



**DEFENDERS
COALITION**

TERMS OF REFERENCE FOR CONSULTANCY TO DEVELOP THE DEFENDERS COALITION RESOURCE MOBILISATION STRATEGY

Expected start date: Immediately

Contract Period: 21 working days

Who we are

Defenders Coalition (The National Coalition of Human Rights Defenders–Kenya) is a national organization incorporated in the Republic of Kenya as a Trust. Its mission is to strengthen the capacity of human rights defenders (HRDs) to work effectively in the country and to reduce their vulnerability to the risk of persecution, through protection, capacity building, and advocacy for a favorable legal and policy environment. Established in 2007, NCHRD-K is the only national organization that works primarily for the protection of HRDs.

The Defenders Coalition's strategic plan 2020 – 2025 outlines the vision, mission and strategies of realizing the same. The strategic plan is futuristic and encompasses alignment to global human rights instruments as it seeks to effectively reposition the Defenders Coalition in the rapidly changing environment especially in technology. The identity of the plan is to present HRDs with holistic approaches geared towards a safe and secure environment for all HRDs through an established rapid response mechanism, capacity building and knowledge management structures.

Objective

The goal of this consultancy is to develop a framework for ensuring diversification of sources of income and decreased dependence from depreciating resources from the donor community.

Specific Objective

The specific objective of the strategy is to strengthen the capacity of the organization in on sustainability.

Justification

The Defenders Coalition, as many other civil society organizations, is faced with a complex funding environment, characterised by a global economic downturn and related financial crisis, shrinking domestic assistance, public deficits in some donor countries and shifting donor priorities. Furthermore, the Defenders Coalition has had a review on its strategic ambition



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which came in place in 2020 and expected to run until 2025. The strategic ambition reflects the growing appetite for the services of the Defenders Coalition among growing communities of HRDs, the desire for excellence in service delivery to the beneficiaries of our work as well as securing the future of the organization. With this, the financial allocation to meet these needs has drastically grown over time.

This requires a robust forward-looking resource mobilization strategy which takes into account this changing donor landscape as well as assesses lessons learned from past and current resource mobilisation efforts. This strategy must also explore new aid modalities and actors and outline a systematic and strategic approach to leveraging existing and new partnerships as well as recommend how to diversify the resource base to ensure success of the Defenders Coalition's mandate.

To this end, the Defenders Coalition is seeking a qualified consultant to develop a resource mobilization strategy with a proposed action plan responsive to the Defenders Coalition's strategic vision, objectives, and results-orientation.

Scope of Work

Scope of work Specific tasks of the consultancy will include:

1. Mapping Defenders Coalition's priority activities as per the strategic plan and identifying funding gaps.
2. Review documents and consult with Defenders Coalition's management and internal strategic options to better understand the vision, mission and focus areas of the Defenders Coalitions priority areas.
3. Review the Defenders Coalition's strategic choices to better understand how much is needed and for what result area;
4. Assess the importance and potential of vertical and core funding sources within the existing donors and potential donors interested in our work
5. Conduct a comprehensive analysis of potential global and local donors to map the feasibility of securing multi-year and thematic funding. Map donors' strategic areas of interest, funds available, grantees, funding windows, requirements and guidelines and interest in funding key Defenders Coalition's result areas. Along these lines, also explore opportunities for partnerships (and mobilising and leveraging resources) from emerging donors- the BRIC countries and private sector (foundations)
6. Recommend how to develop and maintain strategic partnerships and engagement with key donors, (past, present and future)
7. Identifying suggested mechanisms for system--level resource mobilisation and the strategic expansion of funding, including through innovative financing initiatives and



mechanisms to stabilize the flow of funds, with a focus on both traditional and non-traditional funding sources.

8. Develop fundraising guidelines.

Deliverables:

1. A comprehensive resource mobilisation strategy that includes an overview of the situation, a critical analysis of past fundraising experience, explores future opportunities and strategies, details workflow processed and mechanisms for contribution management and outlines a time-bound action plan (with key responsible focal points) to systematically research and raise funds for achieving key results in Defenders Coalition's strategic plan.
2. An annex that maps donor interests, priorities, funding windows, typical funding amounts, focal points, samples of successful project applications, and points to clear actions that should be taken to mobilise funds and develop/maintain relationships with donors.
3. An annex that outlines a series of fundraising materials (print and digital) that need to be produced to secure funding/raise the profile of key Defenders coalition's results, including communications and organizational branding.
4. An action plan that outlines clear time lines for the action proposed
5. A plan for building the capacity of key staff in mobilising and leveraging resources and developing and maintaining partnerships for the Defenders Coalition at the national, regional and global level.
6. Fundraising guidelines

Profile of the Consultant(s)

The consultant(s) should have the following qualifications/expertise:

- Advanced university degree in Social Sciences, Marketing, Development, Planning, Business Administration, Communication, or a related field.
- At least eight years of global experience in the development sector – preferably on human rights, law, public policy, communication or other related fields – and proven experience and success in developing business models and mobilizing funds for civil society and international non-governmental organizations.
- Knowledge and experience in community-led monitoring, global advocacy, and community research, strengthening community systems, building community capacities, humanitarian emergencies, and strategic partnerships.
- Excellent knowledge of critical donors focused on issues listed above.
- Proven track record of generating significant funding.



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- Experience and expertise in developing and maintaining good relationships with institutional donors or corporations.
- Experience of working in multicultural contexts.
- Strong analytical, strategic thinking and planning skills and ability to work under tight deadlines.
- Proficiency in English.

Interested applicants shall present to the Defenders Coalition both financial and technical proposal for the project. The technical proposal must cover all-important aspects of the project and the financial proposal should cover professional and support cost.

Application Procedure

Interested applicants who meet the job requirements and qualifications and with the right personal attributes are invited to complete and submit the following:

1. A technical proposal detailing the methodology and work plan
2. Financial proposal
3. A brief description of the resource person outlining recent experience in similar assignments
4. At least three references of similar assignment
5. Sample work that is similar to this assignment

All applications should be sent to Defenders Coalition Executive Director via info@defenderscoalition.org copy gloria@defenderscoalition.org by **Thursday, December 30th 2021** with subject line **CONSULTANCY FOR DEVELOPING THE DEFENDERS COALITION RESOURCE MOBILIZATION STRATEGY**