DIPLOMA IN EDUCATION LEADERSHIP AND MANAGEMENT
MODULE 7:LEADERSHIP IN SCIENCE, TECHOLOGY AND INNOVATION

UNIT 7:
RESOURCE MOBILIZATION AND UTILIZATION FOR PROMOTION OF ST&I

Introduction

- In this unit, we shall equip you with knowledge, skills and attitudes for resource mobilization and effective utilization for the promotion of S T & I.
- Institutional leaders need to have adequate skills for resource mobilization and utilization because they require resources for interventions aimed at achieving their set objectives and goals.
- Resource mobilization and utilization is a process that entails: Identification of the need; Rationale for resource mobilization and utilization; Assessment of alternative sources; identification of essential components of a funding winning proposal; and identification of challenges that face resource mobilization and its utilization.



Upon completion of this unit, you will be able to:

1. Define resource mobilization and utilization
2. Identify resources that are needed in an educational institution for S T&I development
3. Discuss the rationale for resource mobilization and effective utilization
4. Explain sources of funds and alternative forms of support within and without the local communities;
5. Write an ST&I project funding proposal
6. Demonstrate understanding of resource mobilization and utilization for ST&I

Resource Mobilization and Utilization

- Resource mobilization is the process of putting together all the resources required by an organization for interventions aimed at achieving its set objectives.
- Resource mobilization is not an end but a means of achieving the end. On the other hand, resource utilization is the process of applying appropriate strategies effectively to ensure that the objectives of the programme are realized.
- Resource mobilization and utilization is a process intended to acquire resources needed and effectively use them to solve some problem of a given target group that comes together in pursuit of a collective/common goal.
- Not a single institution has emerged from nothing but requires resources from various sources or stakeholders to be able to accomplish the function for which it is formed

- These are the various resources that are needed by an institution/ project. The needs of an institution/ project include Technology, labour, capital, organizational structure and culture, societal support and legitimacy.
- It is upon the institution's project management to determine the right mix of resources and the most effective ways to utilize them. Having identified the resources, let us now discuss the following types of resources.

Broad Sources of Resources

- The two broad categories of sources of resources include:

a) Local sources

b) External and corporate sources

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Local Sources

Local sources include the resources that can be generated by the institution through:

i. Internally generated income ;

ii. Resources generated from the target group (beneficiaries of the project);

iii. Public lottery activities.

The rationale for Local Resource Mobilization

- There are various reasons why institutions seek local resources. Some of these reasons include:
- Sense of ownership;
- Local sources are easy to adapt to the local environment;
- Builds social networks and increased the willingness of individuals and organizations to help one another;
- More independence and flexibility of the implementers while implementing activities targeting the needs of the local community.

External Sources and Corporates

- These external sources include:

- Corporate donors
- NGOs
- Government agencies
- Embassies
- Public-Private Partnerships
- Venture capitalists
- Angel investors
- Faith-based organizations

Advantages of external sources

- The advantages include:

i. Broad coverage of activities;
ii. A large number of funds can be received in a short period;
iii. External sources are sometimes accompanied by human expertise components.

Disadvantages

- The disadvantages of the external resources include:

- Lack of independence
- Lack of ownership
- The sustainability of projects is not readily realized
- Subject to recall by the donors

Strategies of resource utilization

Resources should be utilized effectively to enable the set objectives to be achieved. Some ways of using resources include;

i. Developing resource utilization plan
ii. Allocating resources based on prioritized needs
iii. Assigning duties based on expertise/ specialization of the human resource
iv. Operationalizing an all-inclusive resource utilization approach by involving all stakeholders.
v. Monitoring and evaluating resource utilization efficiency and effectiveness.

Financing ST& I in Education Institutions

- A wide range of ST&I projects in educational institutions has been funded by the government of Kenya through its agents, private and other development partners.
- This has led to the development of a concept popularly referred to as the public-private partnership.

What is a Public Private Partnership (PPP)?

- A public-private partnership is a legally binding contract between government and business partners for the provision of assets and the delivery of services that spreads responsibilities and business risks among the various partners. In this arrangement, the government remains actively involved throughout the project's life cycle. The private sector is responsible for the more commercial functions such as project design, construction, finance and operations.
- PPPs take a variety of forms, with varying degrees of public and private sector involvement – and varying levels of public and private sector risk. Risk transfer from the public to the private sector is a critical element of all PPPs. The goal is to combine the best capabilities of the public and private sectors for mutual benefit.

Benefits of PPPs for the government and taxpayers

i. Improve service delivery
ii. Improve cost-effectiveness
iii. Increase investment in public infrastructure
iv. Reduce public sector risk
v. Deliver capital projects faster
vi. Improve budget certainty
vii. Make better use of assets

Benefits of PPPs to the private sector

- PPPs give the private sector access to secure, long-term investment opportunities.
- Private partners can generate business with the relative certainty and security of a government contract.
- Payment is provided through a contracted fee for service or through the collection of user fees – and the revenue stream may be secure for as long as 50 years or more.

i. Private sector partners can profit from PPPs by achieving efficiencies, based on their managerial, technical, financial and innovation capabilities.

ii. They can also expand their PPPs capacity and expertise – or their expertise in a particular sector – which can then be leveraged to create additional business opportunities.

Public Private Partnerships and S T & I

- Since S T&I projects require some capital establishment and technical expertise, public institutions can seek partnerships with the private sector to support the establishment and sustenance of S T& I-related projects in learning institutions.

Resource Mobilization and Utilization Plan

The following are some of the factors to critically consider while planning resource mobilization:

a) The amount/ size of the resources required

b) Resource use and its relevance to the project;

c) The institution's capacity to manage resources and sustainability

d) Time-line

e) Cost of items on which resource is used.

f) How much will it cost to raise the resource?

g) Whose responsibility is it to raise and account for resources?

h) What strategies shall be used?

i) Monitoring and Evaluation program

j) Action plan for Resource Mobilization and Utilization

Challenges Institutional Leaders face in resource mobilization and utilization

- Some of the challenges that are being experienced by institutional leaders as resource mobilizers include:
  - High competition for resources
  - Institutional bureaucracies delaying disbursement
  - Lack of awareness of the availability of funds by public institutions
  - Lack of clear objectives/strategic issues
  - Lack of accountability and transparency
  - Inadequate sensitization activities in the corporate sector for supporting S T&I
  - Inadequate skills for developing fundable proposals
  - Political interference.

Challenges of Resource Utilization

- Unclear policy guidelines for resource utilization/ allocation to programmes including ST&I.
- A high number of competing needs for the available resources.
- Lack of integrity among some key players/ misappropriation of resources
- Inadequate technical expertise / Low high-level human resources in using resources in ST&I projects leading to misallocation of resources.
- Weak monitoring, evaluation and reporting mechanisms lead to delays in providing appropriate and timely interventions

7.6 Funding Proposal Writing

- To supplement government funding for ST& I, institutional leaders must be equipped with proposal writing skills to be able to mobilize funds for ST&I from development partners.
- A funding proposal is a request for funding for a project. Such projects are usually humanitarian or community-based.
- A well-formulated proposal will inform a potential development partner of every necessary detail about the proposed project, ranging from a general overview to the exact budget and long-term prognosis.
- The same proposal should be able to inform the various project management decisions and particularly monitoring, evaluation and reporting of the project's activities.

Simple Guidelines for Funding Winning Proposal Writing

- It is important to note that different development partners have designed different formats depending on their project assessment and evaluation software.
- However, the suggested guideline is a generic one that guides the proposal writing to be able to take into account the fundamental aspects. Nevertheless, a good project proposal should be simple and written and the content should include:

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• **A Title**	Keep the title simple and informative as much as possible
• **Aim of project**	This should be in a manner that is brief and to the point and give the background information of the project, its justification and the form it will take.
• **Beneficiaries**	Indicate who they are; how they will benefit? Be specific and give as much relevant information as possible.
• **Project activities**	These are the detailed things you are going to do to achieve your objectives. The same should include any reference to phases in the project implementation.
• **Inputs**	What inputs does the project require including skilled personnel?
• **Achievement**	State the detailed list of how you are going to measure success; get verifiable indicators for each of these.

Cont.

• **Monitoring, Evaluation and Reporting**	State the methods you intend to use to help you check what achievements are being attained at each result level. State also the type of evaluation (i.e. mid-term and end-term) and explain the reporting procedure and or intervals (for example monthly, quarterly, bi-annually or annually etc).
• **Budget**	Exactly how much money do you require to achieve the result/objectives/goals set in the project proposal?
• **Appendices**	The appendices should contain details and or additional information and other facts too bulky to be included in the main proposal document.

Factors to consider when mobilizing resources

a) Size of the ST&I project

- Many donors are willing to fund projects at various levels. However, it is upon the resource mobilizer to consider capitalization of the project without overcapitalizing or undercapitalizing it. Nevertheless, if the project is a large and possibly multi-sector project, approach a relevant donor. Likewise, if it is small, approach a smaller donor with experience in funding the type of project.

a) Type of S T & I work

Is the project focused on women/the environment/poverty/agriculture? If so target a relevant donor who is known to be funding the type of project. Donors and other development partners have their strategic areas where they would like to intervene. Resource mobilizers therefore should analyse their projects and focus the project activities on the improvement of life of target groups.

Factors to consider when mobilizing resources cont…..

c) Format of Application

Every development partner always has a particular application format. It is better during your preparation to get guidelines from each source of the resource you want to use in your resource mix.

d) Time

Every development partner has got periods over which they would like to receive an application. It is good practice to know the culture and or calendar year of your donor. Because projects have a life period, it is also important for the resource mobilizer at the project planning stage to determine the period the project will last.

e) Conditionality

It is good practice to know the conditions set by development partners, and which resource the mobilizer should be ready to adhere to for better relationship and sustainability. These conditions are most of the time set by the development partners to:

i. Improve the quality of results of the project .;
ii. Improve service delivery;
iii. Control risks of funding the public sector.

Conclusion

- We have come to the end of this unit which marks the end of the module.
- We have learnt that development, transfer and dissemination of ST&I require resources and the school is called upon to moblize resources from various sources.
- We have learnt the importance of internal and external source of funds for ST&I.
- In addition, we have learnt that funding organizations have different requirements and schools need to familiarize themselves with them before writing a funding proposal.
- We hope you can now write a successful proposal to fund any innovative ideas that your learners may come up with.