

# Resource Mobilization: Sustainable BSO Funding Strategies

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# Objectives

- To examine key elements for building a robust and sustainable resource mobilisation strategy.
- To provide simplified practical tools for identifying resource opportunities and engaging effectively with potential resourcing partners.
- To draw lessons from peer organisations and potential partners about successful resource mobilisation, and support to enterprises.

# Our Speakers today



**Mr. Wee Chin Chuan**

*Executive Director at  
Oriental Management  
Consulting Pte Ltd*



**Ms. Margaret Kimani**

*Head of Women &  
Youth Banking at SBM  
Bank Ltd*



**Mr. Syed Almas Kabir**

*President of Bangladesh  
Association of Software  
and Information Services*



**Ms. Yeşim Seviğ**

*Secretary General at  
KAGIDER*



# Agenda

1. Setting the scene
2. Key corporate instruments relevant for BSO Resource Mobilisation drive
3. Defining and Quantifying your organisation's resource gaps
4. How to develop a robust BSO resource mobilisation strategy
5. Important tools for successful partnership engagement
6. Practical examples of Calls for Proposals
7. Sharing of experiences from potential partners and peer organisations

# 1. Setting the Scene



# Please name 3 of the most relevant resources used by your organisation



# Comprehensive view of Resources

Physical	Infrastructure such as: building, vehicle, ICT, equipment, systems, technology
Intellectual	Databases, CRM, knowledge, IP, tools
Human	Number of people as well as specialised skills and expertise
Financial	Cash

***Key Question the BSO should ask:***

What important inputs are required to deliver on strategic actions and impactful services?

*Financial resources are critical but not the only necessary resources.*

# Common sources of finance for BSOs

- **Traditional**

1. Membership fees and subscriptions normally paid annually by all members.
2. Revenues for selective services such as matchmaking events, exhibitions and training, where the BSO charges a participation or cost recovery fee.
3. Rentals from buildings and other infrastructure

**Remember:**

- *Membership fees should be equitable and sustainable*
- *Members only pay their fees where they see value*

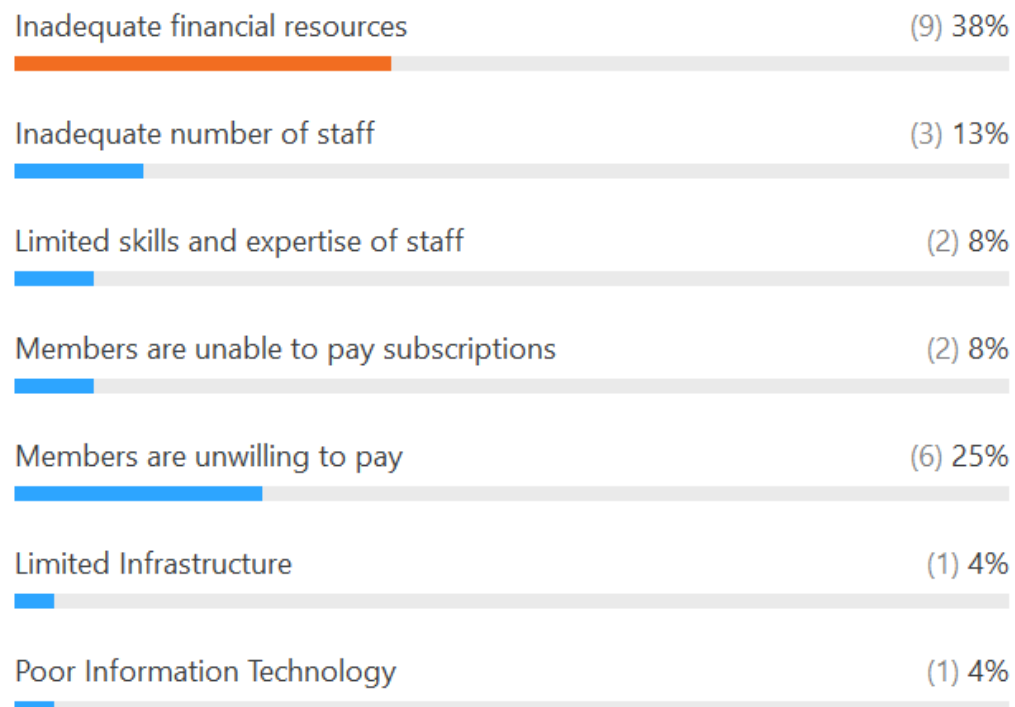
- **Other sources**

1. Special Partnerships
2. Government grants
3. Donor grants (including multilateral, bilateral and philanthropic grants)
4. Projects

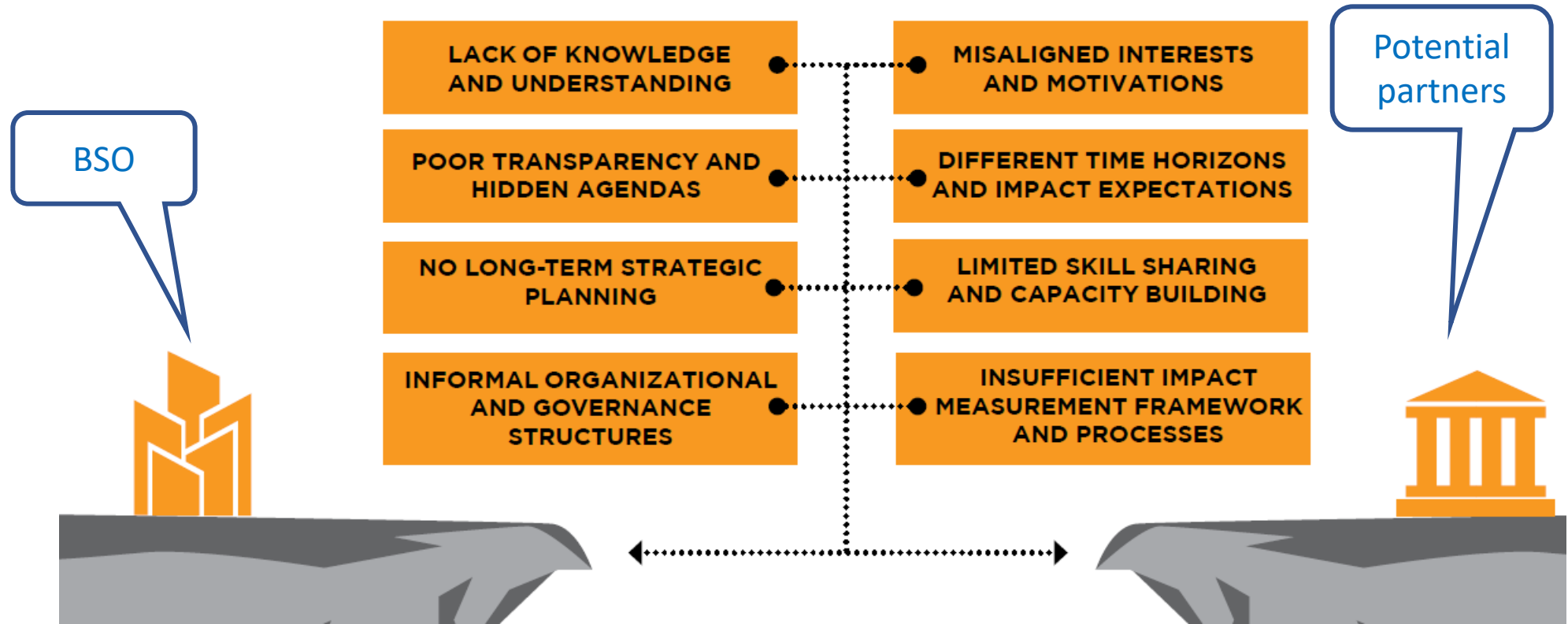


# Zoom Poll- Challenges faced by your organisation

**1. What types of challenges does your organization face?**  
**Please select the ones that apply.**



# Partnership with External Actors help bridge the resourcing gap



Successful partnership building is affected by challenges on both the demand and supply side

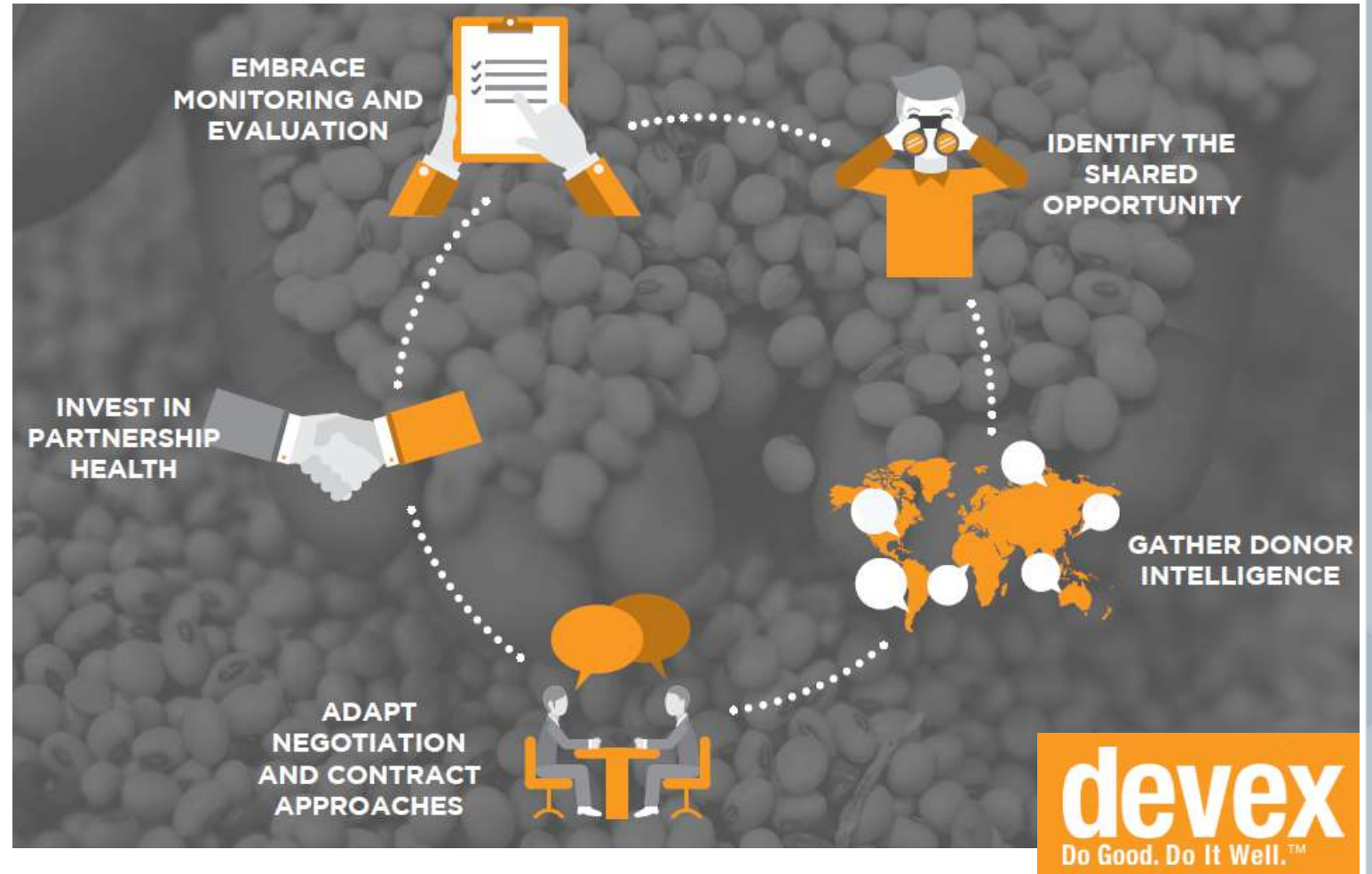


# Key Elements for BSO Resource Mobilisation Engagement (1)

Successful partnerships offer shared opportunities

“We have seen that true partnerships with common objectives that share risks and rewards create more collaborative, effective, and impactful solutions to global problems.”

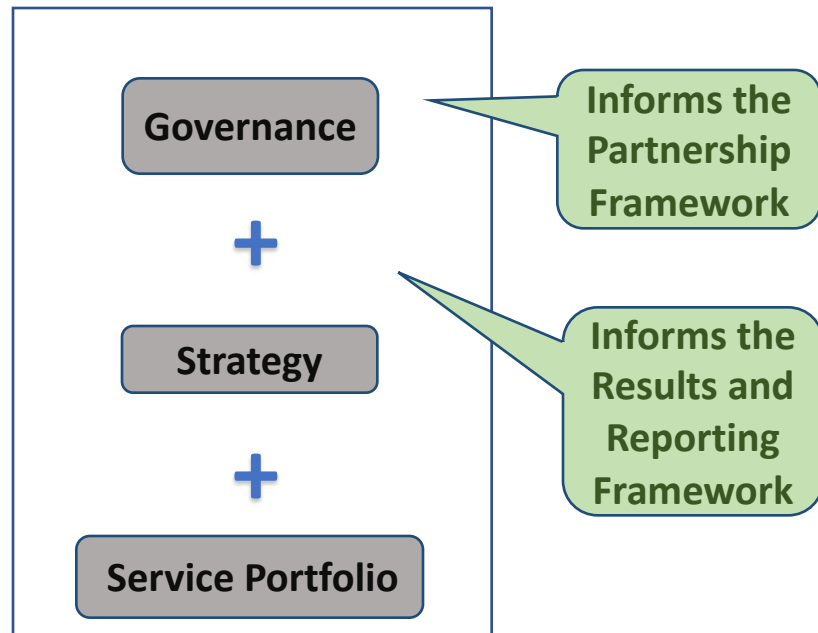
**CHRIS JURGENS**, director of  
**USAID’s Center For  
Transformational  
Partnerships**



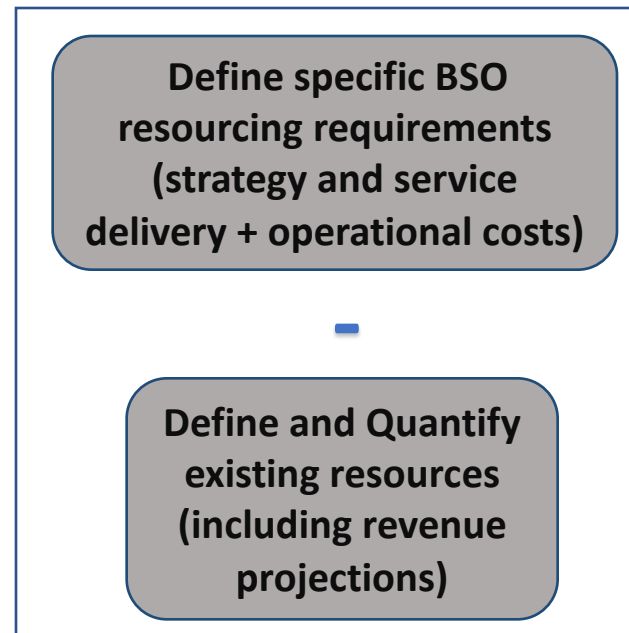
# Key Elements for BSO Resource Mobilisation Engagement (2)

1. The BSO must have the relevant corporate mechanisms to demonstrate that it is a credible and reliable partner.

## Corporate Instruments



2. The BSO must define and quantify the resource gap precisely.



3. Design the Resource Mobilisation Strategy

Include a plan for Implementation, Relationship Management and Reporting



## 2. Key corporate instruments



# Governance- Legal Form

Your resource mobilization strategy will be enabled or restricted by your Legal form

## i. **Good practices for organization leadership:**

- Regular elections and board renewal.
- Member participation in leadership is assured.
- Transparent and ethical rules for decision making.
- Precise definition of member eligibility.

## ii. **Do your instruments allow you to:**

- collect member subscriptions?
- charge for product or service delivery?
- receive external financing?
- operate as a consortium bidding and supplying services?
- commit to partnership arrangements?

### **Governance**

structures and rules must be appropriate and independent



# Governance - Operations

- i. The BSO must have a code of conduct and conflict of interest must be declared.
- ii. The governance system must ensure credibility for financial management and accounting.
- iii. Budget and expenditure decisions must be made in a professional, credible and ethical manner in line with accounting regulations and national laws.
- iv. There must be regular independent audits, reports will be shared and recommendations acted upon.
- v. External financing must be ring-fenced.
- vi. The organization's values must be clearly articulated and demonstrated.
- vii. There must be a standard procurement process and an asset register.



## Accountability

and risk  
management  
including audit  
controls critical

# Strategy

- Strategy must be clear and follow a precise results framework. Have you prioritised your actions for the best impact?
- Do you have a substantive work plan with timelines and deliverables?

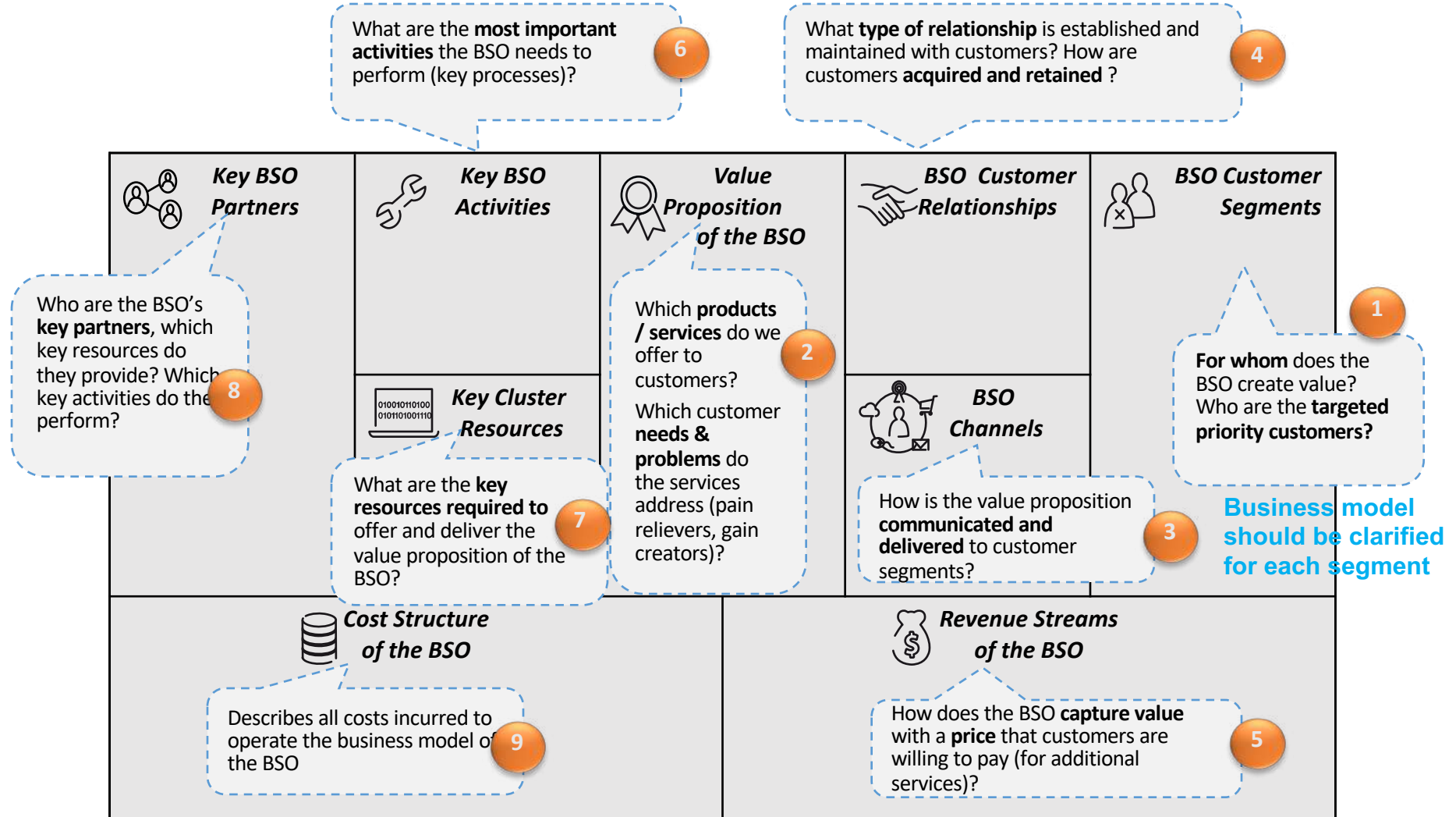
**Strategy** must be relevant, responsive to local and global conditions, industry trends

# Work plan



- *Main Plan*: Optimised work plan showing what is feasible based on available resources.
- *Enhanced value work plan*: Illustrates what you would do if you have additional resources.

# Business Model must be Robust and Value Oriented

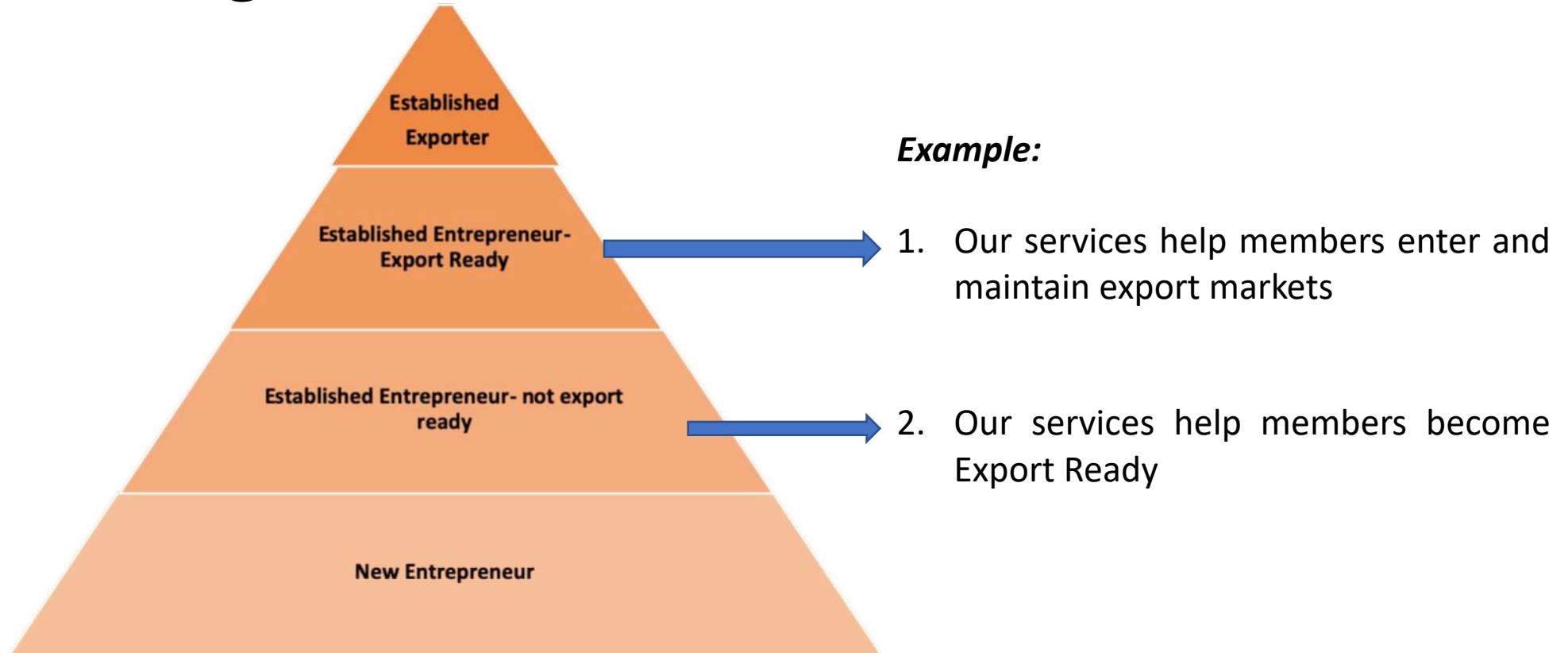


# BSO Service Delivery for Value



1. **Service offering** must be based on client needs diagnostic, client data, business environment and market prospects
2. Client **segmentation** and service delivery must be effectively managed
3. Services should be readily **identifiable** and well supported by accessible information
4. BSO should be **Flexible** and responsive to strategic priorities

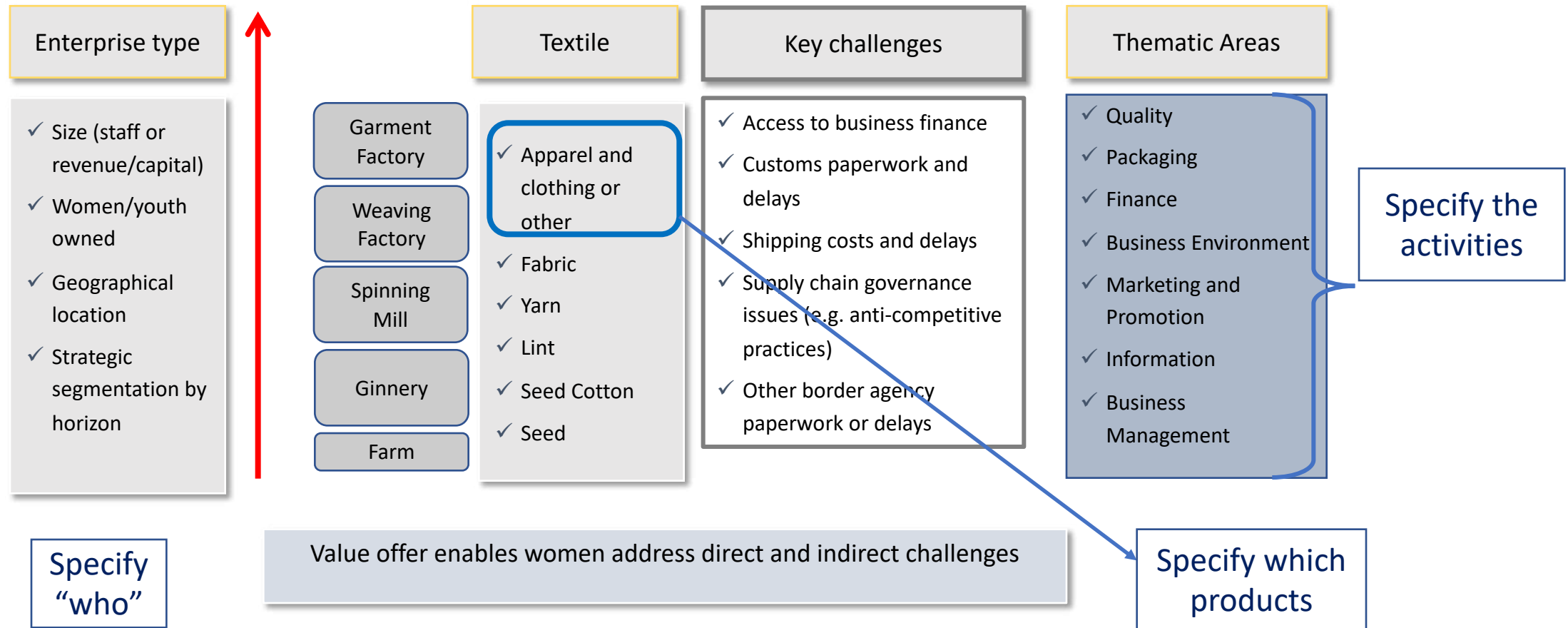
# Clarified Segmentation for Service Architecture



The organisation can only effectively serve a section of the population. Define the priority segment and refer others to relevant organisations in the Eco-System. Define the value proposition to each targeted segment.

# Example Persona- Women in Textiles and Handicrafts

*Enterprise Diagnostic and Value Chain helps the BSO define key challenges faced by entrepreneurs and enterprises and craft the activities for service and value delivery*



# Example Persona- Women in Textiles and Handicrafts

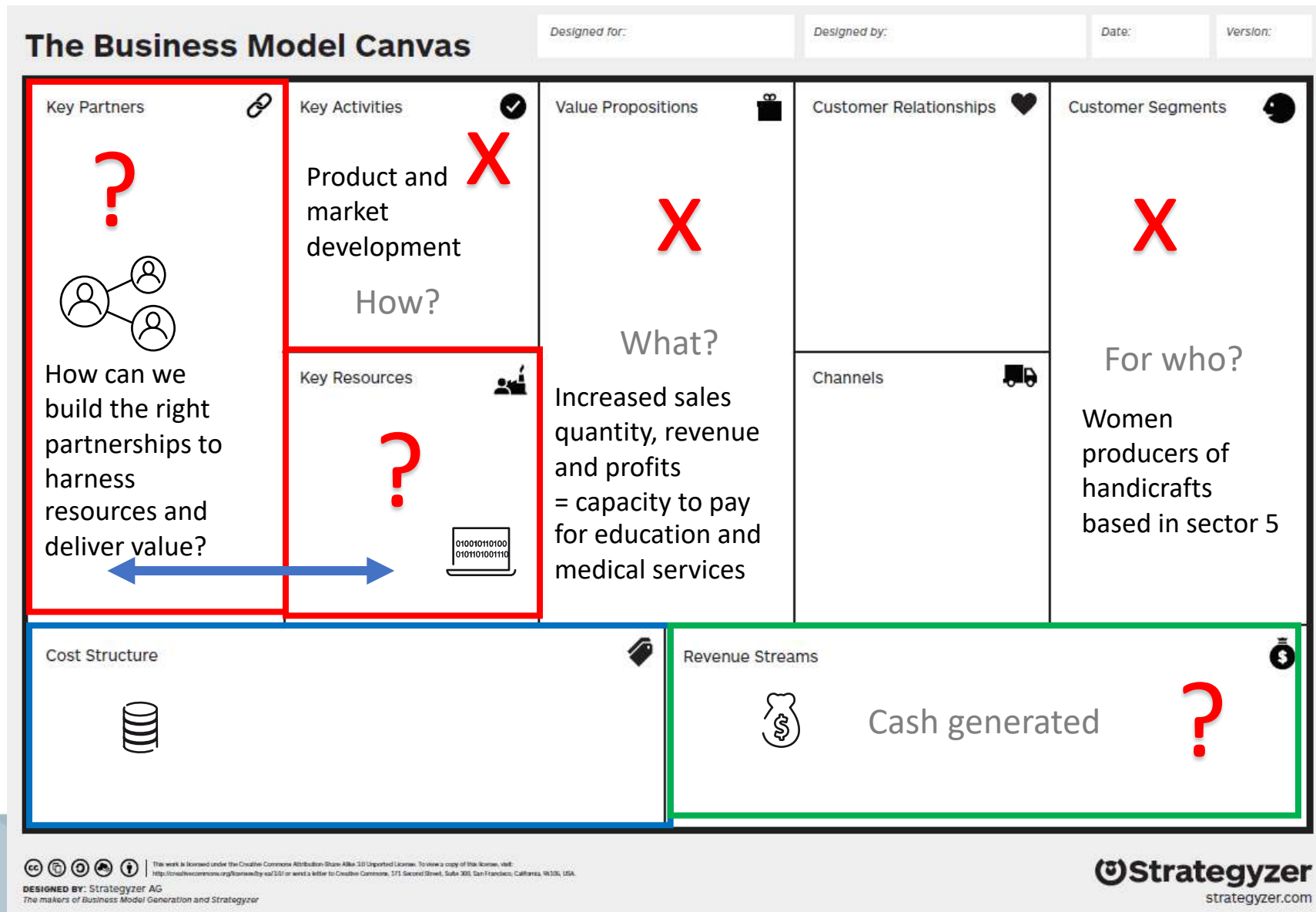


## Example of Supply Side Constraints

- Limited Production Capacity: quantity and quality
- Production finance limitations
- Product development (market adaptation and renewal)
- Production Inputs (accessories, dyes, complementary material)
- Limited commercialisation
- Inadequate capabilities for business engagement

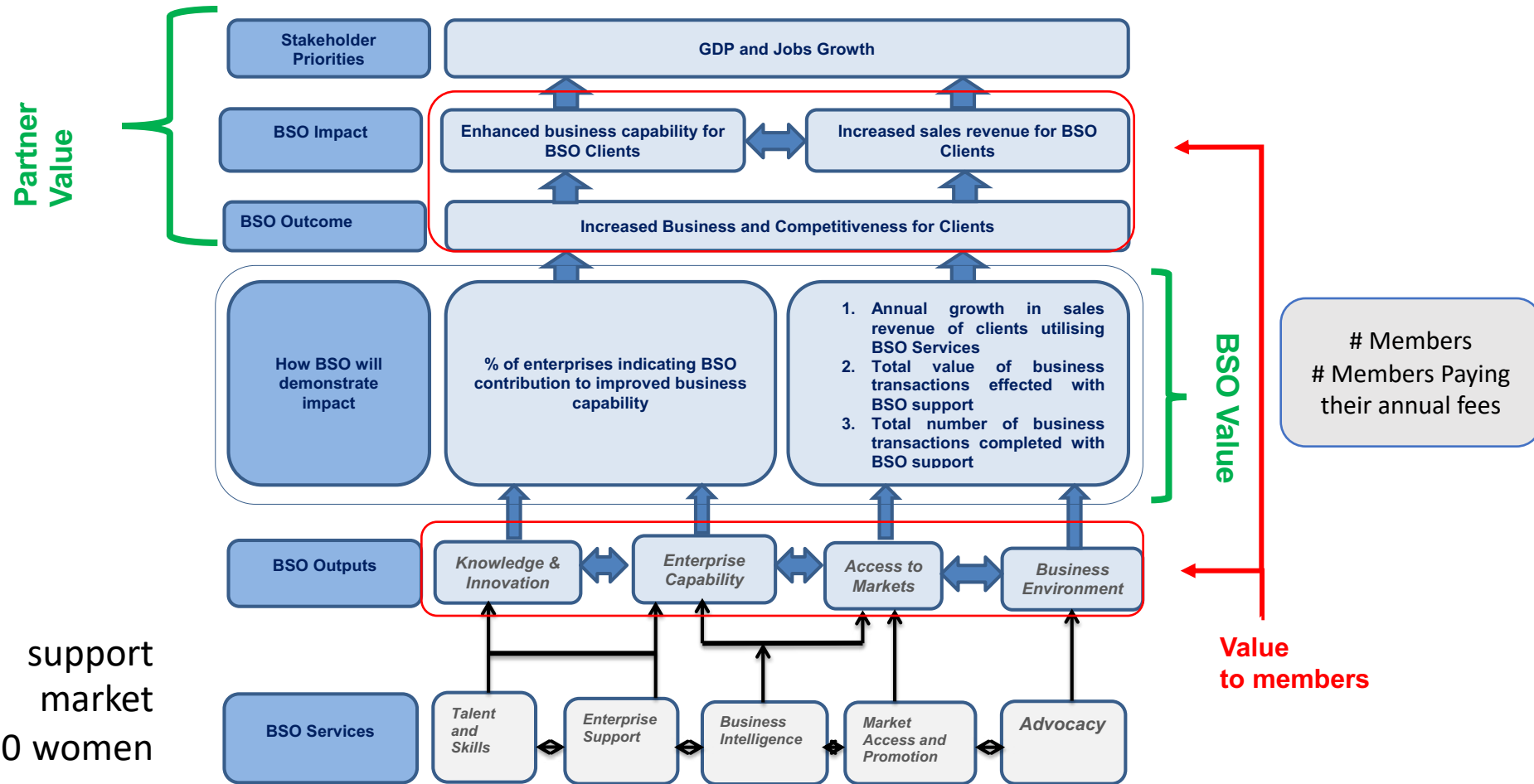


# Step back to Business Model



# Results Framework and Reporting must demonstrate value

## Precise Results Framework



Our BSO will support product and market development for 20 women based in Sector 5 to increase revenue and profits by 40%

Partners want to see substantive results and shared value

What indicators will you use to demonstrate this?

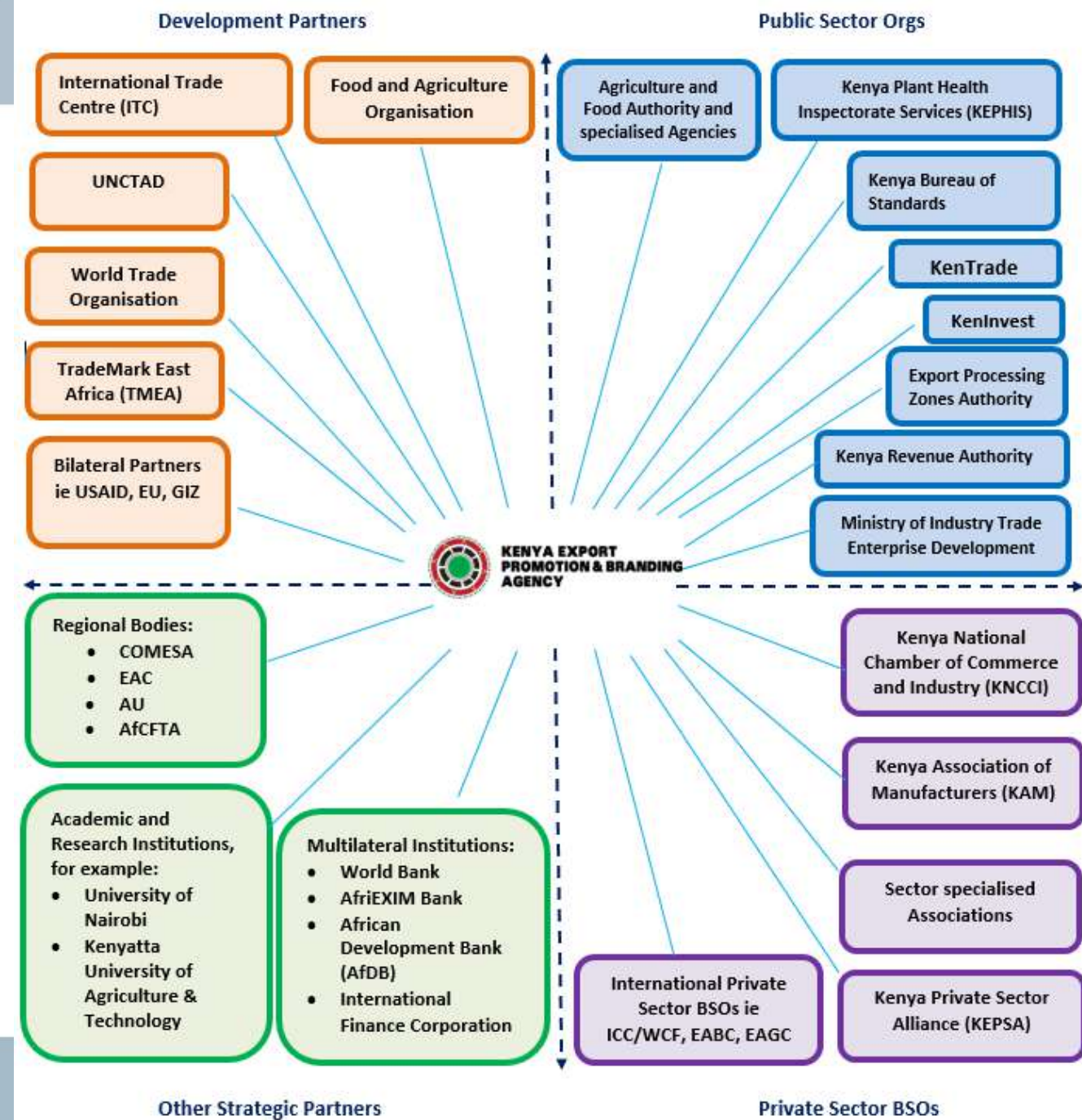
# Mapping the Ecosystem to Identify Potential Partners



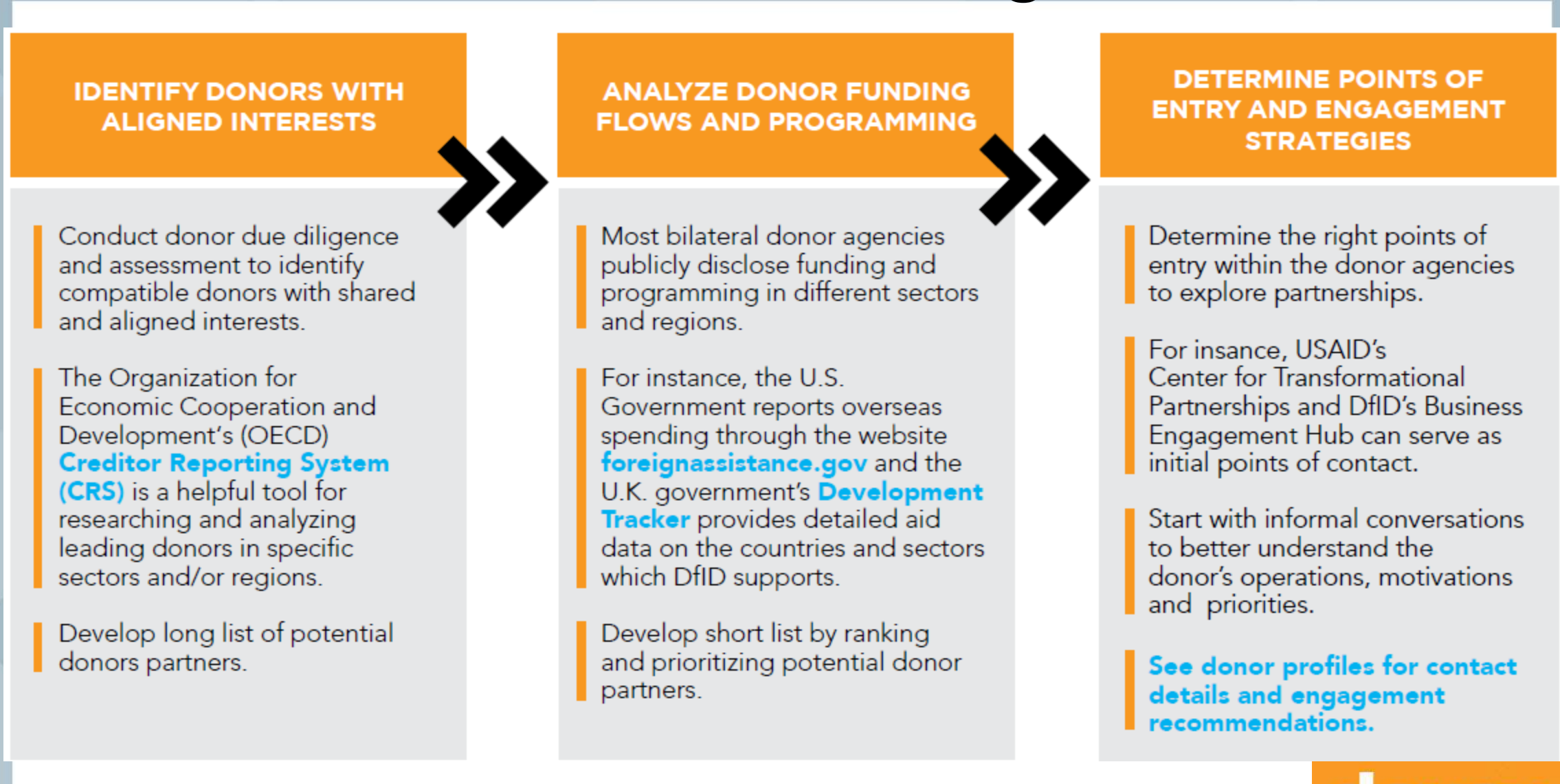
- **Market Connections**
  - **Capacity Building**
  - **Technical Cooperation**
  - **Knowledge Exchange**
  - **Financial Support**
- As part of strategic plan you will have done a stakeholder mapping. You should know who your BSO's competitors and potential partners are.

# Example of simple mapping of BSOs in Kenya

*Non traditional partners include:* foundations, crowdfunding platforms, corporations and philanthropists.



# Gather Potential Partner Intelligence





### 3. Defining and Quantifying Resource Gaps

# Example: Women Participation in Government Procurement

***“BSO will increase the participation of women in Government Procurement of IT Enabled Services (ITES) Sector”***

## Who:

- Members supplying mature ITES

## Activities

- Provide alerts on Government tenders.
- Advocate for enabling policies for Government procurement of ITES from women and women owned entrepreneurs.
- Provide information and advice on how to secure government tenders.

## Performance Indicators

- Number of women participating government procurement
- US\$ Value of Government Procurement from women in ITES
- % of Government Tenders for ITES awarded to women and women owned enterprises
- Number of impediments to women's of ITES

# Incorporate all possible Resource Requirements

Activity		Cost \$	Revenue \$	Surp/Def
Information and Guidance on Tender Procedures		- 11,850.00	3,500.00	- 8,350.00
Provisional budget			2,000.00	
Apportioned Man-hours		100.00		
Booklet "Guidelines on Government Procurement- for IT/ITES Suppliers in Country X"	e. Consulting Expert	- 10,000.00		
	e. Publication and printing (200 copies)	- 1,000.00		
	e. Intellectual Property	- 200.00		
	r. Sales (200 copies @ \$5)		1,000.00	
Seminar/Workshop on how to bid for Government Tenders (2 or 3 times annually)	e. 0.5 day conference package with refreshments/ breakfast (minimum 50 people)	- 750.00		
	r. Potential participation fees (\$ 10x 50 pax)		500.00	

Quantify the time spent by your staff

The Deficit defined

# Define and Quantify the deficit in Financial Terms

Activity		Cost \$	Revenue \$	Surp/Def
Information and Guidance on Tender Procedures		- 11,850.00	3,500.00	- 8,350.00
Provisional budget			2,000.00	
Apportioned Manhours		100.00		
Booklet "Guidelines on Government Procurement- for IT/ITES Suppliers in Country X"				
	e. Consulting Expert	- 10,000.00		
	e. Publication and printing (200 copies)	1,000.00		
	e. Intellectual Property	- 200.00		
	r. Sales (200 copies @ \$5)		1,000.00	
Seminar/Workshop on how to bid for Government Tenders (2 or 3 times annually)				
	e. 0.5 day conference package with refreshments/ breakfast (minimum 50 people)-	750.00		
	r. Potential participation fees (\$ 10x 50 pax)		500.00	

→ Your provisional Cash is inadequate  
- This line may include resources from other activities that generate revenues

Identify and quantify the most critical resource for success  
e.g. Specialised Expertise

Identified Resource Requirements include more than Cash though each item can be quantified in monetary terms including:

- Staff time
- Venue (if BSO uses its own space, indicate the value)
- Specialised Expertise

There is a deficit of US\$ 8,350 on this activity.  
Deficits can be examined based on each activity, as well as in totality.

# Consolidated Quantified Resource Gap

Consolidated Resource Gap Analysis					
Service Delivery		Notes- Specialised Resource items (e.g.. expertise or technology) that are critical for success	Cost US\$	Available US\$ (Including revenue)	Deficit US\$ (Resource Gap)
Service Line	Service Activity				
<b>•ADVOCACY</b> Advocate for enabling policies for Government procurement of ITES from women and women owned entrepreneurs.	Prepare a policy proposal advocating procurement from women and women owned entrepreneurs	Expertise for Policy Analysis and Advocacy	5,000	2,000	3,000
	Hold a PPD event on Procurement Policy		2,000	1,000	1,000
<b>•BUSINESS LINKAGES</b> Provide information and advice on how to secure government tenders.	Publish a guidebook on how to secure government tenders	Expertise for Public Procurement	11,200	1,000	10,200
	Seminar/Workshop on how to bid for Government Tenders (2 or 3 times annually)		750	500	250
<b>Total</b>			<b>18,950</b>	<b>4,500</b>	<b>14,450</b>

# Gap statement

BSO seeks to increase participation of women in government procurement and help them tap into this secure and valuable market. The potential is US\$1m in increased sales. 20 women would enhance their ability to employ others, secure incomes, enhancing livelihoods.

The BSO has a resource gap of US\$ 18,095.00 representing specialised expertise Policy Analysis and Advocacy, and in Government Procurement.

# Match gap against potential partners

## Aligned

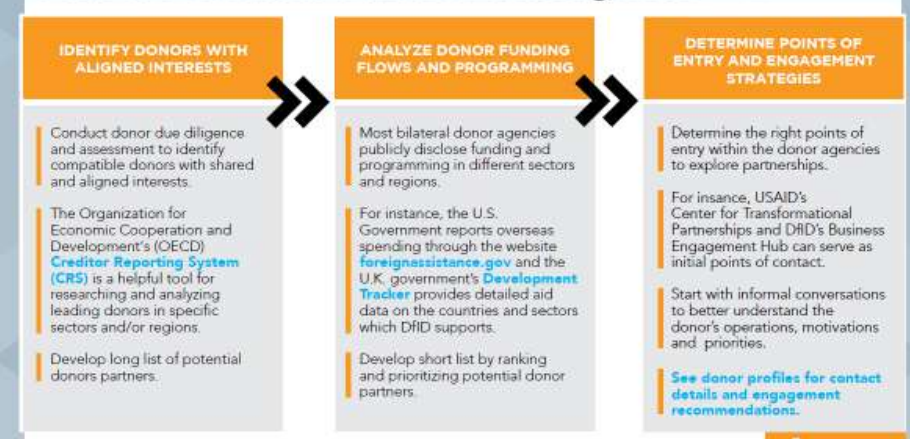
- Objectives
- Target beneficiaries
- Match to needs and best fit mechanism (*i.e. you need experts they are offering experts e.g. GIZ offers expert days*)

Match the gap analysis to the Partner Intelligence you have collected

## Innovative

- Those offering opportunities you may not have considered but may be useful

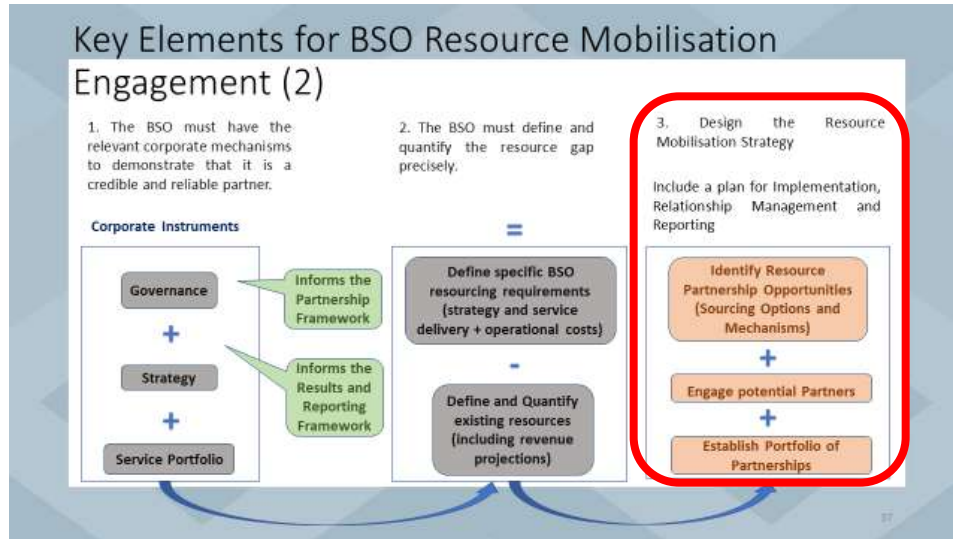
### Gather Potential Partner Intelligence



## 4. Robust Resource Mobilisation Strategy



# Building the Strategy



Utilises the critical information already prepared such as resourcing gap definition and Partnership Intelligence

## Main Body of the document

1. Executive Summary
2. Authorisation by the Board or Leadership
3. Background- Context and situation analysis providing a rationale for the strategy
4. Goal and Objectives for the Resource Mobilisation Strategy
5. Guiding Principles and other applicable rules
6. Resource Mobilisation Prioritise and Targets
7. Implementation and management of the strategy

## Annexes

1. Action Plan
2. Reporting Templates

# Example

Objectives: (e.g.) To achieve resource sustainability  
To secure necessary resources for 2020-2022 strategic cycle.  
Diversify resourcing partnership base.

## Focus 1: Harness Members as resourcing partners

Action 1.1 Expand membership drive to secure more paying members.  
Action 1.2 Integrate added value service offer to segments capable of paying.  
Action 1.3 Apply cost recovery contributions from members for all service delivery.  
Action 1.4 Motivate and secure sponsorship and contributions in kind from capable members for specific activities.

How can we raise more revenues from our members and clients?

Membership fees must be adequate to cover secretariat costs

## Focus 2: Expand and deepen relationships with both government and private sector BSOs for collaborative service delivery.

Action 2.1 Update Ecosystem map and prepare a matrix of potential collaborative partners based on specific capabilities relevant for BSO's priority services.  
Action 2.2 Engage Potential BSOs to propose collaborative relationship and activities.  
Action 2.3 Formalise Collaborative partnerships with clear objectives, plans and deliverables.

Partnership may include discounted service access for BSO members or a referral system.

## Focus 3: Cultivate resourcing partnerships with Corporations

Action 3.1 Build a data base of partnership intelligence on potential corporate partners based on areas of potential (MNCs, Commercial Banks)

Action 3.2 Prepare catalogue of members capable of supplying goods and services to MNCs and other corporates through a supplier diversification programme.

*The Resource Mobilisation Strategy will have its own Results and Reporting Framework that feeds into the overall BSO Framework.*

Indicator 1

Indicator 2

Indicator 3

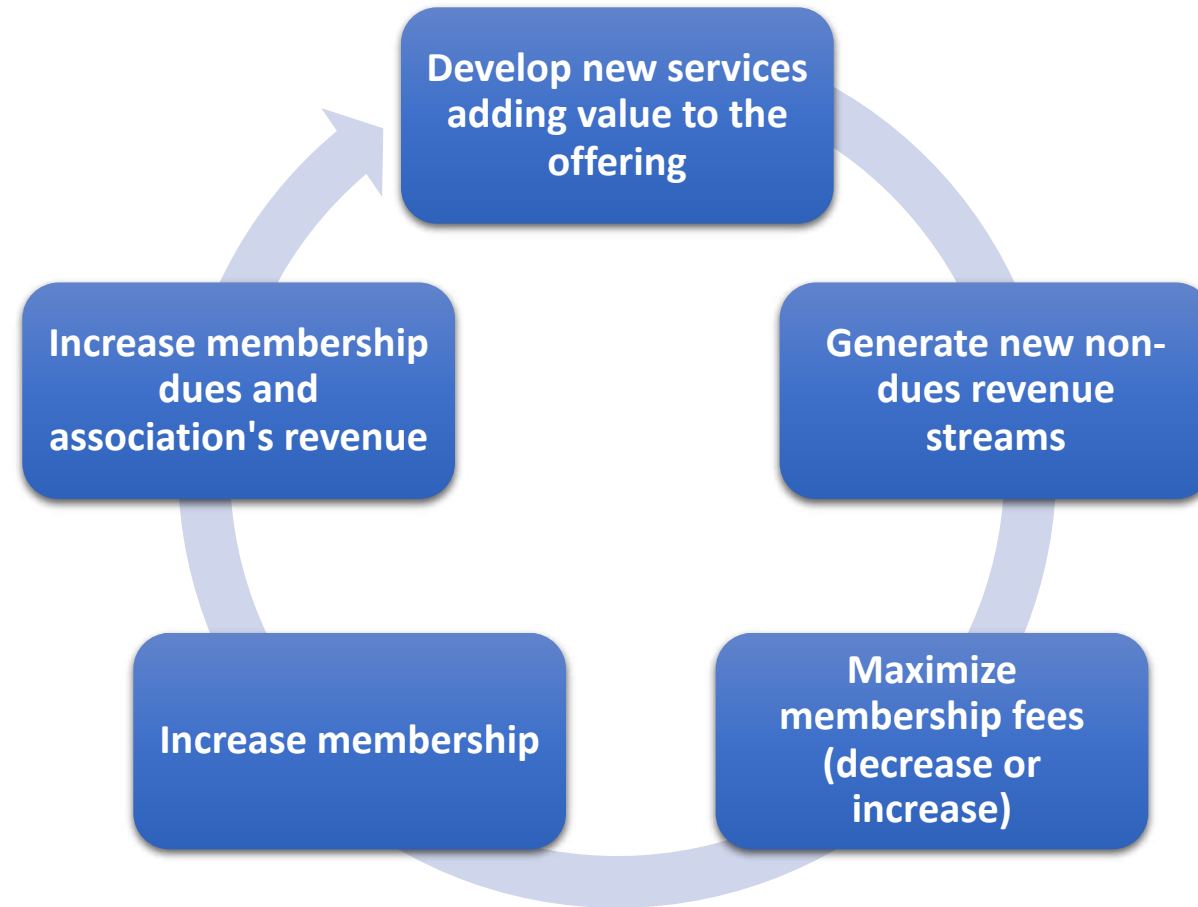
Indicator 4

Indicator 5

Include a strategic Objective on necessary internal actions such as updating governance frameworks and financial management systems; or building capacity of staff on project management.

# Optimizing Members as a source of revenue

BSO can increase membership by offering better value and becoming a partner of choice.



Virtuous circle for developing value oriented services and revenue streams

## 5. Important tools for successful partnership engagement

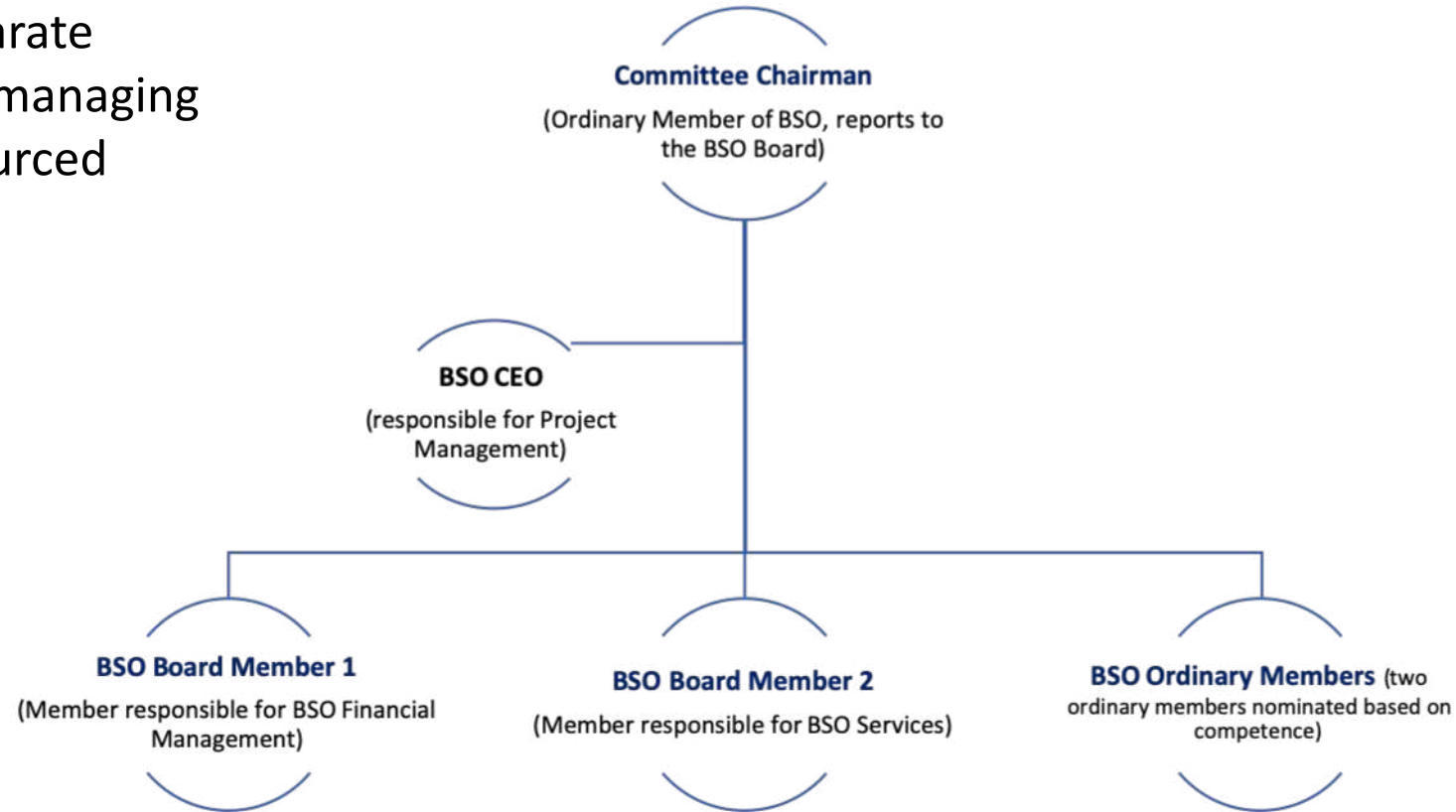


# Examples of Tools

1. Partnership Governance Framework
2. TORs for a Partnership Management Committee
3. Ring-Fenced Finances: commitment statements
4. Standard MOUs
5. Simple Partnership Proposal

# Sample Partnership Governance Framework

Establish a separate framework for managing externally resourced projects



# Sample TORs for a Partnership Management Committee

## **Purpose and Function**

The role and responsibilities of the Committee are to:

- i. Provide strategic direction and oversight for the implementation of partnership projects;
- ii. Support the BSO Secretariat efforts in the development and implementation of partnership projects, including engagement of potential partners and negotiation of financing;
- iii. Ensure that all partnership projects are opened, managed, closed and reported upon effectively and in line with BSO ethical, financial and strategic guidelines;
- iv. Consider and approve any sub-contracting and procurement transactions executed for partnership projects implementation;
- v. Contribute to identifying potential risks and support mitigation actions;
- vi. Review the performance of partnership projects against objectives and targets to determine necessary adjustments as appropriate.

# Ring-Fenced Finances: commitment statements

- i. In line with BSO'S ethical and financial guidelines and standards, all financing for partnership projects are managed and maintained separately from BSO operational finances, within a designated Project Account.
- ii. BSO invoices each project total a sum equivalent to 10% or as otherwise agreed with each project partner, for the purpose of covering administrative costs accruing to the secretariat. BSO is committed to covering all bank related charges as part of the 10% levy.
- iii. BSO reflects and reports on the Project Account as part of its financial reporting. Furthermore, all project activities are audited as part of the main audit of BSO books of account.
- iv. BSO accepts the examination of its books of account by auditors appointed by partners that provide financial resources for the execution of projects, as appropriate.

# Standard MOUs

The BSO should define a partnership policy articulating the minimum expectations and maximum commitments, exceptions and deal breakers.

Title	Content
Chapeau	Introduction, rationale and spirit of the MOU
Purpose	Defines the aim the MOU E.g. this MOU provides a framework of cooperation between the parties, aimed at promoting their mutual interests while upholding their mutual responsibilities in (description of main aspect of cooperation)
Areas of Cooperation	Specific joint activities e.g. exchange of information, connect buyers and sellers. Specifies the role of each partner.
Expenditure and fulfilment in the fulfilment of commitments	Specifies who pays for which costs. E.g. each partner pays for their own staff costs
Licensing and Intellectual Property	Agree who will hold the intellectual property of any products, studies or publications and any other elements.
Implementation	How will partnership be implemented, who is the focal point, how often will they meet. There could be a long term MOU with work plans agreed each year as an addendum. This section may define how the MOU will be monitored including results and reporting framework.
Duration	Defines the lifespan of the MOU.
Amendment	How will amendments be made e.g. in agreement between the parties
Relationship	Defines the applicable and excluded forms of relationship to avoid ambiguity. This may exclude employer/employee, agency, distributor, partnership or any form of joint venture relationship
Contacts and Notices	Defines the focal points and means of communication
Entirety	Defines what is included in the agreement e.g. does the MOU supersede or complement previous agreements between the partners
Settlement of disputes	What happens if you differ or there is an abrogation. How will disputes will be addressed, under which law and in which place.

# Simple Partnership Proposal

## 1. Information and Guidance on Tender Procedures

### Rationale

The Government of Kenya, together with County Governments, procure services of a value amounting to over US\$ XXXX per annum. Of this, over US\$ XXXX will be allocated to projects in the ICT sector, including IT/ITES services. Furthermore, it is expected that about 10% of this procurement will be executed by County Governments. Regional governments, in the EAC and COMESA regional blocs, are expected to expend similar amounts in the same area.

Kenyan companies are well positioned to take advantage of these opportunities, having a comparative advantage in the provision of innovative solutions and products. In 2019, 20 members of (name of BSO) reported that they were participating in Kenyan Government procurement, reflecting a low participation in this valuable business opportunity. Key challenges affecting the level of participation included (i) limited information on available opportunities, (ii) limited capability to prepare good quality tender documents, and a (iii) perceived preference of the Kenyan and other Governments to procure from foreign companies from Asia and Europe illustrating a lack of trust in local suppliers.

### Objective

To increase the participation of Women owned IT/ITES companies in national, county and regional government procurement.

### Results:

1. Increased number of Kenyan IT/ITES companies participating in national, regional and county government procurement. (KPI- number of companies);
2. Growth in value and number of transactions with national, county and regional governments. (KPI- Number of transactions, US\$ value of transactions, % growth in value of sales).

Outputs	Cost Estimates (US\$)
1.1 Research publication on national, county and regional government procurement opportunities	4,500.00
1.2 Guidebook on how to successfully tender for IT/ITES government procurement opportunities in Kenya	11,200.00
1.3 Orientation seminar on how to successfully tender for national, county and regional government procurement opportunities	750.00
Project administration cost (10%)	1,645
Grand Total	18,095

# What do partners want to see before they can engage with you?

- Good governance systems, risk management, code of conduct, accounting and audit systems
- Alignment of values and principles as some partners will not support alcohol, tobacco or any harmful substances, political involvement, harm to environment
- Clarity of mandate, mission and objectives, supported by results and reporting framework
- Well defined segmentation of targeted beneficiaries, clear portfolio of services and value proposition, and, clear scope of work.

# Common mistakes

- Adapting BSO priorities to resourcing offers despite misalignment with own mission and mandate.
- Financing and expertise for policy negotiations where there is asymmetry.
- Failing to address conflicts of interest.
- Failing to account for the organisation's wealth growth.
- Involuntary misappropriation  
ie consumption of exchange gains



# Managing Relationships



## PROMOTE PROACTIVE COMMUNICATION

Open, honest and respectful communication is critical to building trust. Without it, partners can end up in silos, mired and frustrated. To ensure proactive communication, partners need to meet regularly and establish a culture of coordination and inclusion. In the early stages, face-to-face meetings are particularly important while regular check-in-calls and updates are essential to maintain the relationship.

## DEDICATE STAFF TO MANAGE THE RELATIONSHIP

For donors and companies, limited resources and conflicting priorities can pose major challenges to a partnership. To guarantee the success of the partnership it is important for both sides to dedicate staff not only to the operations of the partnership, but also to the management of the relationship on a day-to-day basis.

## CLARIFY DECISION-MAKING PROCESSES AND STRUCTURES

Effective partnerships rely on a common understanding of different responsibilities and decision-making processes. Considering that there are multiple actors involved on either side, it often makes sense to jointly establish written agreements and protocols that outline the essential elements of the partnership.



## 5

### LESSONS ON PARTNERSHIP HEALTH FROM THE PRIVATE SECTOR

1. Healthy relationships improve performance.
2. Early-stage partnerships need alignment and commitments, while implementation requires trust.
3. Strategic partnerships rely on trust, while shared value partnerships need alignment.
4. Established norms and proactive communication support relationship health.
5. Addressing partnership pain points is critical to success.

# Sustainability and Exit Strategy

In the medium to long term, define how the BSO will wean itself from dependency on external resourcing while ensuring continued value offer to members.

# Reporting- Demonstrate Impact



## TESTIMONIAL | 01

"Thanks to the SheTrades Commonwealth and its training and webinars, my business has grown exponentially in terms of sales, online visibility and engagement, and product development."

Prior to joining the programme, I did not know how to engage buyers confidently and faced many challenges expanding beyond the Kenyan border. Now, my products have reached the homes of both international and local clients.

I am thrilled to say that even during the COVID-19 pandemic I managed to gain four new buyers and entered a new partnership with another women-owned business that is adding value to both our brands and product lines. I also managed to launch my e-commerce retail platform and have since been approached by international trade shows to exhibit there.

I am eternally grateful to the SheTrades Commonwealth team and hope that we can have a long-lasting relationship!

My team and I would not be where we are today without SheTrades."



RIANA SEJPAL  
LILA BARE

KENYA | TEXTILES & APPAREL



Evidence Based reporting includes showcasing who has received your support services, what was done, and the specific results. Client Testimonials provide valuable evidence.

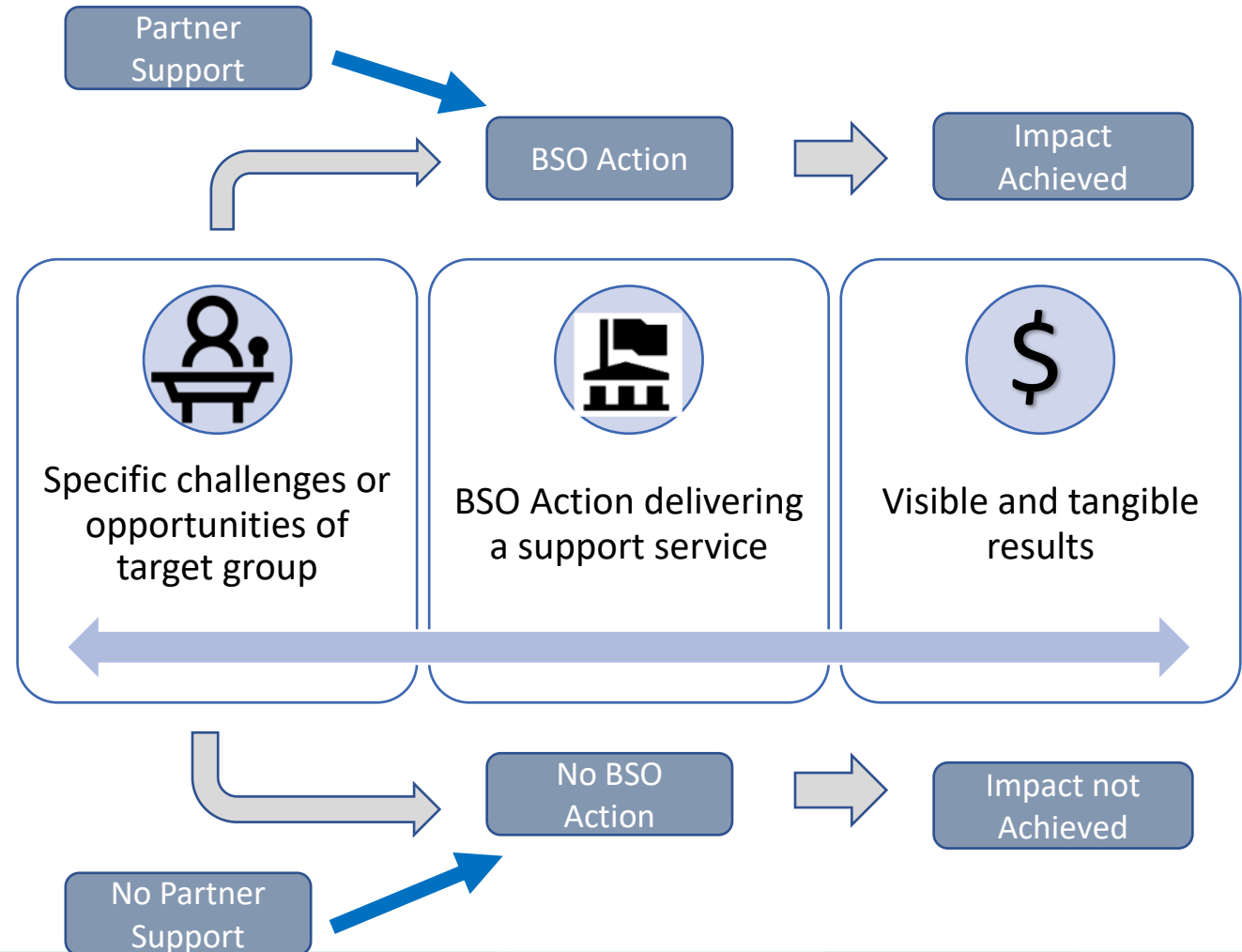
Your report should include substantive data according to the indicators in the Results Framework and demonstrate results and impact.



# Reporting- Demonstrate Causal Attribution

## Tip

- Harness your results framework to demonstrate the link between the partner's support, your BSO's work and the results or impact achieved.
- Alignment of indicators and evaluation methodologies with partners helps clarify the causal link.
- Analyse how other factors have contributed to the success or failure of achieving results
- Multi-partner arrangements may cause challenges



## 6. Examples of Calls for Proposals

# Partnership Cultivation Channels

## **BSO Driven**

1. Unsolicited requests including submission of proposals or letters of request.
2. Bilateral or multilateral lobbying.
3. Prospectus Communication strategy.

## **Partner Driven**

1. Call or Request for grant or project Proposals
2. Call or Request for Quotations
3. Tender announcements

# Example 1- Finland Fund for Local Cooperation (grant Euros 30 000 – 200 000)

## Focus areas of the Call for Proposals

- **Realization of Women's and Girls' Rights** - Enhancing equity in decision-making in particular at county and ward level, Gender Based Violence prevention, women's participation in peace and security or localization of the National Action Plan on Women Peace and Security, promoting work on male engagement for gender equality

## Selection Criteria

- Alignment with Finland's development policy and focus priority areas
- Clearly defined project outputs and targeted outcomes supported by adequate indicators, baseline data and risk assessment
- Realistically planned project activities that contribute to the desired outputs
- Project budget that is in line with the activities
- Previous documented experience and management capabilities of the applicant in the same sector/theme
- The applicants must have sound financial record, as well as sufficient human resources for the implementation of the project.



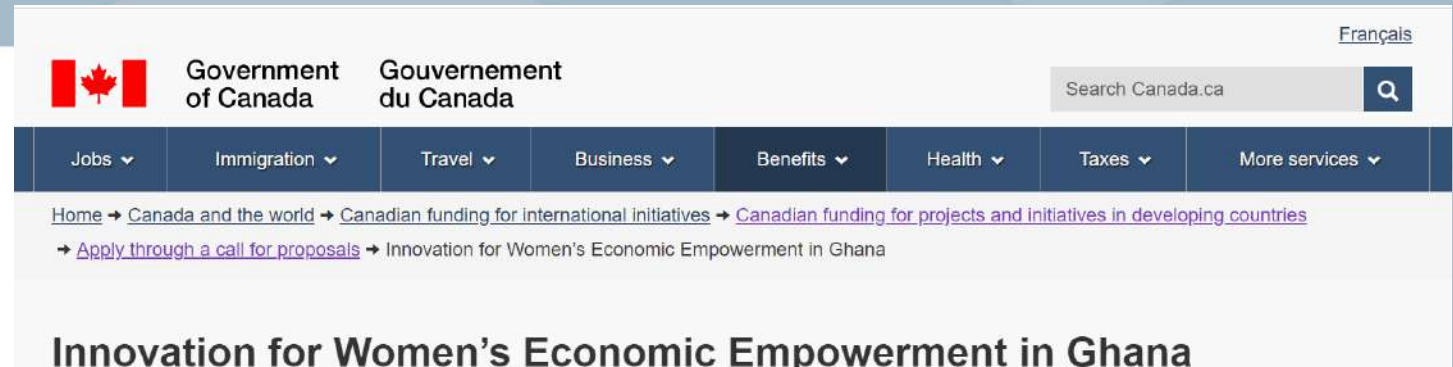
Kenya

Embassy of Finland, Nairobi

# Example 2

## Organization eligibility

- Organization is **not** a sovereign entity (a government of a country) or a multilateral institution.
- Organization is incorporated in Canada or Ghana (provide proof of legal status and registration).
- Provide two financial statements dated within 30 months prior to the submission of the application.
- Demonstrate a minimum of two years of experience managing a gender equality project by providing examples of past projects
- Demonstrate a minimum of two years of experience managing a development project with a total budget equal to or greater than the budget in your proposal by providing examples of past projects you have managed
- Your preliminary proposal clearly demonstrates how the proposed project incorporates innovation
- If you are unable to respond “yes” to the above applicable requirements, your organization is not eligible to apply under this call.



# Examples of Calls for Proposals

**Government of Canada:** <https://www.international.gc.ca/world-monde/funding-financement/iweeg-iaefg.aspx?lang=eng>

**GiZ:** <https://ausschreibungen.giz.de/Satellite/public/company/project/CXTRY6Y48Z/en/overview?10>

**European Commission :**

- [https://ec.europa.eu/growth/content/boosting-sustainable-tourism-development-and-capacity-tourism-smes-through-transnational\\_en](https://ec.europa.eu/growth/content/boosting-sustainable-tourism-development-and-capacity-tourism-smes-through-transnational_en)
- <https://ted.europa.eu/udl?uri=TED:NOTICE:412793-2020:TEXT:EN:HTML&src=0>

**USAID :**

- <https://www.grants.gov/web/grants/search-grants.html>

**Bill & Melinda Gates Foundation:** <https://gcgh.grandchallenges.org/challenge/smart-farming-innovations-small-scale-producers>

**Embassy of Finland in Kenya:** [https://finlandabroad.fi/web/ken/current-affairs/-/asset\\_publisher/TV8iYvdcF3tq/content/fund-for-local-cooperation-call-for-project-proposals-2020/384951](https://finlandabroad.fi/web/ken/current-affairs/-/asset_publisher/TV8iYvdcF3tq/content/fund-for-local-cooperation-call-for-project-proposals-2020/384951)

thank you!

# Panel Discussion



Q&A

