1.1. Introduction

ActionAid International Kenya (AAIK) is a member of ActionAid Federation with over 40 Country Programs all over the world, in the places where we can make the biggest impact. We tackle poverty and denial of human rights at the local level, and we challenge the causes behind them locally, nationally and globally. In Kenya AAIK works in solidarity with women and people living in poverty and exclusion; connecting their voices, sharing ideas, spreading inspiration, campaigning, advocating and formulating public policy to eradicate poverty and ensure social justice. We are present in at least 16 counties across Kenya and link key international, national and local institutions in favor of the right holders.

AAIK has developed and is implementing a new country strategy paper (2012-2017) that focuses on four key issues; Women’s Rights, Livelihoods, Basic Rights and Resilience and Response. The CSP has identified fundraising as one of the key strategies to diversify and grow its funding base with a targeted annual income of GBP 8 million by 2017. The CSP singles out long term programmatic funding pursuing high value supporters, institutional donors, corporates, trusts and foundations to help meet the financial target. Within the AAI Global Fundraising Framework, Kenya has been identified as emerging market for local fundraising. This is backed by preliminary evidence of potential in the market marked by goodwill in the population to respond to local emergency and disaster appeals like the “Kenyans for Kenya Initiative” in 2011.

AAIK is looking for an experienced consultant to conduct a comprehensive donor scoping survey. The survey findings will help AAIK in informing the finalization of a draft Fundraising Strategy and Implementation Plan. The Fundraising Strategy is very key in operationalizing the fundraising ambitions of the organization as articulated in the CSP. Secondly, the donor scoping survey will inform the development of a business case as a rationale for investment (both financial and technical) in local fundraising. The aim of this assignment is to conduct a comprehensive mapping of donors and partners in-country and internationally to assist in determining key funding agencies that AAIK will target for the next five years in achievement of the aspirations of the new strategy.

1.2. Background

Strategic and methodical donor scoping is critical to the success of a resource mobilization strategy for an organization such as ActionAid. With a diverse funding sector with differences in every country and shifting priorities, it is critical to determine
and map out donors who fit the priorities of the organization, in a programme-led manner, and actively seek those relationships that help to realize a stable funding base for the organization.

According to ActionAid, donor scoping is a process of gathering material intelligence on donors work and funding priorities with a view of actively seeking partnerships with those donors whose priorities are in line with those of the organization as well as seeking to influence donor policies in areas of work which are key to the realization of the rights of the poor and excluded. Donor Scoping is more than finding out where the money is; it requires a deep understanding of the priorities of the donors, policies, funding cycles, key contact points for communication and geo-politics.

ActionAid has two key funding streams that are managed in a unique way to provide a stable funding base for the organization. These two funding streams include child sponsorship funding (regular giving) and official funding (high value donors, companies, trusts and foundations and institutional donors) managed by the International Partnership Development unit (IPD). Regular giving provides a steady funding stream for the organization through supporters in AAI funding affiliates-this funding provides seed monies that support programming work at our Local Rights Programme areas-where this funding cannot meet the needs, official funding is sought to bridge the gap. Over the years AAIK has been actively seeking to build on its official funding in light of the dwindling resources from child sponsorship especially attributed to economic recession in the North.

International partnership development describes both a team and an approach to working with institutional donors adopted by ActionAid. It allows for maximizing income, connections and influence in support of ActionAid’s mission. Partnerships in this context are our partnerships with institutional donors. Institutional donors are government and multilateral aid agencies, and foundations that have a significant focus on poverty reduction. Partnerships are relationships that are defined by multi-location funding and multi-level policy dialogue and influence. Partnerships are, however, an end state in a process that begins with isolated funding but which grows progressively to cover funding at many levels and increasing collaboration and engagement on policy issues through dialogue and shared learning.

1.3 The purpose

Overall Objective
The overall objective of this assignment is to conduct a comprehensive donor scoping and intelligence of funding agencies in-country and globally and thereafter produce a report that will help in determining potential and like-minded partner agencies that AAIK will target for the next five years in achievement of the strategic objectives aspirations of the new CSP.
The consultant will work with a support team based at the ActionAid national office with consultation with AAIKs programme teams to design and compile a comprehensive donor scoping report that responds to the broad objectives of AAIK resource mobilization development framework. This exercise, containing a short overview of the national donor environment, a national level, in-depth analysis of priority ActionAid donors (as per the information supplied by ActionAid and the priority donor list) and all other top priority volume donors, their background, strategic priority areas, geographical focus areas, funding modalities, and additional information (if applicable). In addition, opportunities for funding and/or collaboration must be explored. As partnership development and donor environment is a dynamic and evolving over time, the donor scoping report should be developed as ‘starting point’ summarizing main information about possible donors and partners. During the process of development, additional information shall be added to keep this up-to-date. The final report should be accompanied by a database containing among others; strategy documents, application forms, and other publications.

1.4 Guiding Principles for the assignment

In designing the action, the consultant shall be guided by the following principles:

1. The design process should be an opportunity for both the ActionAid staff and their partners to build their own capacity in design and to strengthen relationships and understanding that will be beneficial during implementation.

2. It is expected that there will be open and mutual exchange of ideas and information between the ActionAid and the consultant. The consultant may be called upon to incorporate ideas and opportunities for collaboration.

3. Designs are expected to build on existing programs and the previous experience of ActionAid. As such participatory and consultative approach is expected to be characteristic of this program, while the analysis underpinning the designs should be thorough and draw from multiple sources and approaches. Designs should show how there will be increasing involvement and control by partners and communities across the life of the program.

The consultant will also ensure that the final report is structured in line with Human Rights Based Approaches. Further proposed actions should be aligned to the AAI and AAIKs strategy and AAIK strategy paper and factor in emerging opportunities. As such the consultant is expected to support structuring of local and national work with clear mechanisms for synergy at both levels.

1.5 The process/ Approaches

The consultant with support from AAIK resource mobilization reference group will utilize approaches such as needs assessment, capacity reviews, review of background documents/ literature and planning meetings in compilation of the scoping report.

Methods applied include internet research, written-document analysis (secondary data), and semi structured key-informant interviews. Documents analyzed include country
strategy paper(s), project reports, annual reports, section strategy reports, annual plans and budgets. Broad policy objectives can be identified by viewing strategic documents and bilateral agreements between the donor country and Kenya. Additional input will be drawn from e-mails and semi-structured key-informant interviews with key donor contacts.

This influences recommendations on key trends accordingly. Data obtained from documents and interviews are described and ordered so as to be of a comparable level. This is done using the following categories: Contact details, Background (containing general information on the donor), Priority areas, Geographical focus areas, Funding modalities, and Additional information (if applicable). Quantitative data (ODA) is analyzed with the help of Excel. Given the figures, graphs are drawn that support the overall analysis and description. Broad trends are identified and recommendations given accordingly. The ODA spreadsheet is available at the database. Newly published aid information can be included in order to keep database up-to-date.

1.6 Proposed Schedule of Activities

In order to develop quality report the consultant will engage in several consultations and document analysis that will cover the following:

- Discussions with the Country Director, Head of Fundraising, Head of Programmes and Policy, Head of Finance, Fundraising Coordinator, Programme Quality & Effectiveness Coordinator, Technical Advisors, Sponsorship Coordinator and the Fundraising Officers on funding priorities for the country programme

- Within 4 days of the start of the consultancy, submit an inception report which will include a work plan for the donor scoping and intelligence survey;

- Undertake a desk review (in 4 days) of the key organizational documents (to form part of literature review) including:
  a) AAIK Country Strategy Paper,
  b) AAI Global Strategy-Peoples actions to end poverty (2012 – 2017)
  c) AAI Global Fundraising Framework and the AAI long-term funding and financial plan
  d) AAIK’s Consolidated three year Operational Framework,
  e) The AAI Resource Allocation Framework and
  f) The ActionAid’s Human Rights Based Approach (AAI HRBA 2.0.)

- Undertake targeted donor scoping and intelligence after submitting and receiving an approved sampling frame from the Head of Fundraising. This is expected to take 20 days with facilitation from ActionAid.

- Conduct an analysis of key players including a competitor analysis and possibilities of collaboration in 5 days.

- Prepare a final document and submit it to the Head of Fundraising and the Country Director as indicated in the deliverables below in the remaining 7 days

1.7 Key deliverables

A detailed donor scoping report containing:
1. An Inception Report which will include a work-plan for the activity
2. A detailed Donor Scoping and Intelligence Survey Report including but not limited to:
   a. A detailed analysis of donor architecture, nationally and globally-provide a detailed including analysis of the national donor environment
   b. Priority ActionAid donors for five year period-to be supplied by the AAIK team including official institutional multilateral and bilateral donors, UN agencies, Local and International Trusts and Foundations, Corporates and Major Donors (locals and foreigners)
   c. Funding cycles per agency
   d. Funding priorities for ActionAid- recommendations based on the CSP and programme priorities
   e. Possibilities of collaboration with INGOs and local partners to leverage funding-consortia approach
   f. Analysis of competition in the local fundraising market
   g. Opportunities for donor influencing-analysis of aid architecture, priority issues against AAIK strategies and opportunities to influence donor policies on design, conceptualization on aid funded projects
   h. Opportunities for stronger collaboration-based on findings of the study, to engage with key government ministries
   i. Key contact persons per agency
   j. Detailed risk matrix-truncated to donor engagement
   k. Key recommendation and priority actions
   l. Mid-term brief for monitoring and evaluation of progress in local fundraising

1.7 Time frame

The total time allocated for this exercise is 40 working days. This will run from Mid-April to May 2013.

1.8 Required competence
   a) Demonstrated experience in Resource Mobilization and Fundraising
   b) Demonstrated experience in conducting Donor Scoping Surveys and/or Market Research
   c) Experience in working with donors especially major donors, corporates, trusts and foundations and institutional donors, locally and internationally
   d) Experience in funding planning, development of resource mobilization strategies and implementation of RM strategies
   e) Proven understanding of the donor environment
   f) Demonstrated skills and experience in report writing

In addition consultants/consulting firms should provide a detailed company profile or a personal profile that demonstrates the requisite capacity requirements for this assignment.
1. Technical proposal
   o Specific experience of the Lead Consultant and Associate(s) relevant to the assignment. Please provide details of similar assignment undertaken
   o Technical capacity of consultants in terms of their qualifications and competencies for the assignment. Please attach detailed CVs.
   o Clear understanding of the assignment/interpretation of TORs
   o Methodology to be used during the assignment
   o Work plan clearly indicating the maximum time/duration required for the assignment.

2. Financial proposal
   o Clear breakdown of the financial proposal including all the chargeable taxes.
   o Terms of payment
   o Total quote for the assignment (please quote in Kenya shillings)

Commercial proposals will be evaluated on the basis of cost and lead-time and payment terms.

The relative split between technical and financial scores will be as follows:

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<td>Technical</td>
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ActionAid will provide transport, meals and accommodation during field visit, if deemed necessary, as per our per diem policy. Please do not quote for this

Application document should be in a plain sealed envelope clearly marked Proposal for Donor Scoping Survey, should be addressed and deposited in the Tender Box at ActionAid’s main reception at All Conference of Churches building on Waiyaki Way, second floor on weekdays. All tenders to be received by 7th June 2013 by 12.00pm.

THE CENTRAL TENDER COMMITTEE
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All African Conference of churches,
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