fund-raising progress.
6. Prepare regular progress reports on resource mobilization activities and outcomes and provide updates of the same to SONGWECOM Secretariat's management.
7. Monitor the budget allocated for resource mobilization, ensuring that

financial resources are utilized efficiently and in line with approved plan.

8. Facilitating sharing of best practices between the various teams involved in resource mobilization work.
9. Monitor and assess the effectiveness of the resource mobilization strategies and initiatives, and using data-driven insights, propose improvements to future resource mobilization efforts.

**PM Officer Competencies**

The PM officer is expected to have the following competencies:

1. **Project Management Expertise**: Strong knowledge and experience in project management methodologies, tools, and best practices. They should be able to effectively plan, implement, monitor, and evaluate projects, ensuring that they are delivered within scope, budget, and timeline.
2. **Resource Mobilization Knowledge:** Good understanding of the principles and strategies of resource mobilization, including knowledge of funding sources, fundraising techniques, grant applications, and donor requirements and priorities for funding in order to effectively align project plans with resource mobilization goals.
3. **Budgeting and Financial Management:** Budgeting and financial management expertise, so they are able to develop and manage project budgets, track expenses, and ensure that financial resources are allocated efficiently. Further, they should have knowledge of financial reporting and analysis so they can provide accurate and timely updates to stakeholders.
4. **Risk Management:** Highly skilled in identifying, assessing, and managing project risks. They should be able to develop risk mitigation strategies, implement contingency plans, and ensure that potential risks

in the RMS are addressed proactively to minimize their impact in the achievement of the resource mobilisation strategy.

5. **Planning and Organizational Skills:** Possess strong planning and organizational skills to enable them to prioritize tasks, manage timelines, and coordinate activities to ensure the successful execution of the resource mobilization strategy.

6. **Communication and Reporting:** Possess excellent written and verbal communication skills and be able to prepare clear and concise project reports, presentations, and progress updates to relevant stakeholders on resource mobilisation efforts.

7. **Problem-Solving and Decision-Making:** Adept at problem-solving and decision-making so as to competently resolve various challenges during the resource mobilization process. They should be able to analyze complex situations, identify alternatives, and make informed decisions to overcome obstacles and keep the implementation of the resource mobilisation on track.

8. **Teamwork:** Capacity to work effectively as part of a diverse team and foster a positive team dynamic.

9. **Adaptability:** Flexibility to adapt to changing circumstances and adjust strategies as needed.

10. **Time management:** Excellent time management skills to ensure adherence to deadlines and manage multiple tasks efficiently.

#### 4.1.3 The Public and Corporate Affairs Role(s)

To ensure SRBDP ‘s visibility, effective communication with stakeholders and enhanced brand image management of SONGWECOM when pursuing strategic activities under this RMS, it is proposed that a Public and Corporate Affairs (PCA) role be introduced within SONGWECOM Secretariat’s structures.

The responsibilities of the PCA officer will include but not limited to the following:

1. Create and execute comprehensive communication strategies to raise awareness about SRBDP, its objectives, and SONGWECOM's resource mobilization efforts by developing effective messaging, selecting appropriate communication channels, and targeting relevant stakeholders.

2. Develop strategies for community engagement and stakeholder consultation; ensure that SONGWECOM's resource mobilization efforts consider social and environmental impacts on local communities; address community concerns, communicate SRBDP's benefits, and facilitate community participation.

3. Develop and manage SONGWECOM's corporate communication materials, including press releases, newsletters, website content, and social media updates to ensure that information disseminated to both internal and external stakeholders is consistent and appropriate.

4. Maintain a positive public image for SONGWECOM, highlight SRBDP's implementation milestones and communicate to stakeholders to enhance stakeholder satisfaction in the utilization of resources mobilized.

5. Create engaging and persuasive content to communicate SRBD's objectives, benefits and impact, including writing press releases, articles, blog posts, social media content, newsletters, and other communication materials; leverage digital platforms such as Facebook and twitter to promote SRBDP's initiatives, manage social media accounts, and monitor online discussions related to SRBDP.

6. Build and maintain relationships with media outlets, journalists, and influencers; respond as appropriate to media coverage on SRBDP.

7. Develop and maintain a consistent brand image and visual identity for SRBDP.

8. Build a strong network of industry contacts, government officials, potential donors, and other relevant stakeholders; attend industry events, participate in conferences, and engage in networking activities to expand connections and build relationships that can support SONGWECOM's resource mobilization efforts.

9. Develop crisis communication plans and protocols to effectively manage potential reputational risks or emergencies that may impact SONGWECOM's resource mobilization efforts; respond promptly and appropriately to crisis situations, maintaining transparency and managing stakeholders' concerns to safeguard SONGWECOM's reputation.

10. Collaborate with RM and PM officers to plan and coordinate outreach events, workshops, conferences, meetings, and other investor/donor engagements to foster dialogue and build support for SRBDP.

11. Establish mechanisms for measuring impact of communication and outreach strategies and adjust strategies as needed; track key performance indicators (KPIs), monitor media coverage, analyse audience engagement, and provide regular reports to management on communication activities.

**PCA Officer Competencies**

The PCA officer is expected to have the following competencies:

1. **Communication skills:** Excellent written and verbal communication skills to effectively convey resource mobilization messages and engage stakeholders.
2. **Public relations expertise:** Knowledge of public relations strategies and

techniques to enhance SRBDP's visibility, media coverage, and stakeholder engagement.

3. **Content creation:** Proficiency in creating compelling and impactful content across various channels, including press releases, articles, social media posts and newsletters.
4. **Digital marketing skills:** Familiarity with digital marketing tools and platforms to leverage online channels for SRBDP promotion and stakeholder engagement.
5. **Branding and visual identity:** Understanding of branding principles and visual identity management to maintain a consistent and appealing image of SRBDP.
6. **Analytical skills:** Ability to analyse communication data, evaluate the impact of communication efforts, and make data-driven decisions for continuous improvement.

### 4.2 Proposed Implementation Schedule for the SONGWECOM RMS

An implementation schedule based on the actions proposed and discussed in section 4.1 has been developed and is presented in table 8. The people responsible for implementation will be filled later with input from the secretariat.

## Proposed Implementation Schedule for the SONGWECOM RMS

| | | | | | 2023 | | | | 2024 | | | | 2025 | | | | 2026 | | | | 2027 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Functional Category** | **Strategy Outcome** | **Expected Output** | **Proposed Actions** | **Responsibility** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| **SONGWECOM Secretariat Operations**<br><br>**And**<br><br>**SRBDP Implementation** | **1.Secure funding for SONGWECOM budgetary requirementsfrom June 2023 onwards**<br><br>**2.Secure funding for implementation of projects lined up underSRBDP especially the Lower Hydro Power Dam** | • Obtained commitment from governments of the two countries to raise and honor in full pledged contributions for SONGWECOM's operations as well as SRBDP's full implementation in their respective budgets.<br>• Achieved fundraising target.<br>• Confirmed financial commitments from funders, investors and the two Governments.<br>• Executed Funding Agreements and contracts.<br>• Established dedicated project account.<br>• Submitted funding applications. | 1. Meet regularly with line ministries senior officials in the governments of the two countries to keep SRBDP at the top of the two governments' funding priorities. | | | | | | | | | | | | | | | | | | | | | |
| | | | 2. Start attending budget meetings and workshops in both countries and pitch SONGWECOM financial needs. | | | | | | | | | | | | | | | | | | | | | |
| | | | 3. Advocate for supportive policies, incentives and regulatory frameworks that could facilitate financing and implementation of SRBDP. | | | | | | | | | | | | | | | | | | | | | |
| | | | 4. Create annual budget for SONGWECOM Secretariat'soperations post June 2023 | | | | | | | | | | | | | | | | | | | | | |
| | | | 5. Prepare and submit well-prepared grant proposals and loan applications to relevant financial institutions. | | | | | | | | | | | | | | | | | | | | | |
| | | | 6. Prepare and complete all documentation of financial arrangements, such as loan agreements, | | | | | | | | | | | | | | | | | | | | | |

| | | | | | 2023 | | | | 2024 | | | | 2025 | | | | 2026 | | | | 2027 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Functional Category** | **Strategy Outcome** | **Expected Output** | **Proposed Actions** | **Responsibility** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| | | | equity investment contacts and grant agreements. | | | | | | | | | | | | | | | | | | | | | |
| | | | 7. Negotiate favourable funding terms, such as flexible repayment schedules, longer tenure, grace periods, lower interest rates, and reduced collateral requirements. | | | | | | | | | | | | | | | | | | | | | |
| | | | 8. Sign agreements, term sheets or letters of commitment for financial support to SRBDP | | | | | | | | | | | | | | | | | | | | | |
| | | • Monitored and updated funding progress. | 1. Establish monitoring and updating mechanisms such as regular reports on funding status and milestones achieved to track progress of funding efforts. | | | | | | | | | | | | | | | | | | | | | |
| | | | 2. Regularly assess key performance indicators (KPIs) related to fundraising targets, donor retention, success rates, return on investment and SRBDP's overall financial sustainability. | | | | | | | | | | | | | | | | | | | | | |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **3.Diversify funding sources and increase flexibility of funding options** | • Established Public-Private Partnerships | 1. Formalise agreements for PPP, define roles and responsibilities of parties to the PPP. | | | | | | | | | | | | | | | | | | | | | |
| | | • Developed Investor Relations strategy for attracting and engaging potential investors.<br>• Increased number of potential funding partners identified and engaged.<br>• Expanded funding sources beyond traditional avenues.<br>• Increased funding flexibility-e.g., access to flexible financing terms, including longer tenures, grace periods, and flexible repayment schedules that align with SRBDP's cash flow generation profile.<br>• Decreased reliance on a single funding source or a limited number of investors.<br>• Enhanced financial resilience and sustainability of SRBDP.<br>• Signed investment agreements with multiple | 1. Identify and list potential funding sources that align with SRBDP's objectives. | | | | | | | | | | | | | | | | | | | | | |
| | | | 2. Develop compelling proposals, including robust financial models and projections that demonstrate SRBDP's financial viability, risk-return profile, and other potential benefits to potential investors. | | | | | | | | | | | | | | | | | | | | | |
| | | | 3. Implement active investor outreach and engagement program, including investor conferences, pitch events, and direct networking (such as through targeted e-mails, phone calls, or in person meetings) with potential investors and funders. | | | | | | | | | | | | | | | | | | | | | |
| | | | 4. Prepare Investor outreach materials, including investment pitches, and other investor-focused | | | | | | | | | | | | | | | | | | | | | |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| investors or funding partners.<br><br>• Increased Strategic partnerships and alliances formed. | communications showcasing SRBDP's value proposition, financial returns, and positive social and environmental benefits. | | | | | | | | | | | | | | | | | | | | | |
| | 5. Establish investors' database to track investor interactions, preferences and follow up actions. | | | | | | | | | | | | | | | | | | | | | |
| | 6. Launch aggressive marketing and promotion campaign about SRBDP to increase its visibility and exposure to a wider audience. | | | | | | | | | | | | | | | | | | | | | |
| | 7. Issue regular updates to investors through newsletter, project progress reports, and financial updates. | | | | | | | | | | | | | | | | | | | | | |
| | 8. Regularly evaluate investors' satisfaction through surveys, feedback sessions, or investor satisfaction assessments | | | | | | | | | | | | | | | | | | | | | |
| • Robust financial management systems and procedures implemented. | 1. Implement robust financial management systems and procedures to ensure transparency, accountability, and effective utilisation of funds. | | | | | | | | | | | | | | | | | | | | | |

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| | 2. Adopt financial reporting standards and comply with donor reporting requirements. | | | | | | | | | | | | | | | | | | | | | |
| | 3. Institute regular financial audits and evaluations to provide assurance on effectiveness and efficiency of mobilised resources. | | | | | | | | | | | | | | | | | | | | | |

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| **SONGWECOM Secretariat Operations** | **4.Strengthen institutional capacity of SONGWECOM to mobilization and projects implementation** | • Establishment of dedicated resource mobilisation related roles within SONGWECOM's structures of RMO, PCA and PMO to coordinate and manage all resource mobilisation activities. | 1. Obtain approval for the establishment of the proposed new RM related functions of RM officer, PM officer and PCA officer within SONGWECOM's structures. | | | | | | | | | | | | | | | | | | | | | |
| | | | 2. Develop comprehensive job descriptions for the RM related roles of RM officer, PM officer and PCA officer. | | | | | | | | | | | | | | | | | | | | | |
| | | | 3.Prepare budget for the proposed new RM related roles of RM officer, PM officer and PCA officer within SONGWECOM Secretariat's structures and get it approved. | | | | | | | | | | | | | | | | | | | | | |
| | | | 4. Advertise positions through appropriate channels like job boards, newspapers and social media platforms. | | | | | | | | | | | | | | | | | | | | | |
| | | | 5. Shortlist candidates, conduct interviews, and recruit successful candidates. | | | | | | | | | | | | | | | | | | | | | |
| | | | 6. Set clear performance expectations and goals for the RM related roles of RM officer, PM officer and PCA officer, aligning them | | | | | | | | | | | | | | | | | | | | | |

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| | | | with the RMS and SRBDP' overall objectives. | | | | | | | | | | | | | | | | | | | | | |
| | | | 7. Provide training and orientation on SRBDP, the RMS, and all RM related tools and processes. | | | | | | | | | | | | | | | | | | | | | |
| | | | 8. Provide training and development opportunities in RM such as through attending workshops, conferences or webinars related to resource mobilisation and fundraising. | | | | | | | | | | | | | | | | | | | | | |
| | | | 9. Conduct regular performance appraisals and provide feedback | | | | | | | | | | | | | | | | | | | | | |
| | | • Capacity Building initiatives instituted | 1. Conduct capacity building programs, workshops and training sessions to enhance knowledge and skills of staff members involved in resource mobilisation efforts. | | | | | | | | | | | | | | | | | | | | | |
| | | | 2. Provide on-going professional development opportunities to ensure continuous learning and improvement in resource mobilisation practices. | | | | | | | | | | | | | | | | | | | | | |
| | | | 3. Conduct benchmarking visits to regional counterparts such as Nile Basin initiative and | | | | | | | | | | | | | | | | | | | | | |

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| | | | document lessons learned. | | | | | | | | | | | | | | | | | | | | | |
| | | • Streamlined fundraising processes adopted | 1. Develop standardised fundraising processes, including prospect research, donor identification, proposal development and reporting. | | | | | | | | | | | | | | | | | | | | | |
| | | | 2. Create fundraising templates, tools, and guidelines to streamline preparation of funding proposals, and ensure consistency in messaging and branding. | | | | | | | | | | | | | | | | | | | | | |
| | | | 4. Implement efficient systems for tracking and managing donor interactions, deadlines, and reporting requirements. | | | | | | | | | | | | | | | | | | | | | |

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| **SRBDP Implementation** | **5.Strengthened Relations with funders/investors** | • Strong Investor relations established and maintained | 1. Identify and assign dedicated staff from SONGWECOM Secretariat to manage relations with funders and prospective investors. | |
| | | | 2. Provide timely responses to enquiries, requests for information, and due diligence processes from potential funders and investors. | |
| | | | 3. Proactively engage with funders and investors to address their concerns, provide updates, and ensure alignment between their expectations and SONGWECOM's. | |
| | | • Investor Engagement Events organised and executed. | 1. Organise investor engagement events such as investor conferences, webinars and meetings to provide funders and prospective investors with firsthand insights into SRBDP, its socio-economic impacts, and financial prospects. | |
| | | | 2. Create opportunities for direct interaction with funders and | |

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| | | | prospective investors to build personal connections and strengthen relationships. | | | | | | | | | | | | | | | | | | | | | |
| | | • Customised investor presentations created | 1. Create tailored investment presentations to prospective funders at one-to-one meeting that highlight their specific interests, requirements, and investment preferences. | | | | | | | | | | | | | | | | | | | | | |
| | | • Developed Investor Reporting framework | 1. Develop a robust investor reporting framework, including financial reports, progress updates, and key performance indicators (KPIs), to provide funders and prospective investors with transparent and comprehensive information on SRBDP’s performance. | | | | | | | | | | | | | | | | | | | | | |
| | | • Implemented investor engagement strategies | 1. Implement targeted investor engagement strategies, such as one-on-one meetings, conference participation, or networking events, to establish and nurture relationships with funders and potential investors. | | | | | | | | | | | | | | | | | | | | | |

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| | | | 2. Understand the investment criteria, risk appetites and expectations of different investors so SONGWECOM can tailor engagement strategies accordingly | | | | | | | | | | | | | | | | | | | | | |
| | | • Installed Customer Relationship Management (CRM) systems | 1.Roll out Customer RelationshipManagement (CRM) system to support effective management of relationships with donors and investors through donor/investor contact management, communication tracking, donor/investor segmentation and provision of fundraising analytics. | | | | | | | | | | | | | | | | | | | | | |
| | | • Established feedback and continuous improvement mechanisms | 1. Actively seek feedback from funders and investors regarding their experience, satisfaction levels, and suggestions for improvement. | | | | | | | | | | | | | | | | | | | | | |
| | | | 2 Incorporate feedbacks into resource mobilisation strategies, and communication practices, to enhance SONGWECOM's approach to relationship management. | | | | | | | | | | | | | | | | | | | | | |

Table 8: Proposed Implementation Schedule for the SONGWECOM RMS

### 4.3 Resource Mobilization Logical Framework

The Results framework for the SONGWECOM Resource Mobilization Strategic Plan is provided below. The logical management framework has been extracted from the overall monitoring and evaluation framework, developed for SONGWECOM.

Results Framework for Implementation of the Resource Mobilisation Strategy

| No. | Indicator Name | Baseline | Yearly Targets | | | | | Frequency | Data Source | Data Collection Method | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Yr-1 | Yr-2 | Yr-3 | Yr- 4 | Yr-5 | | | | |
| **Goal/Impact** | | | | | | | | | | | |
| **Outcome 1: Secured funding for SONGWECOM budgetary requirements from June 2023 onwards**<br><br>**Outcome 2: Secured adequate funding for implementation of projects under SRBDP, especially the lower hydro power dam** | • Approval and allocation of SRBDP funding in Government budget<br>• %increase in budgetary allocation to SRBDP from the two countries<br>• Total amount of funding secured from the two countries.<br>• Total value of financial commitments made by donors and potential investors.<br>• Total amount of funds disbursed by donors and investors | | | | | | | | | | |

| No. | Indicator Name | Baseline | Yearly Targets | | | | | Frequency | Data Source | Data Collection Method | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Yr-1 | Yr-2 | Yr-3 | Yr- 4 | Yr-5 | | | | |
| **Outcome 3: Diversified funding sources and increased flexibility of funding options.** | • Total number of funding sources tapped into.<br>• Total number of **new funding sources** tapped into.<br>• Funding portfolio distribution (across various sources)<br>• Proportion of funding through alternate financing mechanisms (like public-private partnerships)<br>• Increased number of different modalities for access funding such as grants, loans, equity investments and blended finance arrangements. | | | | | | | | | | |
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| No. | Indicator Name | Baseline | Yearly Targets | | | | | Frequency | Data Source | Data Collection Method | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Yr-1 | Yr-2 | Yr-3 | Yr- 4 | Yr-5 | | | | |
| **Outcome 4: Strengthen** | • New roles of RM officer, PM officer, and | | | | | | | | | | |

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| **institutional capacity of SONGWECOM to handle resource and projects implementation.** | PCA officer introduced within SONGWECOM’s structures and duly filled.<br>• Number of staff members trained in resource mobilization.<br>• Number of benchmarking visits to regional counterparts such as Nile Basin initiative undertaken.<br>• Improved fundraising success rate<br>• % of successful funding proposals submitted<br>• Efficiency in managing grants, including timely reporting, compliance with donor requirements and effective utilization of funds.<br>• Improved financial sustainability ratio (ratio of mobilized resources to SONGWECOM’s | | | | | | | | | | |
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| No. | Indicator Name | Baseline | Yearly Targets | | | | | Frequency | Data Source | Data Collection Method | Responsibility |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Yr-1 | Yr-2 | Yr-3 | Yr- 4 | Yr-5 | | | | |
| | financial needs) | | | | | | | | | | |
| **Outcome 5: Strengthened relations with funders/investors** | • Increased donor/investor retention rate<br>• Level of engagement of donors/investors beyond financial contributions (such as provision of technical expertise, market connections, or strategic guidance)<br>• Satisfaction levels of donors/investors with regards to the funding process, projects progress and overall alignment of interests.<br>• Timely disbursement of funding.<br>• Increased | | | | | | | | | | |

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| | amounts in funding commitments from existing funders and investors<br>• Increased amounts in funding allocations by existing funders and investors<br>• Number of **repeat fundings** from existing funders and investors<br>• The duration (i.e. length of time) of funding partnerships with funders and investors.<br>• Frequency of communication and engagement with funders/investors (such as regular updates, meetings and collaborative discussions) | | | | | | | | | | | |

Table 9: Results Framework for Implementation of the RMS

# CHAPTER 5: GUIDELINES FOR EFFECTIVE SONGWECOM RMS IMPLEMENTATION

This chapter discusses the specific considerations and approaches that the SONGWECOM Secretariat should consider when implementing the strategic actions proposed in chapter 4 above.

## 5.1 Support of SONGWECOM Council and Steering Committee

Although implementation of this RMS is under the direct charge of SONGWECOM Secretariat, its operationalization is dependent on due support from the other two arms of SONGWECOM's governance structure: the Council and Steering Committee. By leveraging on their high-level political and executive management statures respectively, the two SONGWECOM governance structures can garner support and buy in from development partners, potential investors and key government officials regarding SONGWECOM Secretariat's resource mobilization initiatives, thus enabling the operationalization of this RMS. The responsibilities of the Secretariat in implementing this RMS were already adequately articulated under Chapter 2. The following thus covers the role and responsibilities for both the Council and Steering committee as they superintend and provide strategic leadership for the operationalization of this Resource mobilization Strategy:

### 5.1.1 The Council of Ministers

As per SONGWECOM's business plan (2015-2025), the Council is a high-level delegation consisting of the Minister or a Deputy Minister from the Ministries responsible for i) Water, ii) Lands, iii) Energy, iv) Irrigated Agriculture; and v) Local Government. The Council is a critical component to the successful implementation of this RMS by leveraging on their political capital to advocate for the work of SONGWECOM to different stakeholders as well as reaching out to their respective Governments to advocate for higher allocations for SRBDP. Their specific responsibilities regarding the successful implementation of this RMS therefore include:

**1. Provide Policy Guidance:**

The council should provide policy guidance to both SONGWECOM's Steering Committee and SONGWECOM Secretariat to ensure that the resource mobilization strategy aligns with government priorities and regulations. For example, they can review proposed strategies and initiatives, providing insights and suggestions to enhance political feasibility and effectiveness.

**2. Provide Strategic Guidance:**

The council should provide strategic guidance to both SONGWECOM's Steering Committee and SONGWECOM Secretariat on engaging with funders and Government agencies. For instance, they can offer insights, advice, and direction based on their experience and knowledge of the political landscape.

**3. Mobilize Council Members' Networks and Influence:**

Council members should leverage their political networks and relationships with influential individuals, prospective funders, and government officials to advocate for SONGWECOM's resource mobilization needs. For example, they can make introductions, arrange meetings, seminars, and other relevant forums and events where they can connect SONGWECOM Secretariat's RM team with other government officials, development partners and other high level potential funders to promote the SONGWECOM's mission and highlight the impact of its work. In a nutshell then, the Council would serve as ambassadors to create political buy-in for the RMS.

**4. Engage in Public Relations:**

The council should actively participate in public relations efforts to raise awareness about the SONGWECOM's mission and the importance of its resource mobilization strategy. This can include media interviews, speaking engagements, and public events.

**5. Seek Endorsements:**

The council should seek endorsements from prominent individuals in

Government or society at large, as well as from organizations that align with SRDP's goals. These endorsements can add credibility to the resource mobilization strategy and help in garnering political support.

#### 5.1.2 The Joint Steering Committee Group

The Joint Steering Committee consists of Head of Departments from the Ministries responsible for i) Water, ii) Lands, iii) Energy, iv) Irrigated Agriculture; and v) Local Government. The committee can support SONGWECOM Secretariat by providing the requisite management and financial oversight over the resource mobilization process, as well as ensuring that the Secretariat is operating in line with the strategic direction as provided by the Council when implementing this RMS. The specific responsibilities of SONGWECOM Joint Steering Committee regarding the successful implementation of this RMS therefore include:

**1. RMS Implementation Progress Oversight:**

The Steering Committee should oversee the progress of the resource mobilization strategy implementation, including tracking key performance indicators (KPIs) to assess the effectiveness of the RM strategy.

**2. Decision-making support:**

The Steering Committee should provide any due guidance and support to SONGWECOM Secretariat's resource mobilization team in making strategic decisions, such as offering insights, and making decisions on strategic matters, funding priorities, and risk mitigation.

**3. Provide Guidance and Support for capacity building:**

The Steering Committee should provide guidance and support to Secretariat staff members involved in resource mobilization processes to ensure they are equipped with the necessary skills and capabilities to effectively accomplish their resource mobilization roles. This includes providing training and mentoring opportunities, as well as the necessary budgetary resources to enhance their skills and capabilities.

**4. Provide management Expertise and Support:**

The Steering Committee members should offer their management expertise and support to the Secretariat to aid in their resource mobilisation initiatives. This involves providing guidance on effective fundraising techniques, sharing knowledge about potential funding sources, and offering advice on building relationships with donors and investors.

**5. Support partnership development:**

The Steering Committee should collaborate with SONGWECOM Secretariat's resource mobilization team in identifying potential partnerships, funding opportunities and innovative financing mechanisms. For instance, they can provide advice and connections to their networks of donors to enhance the team's resource mobilization efforts.

### 5.2 Development of Resource Mobilization Dashboards

For better tracking and aiding in decision making, it is proposed that RM dashboards be developed as part of the wider ICT-MIS-GIS system for SONGWECOM. By incorporating resource mobilization dashboards into this RMS, SONGWECOM can enhance their decision-making by making informed decisions based on accurate and up-to-date information; monitor progress effectively through real-time view of key resource mobilization metrics and indicators; evaluate the effectiveness of various resource mobilization strategies; and build stronger relationships with donors by providing valuable insights about donor behavior, preferences, and engagement levels, thus allowing SONGWECOM to tailor their outreach and communication efforts to effectively engage and retain them. Collectively therefore, these dashboard functionalities will thus aid in achieving resource mobilisation objectives as envisaged by this RMS.

To this end, the following types of resource mobilization dashboards are being recommended to be developed for SONGWECOM:

**1. Fund raising Progress Dashboard:**

This dashboard will help SONGWECOM to track and analyze their fundraising activities and progress by providing a visual representation of key fundraising metrics (such as funds raised, donation amounts, donor counts, and campaign performance); provide valuable insights into the performance of fundraising efforts within different segments by segmenting donors based on various criteria, (such as giving levels, demographics, or engagement history); and help to optimize resource mobilization efforts by breaking down of funds raised by different sources, (such as grants, individual donations, corporate sponsorships, etc.) in order to identify which sources are contributing the most to the resource mobilization efforts and therefore concentrating resources on such high yielding sources.

**2. Grants/ proposal Pipeline dashboard:**

This dashboard help will help SONGWECOM to track the progress of fundraising proposals or grant applications. It provides a centralized bird's eye view of all proposals' related information, including: comprehensive listing of all the proposals or grant applications submitted along with key details (such as proposal name, funding source, submission deadline, and assigned staff members) their status (such as pending, submitted, approved, or rejected); key information about each specific proposal(such as project description, objectives, budget, timeline, funding amounts); as well as the progress of each application; thus allowing for effective management and tracking of grant opportunities.

**3. Donor Engagement dashboard:**

This dashboard will provide SONGWECOM with a centralized view of donor interactions, giving history, and key performance metrics. It will help SONGWECOM to understand its donors better by aggregating and organizing donor information to create profiles for each donor (such as demographic details, giving history, preferred communication channels, past interactions, and any specific interests or preferences expressed by the donor). It will also track donor communication by recording all communication activities between SONGWECOM and its donors (such as through emails, phone calls, meetings, events attended, etc) in order to monitor the frequency and quality of communication with each donor, thus ensuring consistent engagement. Further, the Donor Engagement Dashboard will measure the success of resource mobilization efforts by tracking key donor engagement metrics (such as donor retention rates, donor acquisition rates, and average donation amounts); as well as support relationship management with donors by providing alerts and reminders for follow-ups, acknowledgments, and stewardship activities; thus, ensuring that no important interactions or opportunities with donors/investors are missed.

**4. Funders' dashboard:**

A Funders' dashboard will help SONGWECOM to track and manage relationships with their funders by providing an organized and centralized view of information and activities related to funders or funding sources in order to facilitate effective decision-making regarding funding opportunities. A funders' dashboard typically includes a database or repository that stores comprehensive information about various funders such as funder profiles, including funder names, contact information, funding priorities, preferences, and historical funding patterns, and any specific requirements or guidelines that can help an organization understand each funder's objectives, interests, and alignment with their own projects or initiatives.

Below, a sample of such funders' dashboard displaying funders' list of more than 50 funders (majority of which, have been benchmarked from NELSAP) is showcased:

## Initial Funder/Investor Database for SONGWECOM Resource Mobilisation

| Name of Organization | Parent Organization | Acronym | Funding Category | Comments relevant to SONGWECOM funding | Areas of Support | Location | Website | Contact Persons |
|---|---|---|---|---|---|---|---|---|
| Adaptation Fund | The World Bank is a Trustee of the Adaptation Fund | AF | Climate and Environmentally-focused agencies and funds | AF is a financial instrument of the UNFCCC and the Kyoto Protocol for funding adaptation projects and programmes in countries that are party to the Protocol. The AfDB is accredited with the AF and can facilitate access to it. This is a major potential source of funding | Adaptation to Climate Change | Washington DC, USA | https://www.adaptation-fund.org | Local access via AfDB or other accredited bodies. |
| Climate Investment Funds | WB | CIF | Climate and Environmentally-focused agencies and funds | These are administered by the World Bank and operated in partnership with the regional development banks including AfDB. The CIFs include: Clean Technology Fund and the Strategic Climate Fund, the last-mentioned also including the Pilot Program for Climate Resilience, the Forest Investment Program, and the Scaling- Up Renewable Energy Program for Low-Income Countries. The CIF is due to phase out once the GCF is fully operational. Access to these funds via AfDB. | Clean technologies, climate resilience, energy access, sustainable forests | Washington DC, USA | https://www.cif.org | contact via AfDB |
| Forest Carbon Partnership Facility & Carbon Fund | World Bank acts as Trustee of the Readiness Fund and the Carbon Fund, the two main planks of this partnership | FCPF | Climate and Environmentally-focused agencies and funds | Focus is the protection and enhancement of global carbon sinks through arrest of deforestation and the creation of carbon stores e.g. afforestation | Forestry & watershed and wetland conservation | Washington DC, USA | https://www.forestcarbonpartnership.org/ | |

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| Green Climate Fund | | GCF | Climate and Environmentally-focused agencies and funds | This is potentially the largest and most relevant fund, aiming at a balance between support for mitigation and adaptation. For SONGWECOM, access to the GCF can either be direct, or via bodies already accredited (such as AFDB, World Bank, UNDP). The application procedure is quite elaborate, and the decision cycle can take up to a year or even longer. However sizeable sums are available for qualifying applicants to access. | Climate adaptation and mitigation | Songdo, Republic of Korea | https://www.greenclick.com | |
| Least Developed Countries Fund | GEF, WB | LDCF | Climate and Environmentally-focused agencies and funds | An agency of GEF, set up by the UNFCCC to help least development countries produce and implement national adaptation plans and strategies to cope with climate change | | Washington DC, USA | https://www.thegef.org/topics/least-developed-countries-fund-ldcf | |

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|---|---|---|---|---|---|---|---|---|
| Program for Reducing Emissions from Deforestation and Degradation (REDD) | UN agencies, mainly FAO, UNDP and UNEP | REDD | Climate and Environmentally-focused agencies and funds | Funds programmes to arrest reduction and degradation of forests and supports afforestation with significant potential to reduce net Greenhous Gas emissions. | forestry, watershed protection | Geneva, Switzerland | http://www.un-redd.org/ | |

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| Special Climate Change Fund | GEF, WB | SCCF | Climate and Environmentally-focused agencies and funds | Administered by GAF, all vulnerable developing countries are eligible for projects and programmes of adaptation and mitigation to climate change. | Adaptation and mitigation, including afforestation. | Washington DC, USA. Lo | https://unfccc.int/topics/climate-finance/resources/reports-of-the-special-climate-change-fu | |
| French Global Environmental Facility | AFD | FFEM | Climate and Environmentally-focused agencies and funds | Activities not limited to francophone countries | Environment | Paris, France | https://www.ffem.fr/fr | |
| Global Affairs Canada | Canadian Ministries of Foreign Affairs, International Trade and International Development | GAC | Climate and Environmentally-focused agencies and funds | Previously CIDA (till 2013) | Social development; Economic well-being; Environmental sustainability;and Governance | Ottawa, Canada | http://www.international.gc.ca/international/index.aspx?lang=eng | |
| Global Environmental Facility | WB | GEF | Climate and Environmentally-focused agencies and funds | Has supported SONGWECOM in the past on STCINRM-SRB. Useful for studies, capacity building and pilot projects. Access can be via UNDP or World Bank | Funds may be channelled through AfDB or UNDP and others | Washington DC, USA | http://www.thegef.org | Charles Reeve (Charles.Reeve@cridf.com) manages the CRIDF. |
| United Nations Development Programme | United Nations | UNDP | Current, recent and priority agencies | Through its extensive network of country offices UNDP is a potentially important source of funding for studies and capacity building. It is also a useful portal for accessing other funds (e.g., GEF, GCF) for whichit is an accredited agent. | Studies and capacity building (inc. training) for all aspects of water.And energy | HQ in New York, extensive network of country offices. | https://www.undp.org | |

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|---|---|---|---|---|---|---|---|---|
| African Development Bank | AfDB | AfDB | Current, recent and priority agencies | A current lender and has also provided grant funding for previous SONGWECOM initiatives. Some SRBDP projects are eligible for loans | A program for action on transboundary water management and regional | Abidjan, Ivory Coast | https://www.afdb.org | Mohammed El Azizi (Director OWAS/AWF) m.elazizi@afdb.org |

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| | | | | from the African Development Fund, AfDB's "soft landing window", | integration has been operational since 2014. | | | |
| African Infrastructure Facility | An EU initiative with Secretariat based in European Commission, Brussels (EU-DEVCO) | AFIF | Current, recent and priority agencies | A new initiative, replacing the EU-Africa Infrastructure Trust Fund as a "blending platform" targeting regional infrastructure projects, mixing loan and grant finance. Typically, the loan portion is provided by EIB, and grant from EuropeAid and other EU bilateral agencies. Potentially important for SONGWECOM. | regional infrastructure projects | Brussels, Belgium. Access | https://www.ec.europ | Access to AFIF is through the Lead Lender for specific projects |
| African Water Facility | AfDB | AWF | Current, recent and priority agencies | Provides grants and technical assistance for pilot projects. Housed in AfDB, and works closely with its lending operations. | Water supply, Irrigation infrastructure/Food | Abidjan, Ivory Coast | https://www.africanw | Malinne Blomberg; (Chief Financial Analyst): m.blomberg@afdb.org |
| Agence Francaise de Development (AFD | French Ministry of Foreign Affairs and International Development | AFD | Current, recent and priority agencies | AFD can support SONGWECOM in strengthening institution capacity development | IWRM, WASH, Agriculture, Hydropower, etc. | Paris, France | www.afd.fr | Margaux Chinal, Chef de Projet, (Paris) chinalm@afd.fr. Tel +33 1 53 44 3177 |
| Cooperation for International Waters in Africa | World Bank | CIWA | Current, recent and priority agencies | | Transboundary waters | Washington DC, USA | www.worldbank.org | Dr. Jacqueline Marie Tront (jtront@worldbank.org) |

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| Department for International Development | UK Government | DFID | Current, recent and priority agencies | DFID is well funded and actively interested in water resources management. The CRWP (see opposite) is the programme closest to SONGWECOM's sphere of interest,although its focus is on the Southern African Development Community. However, it would be | Water resources management and other areas supporting poverty reduction | London, UK | https://www.gov.uk/ | (London) Jean-Paul Penrose, Senior Water Security Adviser. jppenrose@dfid.gov.uk. Tel. +44 (0)20 7023 |

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| | | | | useful for SONGWECOM to keep close touch with this initiative especially with its water specialists. | | | | 0957.Pretoria) Tim Sumner,Coordinator DFID's Climate Resilience and Water Programme in SouthernAfrica. T.Sumner@dfid.gov.uk.John Warburton, Senior Climate andEnvironment Adviser, c/o BHC, Pretoria (j-warburton@dfid.gov.uk. Tel +27(0) 12 421 7756 |
| Deutsche Gesellschaft für Internationale Zusammenarbeit | Germany | GIZ | Current, recent and priority agencies | GIZ does not currently support SONGWECOM directly, but needs to be considered for future role | Agreed priority sectors (as agreed by country) | Eichhorn, Germany. | https://www.giz.de/ | Access via GIZ (Kampala)Malte Grossman Adviser to GIZ. Malte.grossman@giz.de |
| Europe Aid | EU | | Current, recent and priority agencies | Supports priority sectors in various countries | Agreed priority sectors (as agreed by country) | HQ in Brussels, Belgium | https://www.eurada.org | Paulo.ciccarelli@ec.europa.eu. |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| European Development Fund | EU | EDF | Current, recent and priority agencies | | | Brussels, Belgium | https://ec.europa.eu/europeaid/funding/funding-instruments-programming/funding-instrum | |

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|---|---|---|---|---|---|---|---|---|
| European Investment Bank | EU | EIB | Current, recent and priority agencies | EIB is an important lender for water and power projects with a sound financial rate of return (e.g. Lower hydro power dam). | It frequently offers its loans in "blended finance" packages alongside EuropeAid and other EU bilateral agencies, in order to produce financial terms appropriate for the project in question | Luxembourg | http://www.eib.org/en | Access via stated contact in Luxembourg; Thomas Van Gilst, Head of Water Group, Infrastructure division t.vangilst@eib.org |
| European Union Water Facility | EU | EUWF | Current, recent and priority agencies | Provides grants and technical assistance for for pilot projects. Housed in AfDB, and works closely with its lending operations. | | Brussels, Belgium | http://www.welcomeurope.com/eu-fonds/eu-acp-eu-water-facility-564+464.html#tab=ongle | |
| Global Environmental Facility | GEF Trust Fund, hosted by the World Bank, which acts as the GEF Trustee | GEF | Current, recent and priority agencies | GEF has provided a Grant to SONGWECOM before | projects for environmental conservation or enhancement of international significance. | Abidjan, Ivory Coast | www.afdb.org | Mr. Mekonnen LOULSEGED, Head of AfDB Regional Office, Nairobi, Kenya (M.LOULSEGED@AFDB.ORG |

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|---|---|---|---|---|---|---|---|---|
| International Development Agency | World Bank | IDA | Current, recent and priority agencies | WB is the main contributor to the CIWA and is also an access point for GEF and Some other facilities and trust funds. The International Development Association (IDA) is a current lender. | It provides support for regional public goods and regional infrastructure, as well as conventional country lending. | Washington DC, USA | http://ida.worldbank.org | Access to IDA is via WB Country Offices. Project); Dr Jacqueline Tront ( Senior Water Resources Specialist: jtront@worldbank.org; +1 (202)473-7029; Mirlan Aldayarov (maldayarov@worldbank.org |
| International Finance Corporation | World Bank | IFC | Current, recent and priority agencies | Loans and equity participation in projects involving private partners | particularly relevant to power projects | Washington DC, USA | https://www.ifc.org/wp | Access via World Bank offices |
| Japan Bank for International Cooperation | Japan | JBIC | Current, recent and priority agencies | Works closely with JICA (see below) | | Tokyo, Japan | https://www.jbic.go.jp/en | |
| Japan International Cooperation Agency | Japan | JICA | Current, recent and priority agencies | The two countries are priority countries for JICA, which is involved thematically with SONGWECOM's focal sectors | | Tokyo, Japan | https://www.jica.go.jp | |

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|---|---|---|---|---|---|---|---|---|
| Swedish International Development Cooperation Agency | Swedish Ministry of Foreign Affairs | SIDA | Current, recent and priority agencies | SIDA has potential to support SONGWECOM on a number of its initiatives | Bilateral finance available particularly for Sweden's thematic priorities in climate, women's' health, water and sanitation. | Stockholm | www.sida.se | The SIDA office in Addis Ababa is responsible for TWM in this region. For energy projects, SIDA works through the East African Power Pool administered |

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| | | | | | | | | by the World Bank. Annika Karlsson, Adviser, Environment and Climate Change. Annika Karlsson@sida.se. Tel |
| US Agency for International Development | | USAID | Current, recent and priority agencies | USAID has sizeable global programs in Water Resources Management and Water for Food, with priority in SRBDP initiatives. Access via the US Embassy in Tanzania and Malawi and the large USAID Office in Nairobi. | | Washington DC, USA | https://www.usaid.go | Jeff Goldberg (Washington) jegoldberg@usaid.gov |
| China Development Bank | | CDB | Development Finance Corporations (DFCs) | Aims, modalities and lending terms have characteristics of both concessionary and market-based lenders | | Beijing, China | http://www.cdb.com.cn/English/ | |
| Commonwealth Development Corporation(CDC - UK) | DFID | CDC | Development Finance Corporations (DFCs) | Old-established DFC with HQ in London and a network of country offices throughout | energy, power, agriculture & other commercially-orientedundertakings. | | https://www.cdcgroup.co.uk | Access via DFID |
| Development Credit Agency (USA) | USAID | DCA | Development Finance Corporations (DFCs) | DCA operates by the offer of Partial Loan Guarantees for loans. | a range of sectors including water and power | Access via local US embassy | | Access via USAID |

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|---|---|---|---|---|---|---|---|---|
| International Finance Corporation (IFC) | World Bank | IFC | Development Finance Corporations (DFCs) | access via the World Bank | particularly relevant to power projects | Washington DC, USA | | https://www.ifc.org/wps/wcm/connect/corp_ext_content/ifc_external_corporate_site/home |

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|---|---|---|---|---|---|---|---|---|
| KFW (Germany) | | KfW | Development Finance Corporations (DFCs) | Access via GIZ Uganda, the Kreditanstalt fur Wiederaufbau (KFW) provides long term loans, including for water and power projects. | | Frankfurt am Mainz Germany | https://www.kfw.de | CWh-rGisrtoinuap./Bartz@kfw.de |
| Netherlands Development Finance Co (FMO) | | FMO | Development Finance Corporations (DFCs) | | | The Hague, Netherland s | https://www.fmo.nl/ | access via Netherlands Embassy |
| Nordic Bank | | NIB | Development Finance Corporations (DFCs) | | | Helsinki, Finland | https://www.nib.int/ | access via Embassy of Norway |
| Tanzania Private Sector Foundation | | TPSF | Private Sector | The Tanzania Private Sector Foundation is the key contributor to socio-economic transformation through creation of decent jobs, household incomes and welfare improvement, government revenues in the form of taxes towards the provision of vital social services and development projects. It has membership of over 200 private sector players in various sectors. | | | https://tpsftz.org | TPSF House, Plot No. 1288, Mwaya Road, Dar es Salaam, P.O.Box: 11313 Dar es Salaam Tel: 022 260 1913 Email: info@tpsftz.org |
| Bill and Melinda Gates Foundation | | | Private Foundations | | | | https://www.gatesfoundation.org/ | Phone: (206) 709-3400 Email: media@gatesfoundation.org |

Table 10: Initial Funder/Investor Database for SONGWECOM Resource Mobilisation

# CHAPTER 6: BUDGETING FOR RESOURCE MOBILIZATION

Having discussed the specific strategic actions and approaches that the SONGWECOM Secretariat should consider when implementing this RMS, it's important to note the budgetary implications arising from pursuing such actions. In this regard, Chapter 6 therefore discusses the cost implications to SONGWECOM in implementing this RMS.

## 6.1 Overview of Budgeting for Resource Mobilization

As the adage goes "you need money to make money". This is true, even for SONGWECOM, who, having been tasked with supporting and facilitating full implementation of the SRDBP, also incurs expenses in the process. These expenses come in many forms but the usual ones include: staff/expert salaries, other employment costs, meetings and trainings, workshops, local and outside travel, office utilities, consumables etc. These expenses are classified as "minimum functionality" and keep varying from time to time.

From the desk review analysis, SONGWECOM secretariat's total operational budget amounted to approximately $5.4m by the end of June 2023. However, this is projected to increase due to foreseen and unforeseen factors such as addition of new proposed roles and functions within SONGWECOM structures namely: Resource Mobilization (RM) role, Project Management (PM) role, and Public and Corporate Affairs (PCA) role. Having a budget to support SONGWECOM's resource mobilization strategies will therefore be a crucial component for successfully implementing this RMS by conferring the following benefits to the resource mobilization process:

1. **Provide Financial Planning and management framework**: With an appropriate budget in place, SONGWECOM will be able to determine how much funding is needed to support their resource mobilization efforts by estimating and allocating resources for various fundraising activities, such as events, campaigns, staff, technology, and marketing materials.

2. **Facilitate Efficient Resource Allocation**: A resource mobilization budget will help SONGWECOM ensure that financial resources are distributed to different fundraising activities in a balanced and strategic manner. By identifying the funds available for each activity, SONGWECOM will therefore be able to prioritize and allocate resources based on their potential impact, return on investment, and alignment with the resource mobilization strategy.

3. **Expense Tracking**: A resource mobilization budget will allow SONGWECOM to compare actual expenses against the planned budget, thus enabling them to identify any overspending or cost-saving opportunities. This information will be critical in maintaining financial discipline, controlling expenditures, and ensuring that the resource mobilization activities stay within the allocated financial limits.

4. **Risk Management:** A properly done budget will help SONGWECOM identify and proactively manage and mitigate financial risks associated with resource mobilization. By having a properly- crafted resource mobilization budget, SONGWECOM will therefore be able to estimate the costs and consider potential funding shortfalls, develop contingency plans, explore alternative funding sources, or adjust their strategies accordingly in order to ensure the continuity of their resource mobilization efforts.

5. **Provide Transparency and Accountability:** A resource mobilization budget will help SONGWECOM to be more transparent and accountable to donors and funders regarding its resource mobilization efforts by demonstrating how financial resources will be utilized; thereby proving assurance to donors that their contributions will be used effectively and efficiently. By sharing their resource mobilization budget with donors, SONGWECOM will thus be able to build trust, foster stronger relationships, and enhance

donor confidence in supporting SONGWECOM's resource mobilization initiatives.

6. **Performance Evaluation:** A resource mobilization budget will serve as a benchmark for SONGWECOME to evaluate the financial performance of the resource mobilization strategy. By comparing actual income and expenses against the budgeted amounts, SONGWECOM will be able to assess their financial progress, identify any deviations, and analyze the effectiveness of their resource mobilization efforts. This evaluation provides insights for improving future budgeting and resource allocation decisions.

Therefore, having a resource mobilization budget is not only essential for ensuring that adequate resources needed to drive resource mobilisation efforts are budgeted for and reserved, but is also critical in providing a roadmap for financial management, thus ensuring responsible use of resources, and ultimately helping SONGWECOM to successfully achieve its intended RMS objectives.

### 6.2 Draft Budget for SONGWECOM Resource Mobilization

The financial target for SONGWECOM is to raise over USD 1 billion for the next five years to implement the SRBDP. This amount does not include project identification and preparation costs for SRBDP projects which were already conducted. Further, it should also be noted that the figures in the proposed draft resource mobilization budget are estimates only and principally included for demonstration purposes. They are therefore subject to change in the course of finalizing and obtaining approval for this document when actual estimates will be provided by SONGWECOM Secretariat. The draft resource mobilisation budget is provided in the table below:

## Draft Budget for Resource Mobilisation Activities for SONGWECOM

| HIGH-LEVEL BUDGET ESTIMATE FOR RM ACTIVITIES FOR YEAR 1 | |
|---|---|
| **High-level Activities** | **Amount (USD)** |
| **EXECUTIVE SUPPORT MEETINGS** | |
| Travel for meetings with SONGWECOM Council and Steering Committee | 120,000 |
| Travel for attending budget sessions and other advocacy events for SRBDP's funding | 50,000 |
| Support services for Executive meetings | 30,000 |
| **Total for Executive Support Meetings** | **200,000** |
| | |
| **RM PERSONNEL EXPENSES** | |
| Recruit, train and retain RM Officer | 120,000 |
| Recruit, train and retain PM Officer | 60,000 |
| Recruit, train and retain PCA Officer | 90,000 |
| Secretariat support | 20,000 |
| **Total for Personnel expense** | **290,000** |
| | |
| **TRAVEL, MEETINGS, CONFERENCES AND OTHER DONOR ENGAGEMENT-RELATED FUNCTIONS** | |
| Domestic travel for meetings and conferences | 100,000 |
| International travel for donor/investor engagements | 150,000 |
| Attending international strategic RM workshops | 100,000 |

| | |
|---|---|
| Organizing in country Funders Conference | 50,000 |
| Support services for engagement meetings with potential funders | 25,000 |
| **Total for Travel, Meetings, Conferences and other Donor Engagement-Related expenses** | **425,000** |
| | |
| **COMMUNICATION AND OUTREACH** | |
| Designing and printing of communication materials | 50,000 |
| Website development and maintenance services | 65,000 |
| Social media management and advertising | 25,000 |
| Media relations management and press releases | 10,000 |
| **Total for Communication and Outreach expenses** | **150,000** |
| | |
| **TECHNOLOGY AND SOFTWARE** | |
| CRM Software for donor/ investor relations management | 50,000 |
| Project management tools (such RM dashboards) | 150,000 |
| **Total for Technology and Software expenses** | **200,000** |
| | |
| **TRAINING AND CAPACITY DEVELOPMENT** | |
| Training and capacity building workshops | 150,000 |
| Staff retreat and team building | 100,000 |
| Benchmarking visits | 65,000 |
| Technology and software training to RM personnel | 100,000 |

| | |
|---|---|
| **Total for Training and Capacity Development expenses** | **415,000** |
| | |
| **GRAND TOTAL FOR YEAR 1** | **1,680,000** |

Table 11: Draft Budget for Resource Mobilisation Activities for SONGWECOM

## SECTION 7: REFERENCES

This section highlights the various sources that were referenced and benchmarked on during the drafting of this Resource Management Strategy. This is an assurance that the information contained in this RMS is balanced, credible and unbiased.

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7. Resource mobilization strategy 2016-2018 https://www.unrwa.org/sites/default/files/content/resources/resource_mo bilization_strategy_2016_2018.pdf
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17. SONGWECOM staff list 2022
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