



Sustainability and Resource Mobilization Plan:

NES MOLDOVA

Chisinau 2018

CONTENTS

	Background.....	2
1	Goal and objectives.....	3
2	Roles and responsibilities.....	3
3	Sustainability of the initiative.....	4
4	Strategic steps towards resource mobilization.....	5
5	Planned activities.....	8
	Annexes.....	10

Background

National Engagement Strategy (NES) is the first step of an approach promoted by the International Land Coalition (ILC), at country level, in order to create the conditions for a policy change for an inclusive, people-centred land governance. The NES Moldova and Multi-year Action Plan have been developed by the NGO BIOS in common with other relevant actors at national level and is a framework for identifying the main priority areas where the actors involved see opportunities to catalyze change, either at policy formulation or at implementation level. NES Moldova implementation is planned for 2018-2020 years and addresses ILC commitments 1, 2, 3, 6, 7 and 8.

Through NES process, all relevant stakeholders are brought together in a consultative platform to create a force that enhances the possibilities for political change. This implies the involvement of key - and often diverse - actors who unite and build the foundation of a common strategy based on the complementarity of their capacities and reciprocity. The establishment of a multi-stakeholder national platform speeds up the likelihood of achieving results, increases the efficiency and effectiveness of action, and provides a constructive space for action where more activities can be coordinated.

NES platform is envisaged as a flexible structure oriented towards local communities' priority needs. The major goal is building capacities of local communities to achieve their well being, through joining efforts on a long-term basis beyond the financial support offered for NES implementation. For this a sustainability and resource mobilization plan is needed.

1. Goal and objectives

Goal. NES multistakeholder platform is a sustainable framework to promote people centred governance working together to achieve ILC commitments beyond the 2020 year.

Targets: to achieve social, institutional and financial sustainability and mobilize resources to promote people centred governance.

To achieve this goal and targets, have been set up three objectives:

Objective 1: to involve more people in NES platform activities, to facilitate pro-active attitude of society.

Objective 2: to involve platform members more actively in human and financial resource mobilization.

Objective 3: to develop new or extend existing relationships with donors beyond financial support for NES implementation.

2. Roles and responsibilities.

The NES platform members will be actively involved in resource mobilization efforts. NES Steering Committee will provide guidance to and monitoring and will speed up the resource mobilization efforts made. NES Facilitator will undertake research on funding opportunities together with NES Steering Committee will analyze available data and the information will be widely shared among members. NES Steering Committee and Facilitator will be responsible for implementing this sustainability and resource mobilization plan and accomplishing the goal and targets through the identification of potential funding sources, preparation and submission of proposals, involving relevant members as much as possible in this process. NES Facilitator together with Steering Committee will maintain relationships with donors through organizing meetings, regular data releases and will expand relationships to promote a mutual learning environment. Finally, NES Facilitator will report on progress to the NES multistakeholder platform.

3. Sustainability of the initiative

Sustainability will be considered through:

I. Sustainability of outcomes: whether the changes made by the NES Moldova related to land governance will endure beyond the 2020. To achieve this and assess the outcomes envisaged changes will be registered and feedback will be collected during the period of implementation.

II. Sustainability of process: sustainability of the process depends on NES multistakeholder platform and contribution of each individual and institution to promoting PCLG after 2020 and continue working as a united force to achieve common goals. Success stories will be recorded during NES implementation and disseminated, thus building up a strong base to prove that synergic activities are the best way to achieve a common goal. Solving the problems with land rights infringements through or with assistance of NES Platform will demonstrate the efficiency of NES initiatives and will bring more people together to find new ways to solve challenges and needs.

III. Sustainability of resources: project staff will make the most of their existing human, natural, social and cultural resources to make effective use of the funds. All stakeholders are brought to collaborate at national level through NES platform to achieve alignment and convergence of different agendas for land governance. In terms of human resources, efforts will be made to use the capabilities of National Platform organizations and trainers with some experience in the relevant fields as well as personalities open to change to get the best possible results. Because during NES implementation, many NES platform members will get higher experience in people-centered land governance, their ability to deliver paid services will increase. Volunteerism is also a means of identifying and enhancing human resource capacity and providing great benefits to NES platform. Volunteers (retirees, technical experts, young people, or student interns) can help on both short and long term becoming a permanent part of the team.

IV. Sustainability of human capacity: institutions and organizations that are part of the National Platform are trusted partners with proven experience in their fields and responsible attitudes towards their missions. The staff of the coordinating organization NGO BIOS is highly qualified in areas of interest to the project. They are also responsible and able to deal with the most critical situations. This is the key component to the success and sustainability of initiative.

V. Social sustainability: the NES process will help to improve the situation in land-related issues, including generation of revenue for local communities. The initiative will pay attention to identifying and supporting the needs of rural youth to ensure that their key role in land-related issues is recognized and that they benefit from the advantages of investment in rural areas. A long-term impact of the project also includes an improvement in land rights security, food security and nutrition in areas with a focus on the delivery of ecosystem services supporting agricultural production.

4. Strategic steps towards resource mobilization

STEP 1. Identify

Step 1, identifying resource partners, is an ongoing process. It requires continuous updating of the details of potential resource partners. The Annex A provides a template for a table with details to begin for comprising the database of potential donors and partners. Mobilizing financial resources requires detailed knowledge regarding potential partners, their priorities, policies, budgets, rules and procedures for audits and accountability mechanisms. To identify potential donors and investors activities should include:

- web searches to identify potential resource partners,
- subscribing to e-mail circulars,
- joining networks or groups (e.g. local donor forums or coordination groups), formal and informal meetings.

Potential partners:

- *National Environmental Fund*
- *Energy Efficiency Fund*
- *GEF (Global Environment Facility)*
- *FAO (Food and Agriculture Organization of the United Nations)*
- *IFAD (International Fund for Agricultural Development)*
- *The World Bank*
- *SIDA (Swedish International Development Cooperation Agency)*
- *UN Agencies*
- *The EU Delegation in Moldova*
- *USAID*
- *Austrian Development Agency (ADA)*
- *Swiss Development and Cooperation Office in Moldova*
- *The Embassy of USA in Chisinau,*
- *The Embassy of Sweden in Moldova*
- *USA, the Netherlands, Poland, Romania, etc.*
- *Government*
- *Bilateral Development Resource Partners*
- *Multi-Partner Trust Funds*
- *etc.*

A web platform <https://www.donorplatform.org/homepage.html/> is available. The Platform is a network of 40 international multi- and bilateral organisations for strategic debate on ways and means to achieve the common goal to increase investments into agriculture and rural development for economic growth, sustainable livelihoods and poverty reduction in developing countries. Membership in the Platform is informal creating a space for knowledge exchange, strategic outreach and networking.

Questions to be addressed in order to identify a potential partner:

- Is the country or region a geographic priority for the partner?
- Does the partner have a country or region-specific strategy or any ongoing initiatives that could be relevant?
- What are the resource partners' main areas of intervention in general? Within the country or region? How does NES envisaged activities fit in?
- How much financial support has the resource partner recently given the country, in all sectors as well as in those of interest?
- Does the resource partner have any preconditions to be met before financing?
- What is the programming cycle of the resource partner? What is the calendar for submitting requests and/or calls for proposals?
- What funding schemes does the resource partner have?
- What are the procedures for submitting project proposals?
- Is there a contact point in your country or region?

STEP 2. Engage

This step is based on building strong relationships and maintaining open and regular dialogue with partners to build mutual trust and respect. Organized meetings will be preferably face to face (for example to inform about NES ongoing activities and further ideas to extend them). Resource partners should be invited to activities organized in the framework of NES and actively involved in discussions.

When possible, will be developed an attractive brochure or informative fact sheet introducing the main challenges regarding ILC commitments and conducted activities that are helping to solve them. Individual letters or e-mails can be sent to each potential resource partner. Web sites and web pages should be updated to ensure the visibility. All opportunities should be used to present information regarding NES to potential partners and engage them.

Building relationships requires strong interpersonal skills. Considering when, where and how best to engage partners, and who on the team should take the lead, helps to strengthen the Sustainability and Resource Mobilization Action Plan. Each team member has to be involved and be assigned specific tasks.

STEP 3. Negotiate

When the partner will be identified, and he will express the interest in developing a partnership to sustain activities of the NES Platform an important step is negotiation. Conditions of partnership, procedures, rules and regulations governing the use of resources, should be discussed to reach a final partnership or funding agreement.

STEP 4. Manage and report

Step 4 involves acknowledging the resource partner's contribution, managing, monitoring and reporting on the use of resources via agreed mechanisms, often spelled out in the funding agreement. This step is crucial to maintaining good relations with a resource partner and forms

the bedrock of potential ongoing resources. Therefore, it must not be overlooked. It is essential that the programme or project be well managed and effectively delivered. Acknowledging a resource partner's contribution and thanking them for their support is an essential part of maintaining good relations, and securing future funding.

This can be done by: writing a formal letter acknowledging their contribution, inserting the partner logo on the documentation produced, inviting partner representatives to events.

Also crucial is providing partner with regular feedback on progress of the work, including financial reporting. This may mean complying with a particular resource partner's format for reporting, or at set intervals, or providing the partner with mid-term and end-of-reports.

STEP 5. Communicate

Communication of value of partnership is very important in building up strong relationships with the partner and secure the financing in the future. The preparation of a communication plan and quality communication materials are important. Tools such as brochures, flyers, posters, press releases, special events, speeches, videos, Web sites, and social media help communicate key messages about NES and role of the partners in its implementation.

5. Planned activities to achieve sustainability and resource mobilization

<i>Strategic Steps</i>	Activities	Responsible	Time frame
<i>Identify</i>	✓ research on potential donors and partners; use all available tools and opportunities to identify potential partners;	<i>NES Facilitator</i>	January – February 2019
	✓ map current spending and analyze funding gaps, analyze and assess future costs;	<i>NES Facilitator</i>	February – March 2019
	✓ identify any products or services of your program that are valued in the community;	<i>NES Facilitator</i>	On regular basis
	✓ develop a database of resource partners, identifying their interests related to NES initiatives;	<i>NES Facilitator</i>	February – March 2019
	✓ create the opportunities for volunteerism in the framework of NES platform activities, identify potential volunteers among different social groups;	<i>NES Facilitator</i>	March-May 2019
	✓ identify budget items that could be provided in-kind by partners, other stakeholders.	<i>NES Facilitator</i>	2019
<i>Engage</i>	✓ nominate resource mobilization lead person, assign roles to different team members;	<i>NES SC</i>	January 2019
	✓ capacity building of NES Platform members in fundraising;	<i>NES Facilitator</i>	Regularly 2019-2020
	✓ develop a plan indicating how each potential partner will be engaged;	<i>NES Facilitator</i>	Regularly 2019-2020
	✓ develop key messages and communication materials for potential partners serving as a basis for future project proposal development;	<i>NES Facilitator</i>	Regularly 2019-200

	<ul style="list-style-type: none"> ✓ disseminate key messages through web-site and on-line NES Platform; ✓ set up regular engagement instruments for each potential resource partner, such as face to face meetings, messaging, invite to workshops, NES Platform meetings to foster relationships and build trust. Use more than one instrument; ✓ invite press to cover a meeting, highlight participants and outcomes. Always follow up and send thank you notes to participants. ✓ engage potential resource partners early. Look for their collaboration and contribution in addressing future activities of NES platform; ✓ formalize relationship with volunteers, their position description and benefits. 	<p><i>NES Facilitator</i></p> <p><i>NES Facilitator</i></p> <p><i>NES Facilitator</i></p> <p><i>NES Facilitator</i></p> <p><i>NES Facilitator</i></p>	<p>Regularly, at least every 2-3 month</p> <p>May-June 2019, on regular basis after a new partner is identified</p> <p>Each time a partner is involved</p> <p>2019-2021</p> <p>2019</p>
Negotiate	<ul style="list-style-type: none"> ✓ discuss potential funding of future activities, e.g. maintenance of NES on-line Platform; ✓ discuss existing funding schemes and special requirements, rules and provisions. 	<p><i>NES SC</i></p> <p><i>NES SC</i></p>	<p>Immediately a partner is identified, not later than April- May 2020</p>
Manage and report	<ul style="list-style-type: none"> ✓ as soon as funding agreement is signed, manage funds and report according to partner requirements; 	<p><i>NES Facilitator</i></p>	<p>End of 2020, beginning of 2021</p>
Communicate	<ul style="list-style-type: none"> ✓ create a Communication Plan to build visibility and respect for partner; ✓ develop and disseminate communication tools as brochures, fact sheets, videos; ✓ update web-site and on-line Platform. 	<p><i>NES Facilitator</i></p> <p><i>NES Facilitator</i></p> <p><i>NES Facilitator</i></p>	<p>February-March 2019</p> <p>On regular basis</p> <p>Post new data as soon as available</p>

Potential resource partners

<i>Potential partner</i>	<i>Priorities</i>	<i>Countries, region of activity</i>	<i>Projects related to PCLG funded in last years</i>	<i>Total contribution in past five years related to PCLG</i>	<i>Potential for future cooperation /lessons learned</i>	<i>Volume of resources to be potentially mobilized</i>	<i>Deadlines for submission</i>	<i>any other comments</i>	<i>Contact</i>
Name the potential partner	List the priority that are announced by potential partner that are related to PCLG* and related challenges in Republic of Moldova.		List the projects, give the website link if available.	Add the amount.	Write any issues which are relevant for future cooperation.	Estimate potential resources mobilized from this partner, include the potential of in-kind contributions.	Write if the partner has specific periods during year when announces call for proposals, or not.	Some comments that will reflect following details to be analysed, discussed.	Address of the office in country if available, e-mail, phone, fax, contact person name and position.

* *PCLG – People Centred Land Governance*

SWOT analysis
NES Moldova Sustainability and Resource Mobilization

Strengths	Weaknesses
<ul style="list-style-type: none"> • experienced team members; • good management of projects and funds; • good reputation; • member in different working groups; • part of NGO networks; • good existing relationships with stakeholders and donors, etc.; • existence of NES physical and on-line platform; • participation of Moldovan Team in CBIs: WLR, Youth & Land, CBI on commons, CBI 6, which are interrelated with NES activities. 	<ul style="list-style-type: none"> • lack of skills of some team members in fund rising, project proposals writing; • lack of sufficient human and financial resources; • weak willingness of some NES Platform members to apply intersectoral and holistic approach in solving of land, environment and climate change issues; • unwillingness of some LPAs and farmers to engage in solving their own problems; • lack of motivation of youth to remain in the country and to actively be involved in the decision-making process of land related issues; • a short period of existence of NES Platform.
Opportunities	Threats
<ul style="list-style-type: none"> • ILC support; • strong support of people who suffer because of lack of access to owned land; • support from some key stakeholders, such as: the Agency for Land Resources and Cadastre, State Forest Agency – Moldsilva, State Ecological Inspectorate; • support from LPA in solving the problems on governance of common land; • support from some development partners, such as the World Bank and FAO offices in Moldova; • next year will be launch a 35 million \$US for correction of errors of land related issues and they are interested in NES study. 	<ul style="list-style-type: none"> • political and economic instability in the region; • parliamentary election in 2019 and local elections in 2020, which could impact the continuity of initiated actions together with some institutions; • weak commitment of the Government of Moldova to implement international agreements (for example: Moldova-EU Agreement, Aarchus Convention, etc.); • make believe transparency in decision making process at local and central level.