



## MULTI COMMUNITY BASED DEVELOPMENT INITIATIVE (MUCOBADI)

P.O BOX 285, Bugiri, Uganda  
Tel: +256 434 660 157  
Email: [info@mucobadi.org](mailto:info@mucobadi.org)  
Website: [www.mucobadi.org](http://www.mucobadi.org)

### 1. Introduction

"MUCOBADI", hereinafter referred to as "the Client," is seeking the services of a qualified and experienced consultancy firm or individual, hereinafter referred to as "the Consultant," to develop a *Resource Mobilization Strategy and Sub-Granting/partnership Manual*. The purpose of the Strategy and Manual is to guide resource acquisition and streamline sub-granting and partnership operations.

## Request for proposal for Consultancy Services to Develop and Disseminate a Resource Mobilization Strategy and Sub-Granting/partnership Manual

### 2. Background and Terms of reference

Founded in the Year 2000 by development volunteers, Multi Community Based Development Initiative (MUCOBADI) aims to bring development to communities, but in particular to support populations affected by HIV and other adversities to be healthy, live productively, and thrive. MUCOBADI's work is driven by the vision of 'a Self-Sustaining Healthy Community' and the Mission of "Partnering with communities to identify, analyze and respond to the socio-economic barriers of the most vulnerable". MUCOBADI was registered in 2008 by the National NGO Board as a Non-Government Organisation (No: S.5914/7569) with current interventions in more than ¼ of Uganda's districts across four sub-regions of Busoga, Central, Karamoja, and Acholi sub-regions.

Sustainable growth remains a strategic priority to the intentions of MUCOBADI which currently rely on traditional donor community and resources that are internally generated. For MUCOBADI to deliver on its mission and thematic objectives, there is an increasing need to diversify and widely explore funding prospects from development partners, government programs, donor communities, private sector actors, and philanthropists. Over the last five years, MUCOBADI has accessed restricted funding from donor organizations, totaling to about eight billion Uganda shillings as of fiscal year (FY) 2022. Four of MUCOBADI's donor strategic grants are destined to close out in FY2025. With reductions in donor funding and the demand for sustainability, it is paramount for MUCOBADI to continually assess her strengths and weaknesses in resource mobilization (strategy, skills, financial resources, and tools) and develop a robust resource mobilization strategy and partnership/sub-granting manuals.

The Organizational Capacity Assessments conducted by GOAL Uganda and USAID (NUPAS/OCA) in 2021 and 2020 respectively place emphasis on the need to support MUCOBADI to develop a resource mobilization strategy (with a fundraising plan, budget, and fundraising tools) and additionally put together guidelines for sub granting and partnerships. MUCOBADI's 15-year experience in the delivery of community interventions includes both direct implementation and partnership with agencies. The most recent is the Global Fund interventions in 28 districts where MUCOBADI manages the Global Fund project in consortium with Uganda Network of AIDS Service Organizations and Community Health Alliance Uganda and The Young Africa Works program implemented in six districts in partnership with GOAL Uganda. MUCOBADI's partnership mandate is projected to grow with the current prime awards from USAID and other agencies. However, MUCOBADI lacks adequate partnership and sub-award management guidelines.

In this regard, MUCOBADI obtained funding from GOAL (Global Partnerships Centre) for organizational development and, with this, it is hoping to develop an all-inclusive *resource mobilization strategy and sub-granting and partnership guidelines* towards optimizing, sustaining, and accounting for growth and delivering healthier partnership grants management.

### 3. Objective of the Consultancy

The objective of the consultant is to develop a comprehensive *Resource Mobilization Strategy and Sub Granting/partnership Manual* and, disseminate it to stakeholders (Board, Senior Management, Resource Acquisition Committee, and Staff) to create a shared fundraising vision and, act as a basis for building skills in resource mobilization, and enhance the ability to handle sub granting. The strategy and manual will guide business development and enable diversification of funding sources, build fundraising capacity, promote effectiveness and efficiency in partnership management, promote win-win negotiation principles in pursuit of partnerships, and eliminate potential conflict of interest.

### 4. Scope of Work

The consultant will undertake the following tasks and will deliver the following measurable products:

- a) *Inception Report* outlining understanding of the tasks and work methods.

- b) **Resource Mobilization Strategy and Sub Granting/Partnership Manual.** Pay attention to the process flow with insights on the following:
- 1) **Situation Analysis:** Conduct an in-depth analysis of MUCOBADI's current resource mobilization efforts, including its fundraising strides, donor interests, partner relationships, existing strategies, funding opportunities and typical funding amounts, funding focal points, root cause analysis of failed endeavours and, provide illustrations of successful funding applications, subgrantee portfolio, and sub granting practices.
  - 2) **Stakeholder Engagement:** Meaningfully engage with stakeholders, including the MUCOBADI resource mobilization committee, sub-grantees, board members, senior leadership team, and prospective donors to gather insights and input on resource mobilization strategies, priorities, and challenges.
  - 3) **Market Research:** Conduct a comprehensive analysis of the funding landscape, identifying potential donors, grant opportunities, and fundraising trends relevant to MUCOBADI's mission and objectives.
  - 4) **SWOT Analysis:** Undertake a SWOT analysis to assess MUCOBADI's strengths, weaknesses, opportunities, and threats related to resource mobilization. The consultant may decide to explore a macro-level analysis of the political, economic, social, technological, environmental, and legal (PESTEL) factors in regard to fund acquisition and granting mechanisms.
  - 5) **Strategy Development:** Develop a clear and actionable resource mobilization strategy and sub-granting/partnership manual that includes specific goals, objectives, target audiences, management structure, and key performance indicators.
  - 6) **Resource Mobilization and Sub-Granting Plan:** Create a detailed fundraising plan and sub-granting plans outlining strategies, undertakings, and timelines for achieving identified fundraising and sub-granting goals.
  - 7) **Sub-Grantee Partnership Engagement Strategy:** Develop donor and sub-granting engagement plans, procedures, and protocols for cultivating and maintaining relationships with donors and sub-grantees.
  - 8) **Capacity Building and Dissemination Plan:** Provide recommendations for capacity-building initiatives to strengthen resource mobilization and sub-granting/partnership capabilities.
  - 9) **Monitoring, Evaluation, and Learning Plan:** Design a framework for monitoring, evaluating, and learning to inform a community of practice for the implementation of the resource mobilization strategy and sub-granting manual, including regular progress reporting.
  - 10) **Final Consultant Report:** Submit a comprehensive final report that includes all the findings, recommendations, and the finalized Resource Mobilization Strategy and Sub Granting and partnership Manual.
- c) **Training Materials:** Training modules and materials for capacity-building sessions.

## 5. Timeline

The consultant is expected to complete the task within two months. The work should commence on 1<sup>st</sup> November 2023 and conclude no later than 20<sup>th</sup> December 2023.

## 6. Consultant Qualifications

The consultant should possess the following qualifications:

- a. At least 10 years of relevant professional experience, including experience in grant management, partnership management, program management, including large multi-sectoral projects, designing and appraising proposals and actively liaising with relevant and potential project partners
- b. Demonstrable experience in developing successful resource mobilization and granting strategies for non-profit organizations or similar entities.
- c. Expertise in fundraising techniques, donor engagement, and grant writing.
- d. Strong analytical and research skills, with the ability to conduct thorough market research.
- e. Excellent communication and facilitation skills, including the ability to engage with diverse stakeholders.
- f. Track record of delivering high-quality reports and recommendations.

## 7. Budget

The consultants interested in this assignment will provide a Detailed financial proposal in UGX.

## 8. Submission of Proposal

Interested parties should submit their proposals, including a detailed CV or company profile, a summary of relevant experience, and a proposed methodology by 16<sup>th</sup> October 2023 at 1pm to [procurement@mucobadi.org](mailto:procurement@mucobadi.org).

## 9. Evaluation Criteria

Proposals will be evaluated based on the following criteria:

- a) Qualifications and experience of the consultant.
- b) Methodology and approach to developing the Resource Mobilization Strategy and Sub Granting/partnership Manual.
- c) Proposed budget and cost-effectiveness.
- d) Past performance and references.
- e) Banking details
- f) Proposed workplan

## 10. Confidentiality

The consultant shall treat all information obtained during the course of the consultancy as confidential and shall not disclose it to third parties without prior written consent from MUCOBADI.

#### **11. Cancellation of the Assignment**

MUCOBADI looks forward to receiving proposals from qualified consultants or consulting firms to help us develop a robust Resource Mobilization Strategy.

#### **12. Contact Information:**

For inquiries or clarification on this consultancy, please contact the Procurement Manager, Email: [procurement@mucobadi.org](mailto:procurement@mucobadi.org)