



**AMDIN**  
African Management Development  
Institutes Network



## **A COMPREHENSIVE RESOURCE MOBILIZATION STRATEGY FOR AMDIN (2022 – 2027)**





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## **A. Background**

This document lays forth a path for the AMDIN to follow in its resource mobilization strategy in the next five years.

The African Management Development Institutes' Network (AMDIN) is Africa's leading professional organisation of public-sector capacity-building institutes. The Network was formally incorporated in 2007 and began full operations in 2009 with the adoption of its first Strategic Plan, which spanned the years 2009 to 2012. The Network has since developed and implemented two more strategic plans with the most recent being the one developed for the period 2013 -2018.

The 2013 -2018 Strategic Plan outlined the Network's programs and priorities for the years 2013 to 2018. It builds on previous years' lessons and accomplishments while also addressing the Network's issues as it prepared to play a larger role in African states capacity building.

Without a doubt, one of the most pressing challenges facing African governments today is the development of effective state capacity. AMDIN was created to ensure that organizations responsible for public sector capacity development in Africa operate efficiently and can benefit from sharing resources and collaborating with one another. AMDIN is a one-of-a-kind institutional structure created to meet certain developmental issues.

The basic membership of AMDIN is made up of organizations that are collectively referred to as Management Development Institutions (MDIs). Traditional management development and training institutions, which are normally established by government for conducting and facilitating training at all levels in the state system; schools and institutes of administration in universities and the higher education sector, also known as SIAs; public policy and administration research and training institutes, or PIAs; and regional development and training institutes, according to its inception documents.

This resource mobilization strategy document provides a background and need for the document and looks at the current financial situation of AMDIN to provide context for the document. A review of past resource mobilization experiences by the Network is also offered to situate the future financing needs as well as the proposed strategies to be successful is provided. In the end, the report offers the way forward for effective coordination and management of the strategy.

## **B. Context: The Current Financial Situation of AMDIN**

AMDIN is operating in a challenging financial situation, with donor support through the National School of Government (NSG) set to run out by the end of 2021. As a result, the Network will have to rely heavily on the contributions of its members to continue to operate. The implementation of its operational arrangements will be difficult because only a small percentage of members are actively paying their membership fees.

In light of the foregoing, a robust forward-looking resource mobilization strategy is required, one that takes into consideration the current global scenario, in which most financial resources are being diverted to combat the Covid-19 pandemic. As a result, AMDIN seeks to examine the lessons learnt from previous events in order to guide current resource mobilization initiatives.

The AMDIN resource mobilization strategy also looks at a variety of donor partners, outlines a methodical and strategic approach to leveraging existing and new partnerships, and suggests ways to diversify the resource basis for the Network's activities over the next five years.

## **C. Review of Past (2013 – 2018) Fundraising Experience**

The essence of looking back at past resource mobilization efforts is to afford the Committee with the opportunity to situate any recommendation and proposals. The fundraising experience of the Network rested on the eight pillars captured in the most recent strategic plan (2013-2018). Among other things, the strategy has been that AMDIN primarily depends on membership contribution, interest on deposits, and funding from a strategic partner sourced through the National School of Government, which has served as the Secretariat for the Network.

Meanwhile, one of the main listed sources of funding, membership subscriptions, has not been able to bring in the needed resources due to issues of non-payment and lack of commitment from members. A look at the financial reports over the years indicated that the NSG has been the only member that consistently contributes significantly to finance AMDIN's activities.

Additionally, the last strategic plan had several initiatives for financing the Network. However, most of these initiatives have still not been complete. Examples include the following:

- On the 4 July 2018 AMDIN and the Chinese Academy of Governance (CAG) met on the margins of the BRICS Seminar on Governance in Sandton, South Africa, as a result AMDIN and CAG are in the process of entering into partnerships and signing MoU;



- Signing of MoU for Cooperation between AMDIN and the African Association of Public Administration and Management (AAPAM) with AMDIN is on progress;
- Collaboration in joint projects between AMDIN and the West Africa Management Development Institute (WAMDEVIN)
- It is agreed that each Vice President to mobilize more members for their regions;
- Organizing a donor conference in collaboration with key stakeholders such as AU, NEPAD and UNDP - to boost external funding for critical capacity issues;
- Cost-recovery and sale of services, for example: conference participation; entry fees for flagship awards.

Despite the relevance of the above-stated initiatives in the last strategic plan for the Network, the annual reports do not show any funding from AU, NEPAD and UNDP. Again, the donor conference is also not reported on as having taken place. Additionally, the annual reports does not show any evidence of revenues from conference participation fees.

It should be stated that the strategic plan identified important source of revenue. However, there is no evidence that the Network was able to fully implement appropriate strategies or initiatives to maximize the revenue mobilization to support the activities of the AMDIN.

#### **D. The AMDIN's Future Financing Needs (2022 – 2027)**

The most recent Strategic Plan proposed eight pillars around which the Network's funding strategy should developed. These are listed below:

- Pillar 1: Securing host organisation/country contributions over the plan period – reactivate and secure to cover critical staff and accommodation expenses.
- Pillar 2: Securing major partnership to underwrite initial three years of plan period while AMDIN is re-establishing its secretariat and support mechanism, and building necessary competence to creatively source for funds.
- Pillar 3: Boosting membership by widening base, reviewing membership criteria, ensuring retention, encouraging consistency of fee payment.
- Pillar 4: Developing in-kind contributions from members and stakeholders, including implementation of schemes to encourage volunteers and non-financial contributions from members and stakeholders.
- Pillar 5: Sourcing direct support by approaching old and potential development partners interested in AMDIN's USP. This will require a good understanding of the international donor landscape relative to AMDIN niche area.



- Pillar 6: Organizing a donor conference in Year 3 - possibly in collaboration with key stakeholders such as AU, NEPAD and UNDP - to boost external funding for critical capacity issues.
- Pillar 7: Cost-recovery and sale of services, for example: conference participation; entry fees for flagship awards, etc. It will also include implementation of market-responsive initiatives. This is essentially about AMDIN's capacity to deliver out-sourced services, develop initiatives in response to market needs, and marketing them to those who need and are able to pay. It could be stand-alone or executed together with Pillars 5 & 6.
- Pillar 8: Targeted effort to mobilize funding for developing AMDIN's work in non-Anglophone African countries. This will cover a number of options such as: a 'mini-donor' conference for non-Anglophone development agencies in first quarter of year 5; and collaboration with relevant development and bi-lateral agencies

## **E. Resource Mobilization Strategy**

The objective of this strategy is to identify the most effective ways to mobilize the much-needed resources for the AMDIN to carry out its mandates. In large measure, the eight pillars will still be relevant in the next strategic plan for the Network. In view of that, a review of the funding arrangements stipulated by the eight pillars to reflect and identify innovative and strategic efforts to effectively implement the resource mobilization plan was highly recommended. A major conclusion is that the need to conduct a donor conference, as well as selling expert ideas, financed research, and a conference/workshop participation fee, can all help secure funding. The following efforts and initiatives are further recommended:

### **1. Strategic Partnerships:**

AMDIN will need to develop and strengthen its partnerships with all relevant stakeholders, while maintaining close contact with institutions such as the AUC, AAPAM, and the Chinese Academy of Governance (CAG) to ensure that identified relationships and collaborative initiative are realized.

### **2. Regional Advisors:**

Regional Vice Presidents to enlist more members in their regions to participate actively and fulfill membership responsibilities, such as paying annual fees.

### **3. Resource Mobilization Officer:**

It will be useful for the AMDIN Secretariat to identify and designate an officer with the capability to facilitate resource mobilization for the Network, which will be funded through the ability to generate resources.



**4. Resource Mobilization Committee:**

It is recommended for the establishment of a standing Resource Mobilization Committee for the Network with tenure of office for the members to spearhead the resource identification, strategy development, monitoring and performance coordination at the Secretariat.

**5. Resource Mobilization Capacity Building:**

Providing members with opportunities to have a better awareness of the worldwide donor environment and develop skills for obtaining direct funding from current and new development partners that are interested in AMDIN's strategic plan and relevance.

**6. Broaden Donor Base:**

The need for appropriate professional advice on how to organize effective donor conferences with key stakeholders such as the African Union, NEPAD, the African Development Bank, the African Continental Free Trade Area, GIZ, the European Union, the United Nations Development Programme, and others. This will be aimed at gaining the support of the partners for the Network and increase external funding for critical capacity issues.

**7. Cost-Recovery Arrangements:**

There is the need to develop and implement cost-recovery and service-sale initiatives, such as annual conference attendance, entry fees for major awards, and consultancies, all with the goal of increasing revenue to support the Network's operations and improve its financial sustainability.

**8. In-Kind Contribution and Cost-Sharing Initiative:**

The Network should encourage non-financial and in-kind contributions from members and stakeholders, including the development of schemes to attract volunteers and non-financial contributions.

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**F. Resource Mobilization Framework**

To ease the implementation of the Resource Mobilization Strategy, the Committee recommends for the AMDIN Secretariat to through the Resource Mobilization Committee to establish the following framework:



- Strengthen the planning, monitoring, and evaluation function so that resource attraction capacity is maximized and resources for AMDIN programs are optimally utilized.
- Improve financial and technical resource coordination and mobilization through a systematic resource mobilization structure and guidelines.
- Expand the resource channels by looking at alternative funding options.
- Create a Resource Mobilisation Committee with the mission of supporting the procedures and processes required to carry out resource mobilization activities by the Network.
- Increase the International Cooperating Partners' commitment to the values and principles of the Network through relevant conversations, coordination, and information exchange in order to give enhanced support to the work and functions of the AMDIN.

## **G. The Way Forward**

To carry out this plan, the Secretariat through the Resource Mobilization Committee will create a multi-year Action Plan for AMDIN resource mobilization that includes clearly defined goals, actions, timing, and responsibilities.

Resource mobilization is an institutional obligation that needs both the Secretariat and member states to participate. As a result, the approval of the EXCO for the proposed strategy will be useful. The strategy will be subject to regular monitoring and periodic evaluation and modification in light of the Network's changing needs and priorities.