



Foundation for Open Development

RESOURCE MOBILIZATION STRATEGY



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STRATEGY OVERVIEW

Foundation for Open Development (FOD) embarked on major institutional reforms so that the organization is more focused, relevant, transparent, accountable, trusted, efficient, effective and whose services are valued, impactful and in demand. At the same time, Foundation for Open Development is fixing its Strategic Plan II (2021 – 2022) for the next five years entrenching its roots to strengthen the governance structures by engaging and involving duty bearers, stakeholders and key right-holders in inclusive right based programming. An important imperative of the governance and institutional reforms was to strengthen Foundation for Open Development (FOD) and achieve the objective of securing adequate, predictable, flexible funds to implement FOD's strategic plan.

This Resource Mobilization gives the insight to achieve this objective. It is informed by past assessments, reviews, audits, evaluations, donor consultations and takes into account global trends and experiences of other Civil Society Organizations. The strategy puts forward major actions to achieve six major objectives to: Secure adequate funding, develop and enhance strategic partners with potential partnership, diversify FOD's donor base, demonstrate that FOD's implementation Programmes are accountable, efficient and in transparent manner that produces transformative results and impact and find innovative partnerships and funding sources.

The main strategic actions put forward for resource mobilization are:

- ✚ Strategic funding dialogues with partners and donor communities
- ✚ Global thematic Programmes to attract multi-donor, multi-year funding to deliver high impact results at scale
- ✚ Joint delivery at Sub-Regional, Regional and National levels under National development Plan III Framework
- ✚ Use of social enterprise development Initiative
- ✚ Systematic communications which highlight results and impact as well as the contributions of development partners.
- ✚ Enhance engagement to nurture and strengthen relationships with key donors to deepen and enhance predictable funding for strategic Programmes.
- ✚ Explore innovative fundraising methods such as blended funding to secure different types of financing including loans and corporate investments to supplement grants, and online donations
- ✚ Improve internal policies tools, training and systems to create an environment to support effective resource mobilization throughout the organization life period.

The strategy shall furnish us with an illustrious of future donor landscape after implementation of the strategy and results framework summarizing the main activities, outcomes and related indicators of achievement to attain the main objectives.

MANAGEMENT REMARKS

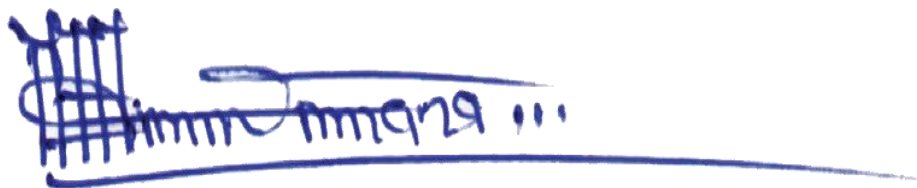
We have the honour to introduce the Resource Mobilization Strategy of Foundation for Open Development (FOD). Work on this strategy began formally in May 2021, when the organization received funding from GIZ - CUSP to develop a number of important documents including this one and contracted a consultant to support this process. This Strategy was developed in consultation with likeminded Non-Governmental Organizations in Uganda and beyond. The overall purpose of this document is to ensure that there is a clear, systematic, predictable and well-co-ordinated approach to sourcing for funding from institutional donors at the national, regional and international level from both foundations and governments, and for expanding the resource base to ensure sustainable resource availability for implementation of the FODs planned project and Programmes in the strategic period 2021 – 2026 and beyond.

Foundation for Open Development is vividly appreciative to all stakeholders, partners, donors and staff who participated in ensuring that this strategy. Special gratitude is humbly extended to: Janine Baudach – Hub Coordinator, Mbale - Civil Society in Uganda Support Programme (CUSP), David Obutai -Technical Advisor Governance, Mbale - Civil Society in Uganda Support Programme (CUSP), and entire family of Civil Society in Uganda Support Programme for well supportive collaboration and healthy partnership.

A big thank to European Union (EU) and German Government for financial and technical support extended to Foundation for Open Development (FOD) through GIZ – Civil Society in Uganda Support Programme (CUSP) under The Change Project entitled **“Enhancing the Capacity of FOD and its Community Accountability Structures in Participatory Governance”** that financed entire process and development of this Resource Mobilization Strategy. I will forever be grateful.

I am thankful to the skilled and knowledgeable of Robert Mugambwa and David Mugurusi (Consultants) consolidated this policy that shall be used as a driver to broaden the organization. I wish to acknowledge the role played by: Board of Directors, Staff and Foot Soldiers (structures) at Foundation for Open Development for inputs and overseeing the finalization of this Strategy.

Foundation for Open Development (FOD) is committed to effective and efficient implementation of this Strategy to galvanize resource to dispense services to the targeted constituency.



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Peter O. Ekiikina,
CHIEF EXECUTIVE OFFICER,
FOUNDATION FOR OPEN DEVELOPMENT (FOD)

DEFINITIONS

“Board” or “Board of Directors” means the Board of Directors of Foundation for Open Development.

“Management team” means a grouping headed by the Chief Executive Officer and consisting department heads.

“Organization” means Foundation for Open Development.

“Partners” means an organization or other entity with whom Foundation for Open Development formally collaborates in the pursuit of a common aim.

“Probation” means the period of initial employment, during which appointment to the position is yet to be confirmed by the employer

“FOD” means “Foundation for Open Development”

“RM” means “Resource Mobilization”

“RMS” means “Resource Mobilization Strategy”

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INTRODUCTION AND BACKGROUND

I.0. INTRODUCTION

Different organizations define resource mobilization differently depending on the context or environment under which resources are needed. Foundation for Open Development shall choose to define resource mobilization as the process of raising different types of support, both cash and in-kind to support the day to day running of the organization and its activities. Resource mobilization includes building valuable contacts and networks and garnering the interest, support and contributions of people, multilateral foundations and bi-lateral donors important to FOD or with whom Foundation for Open Development shares the same aspirations.

FODs new strategy, 2021 – 2026, seeks to propel the organization to the next level of development. This resource mobilization manual is one of the tools on which the 2021 - 2026 strategy shall be hinged; a resource mobilization strategy responsive to strategic direction of FOD to enable her achieve its objectives in the next five years. FOD will pursue a resource mobilization strategy that is consistent with the local and national comprehensive goals and priority programs. Resource mobilization is necessary for a successful implementation of the program or project for several reasons:

- 1) It diversifies and expands the resources base, develops a new thinking and challenges the traditional approaches in supporting the achievement of integrated agenda
- 2) It provides the opportunity to identify and analyse the resources available for the program priorities, policies and efficient budget allocation as stipulated in development strategy
- 3) Provides understanding about the current donor funding landscape, resource availability and supports commitment
- 4) Resource mobilization strategy helps to maximize use of domestic capital and skills to expand deep relations with stakeholders
- 5) Resource mobilization also provides continuity and stability to the organization and its work.

This Resource Mobilization Strategy shall be a tool for effective and efficient growth of the organization in terms of attracting more donors and partners as well as locally mobilized resources that shall play a pivotal role in achieving the goals and objectives of Strategic Plan II.

I.1. BACKGROUND

Foundation for Open Development (FOD) is a community centered multi-disciplinary indigenous Non-Governmental Organization with a mandate to address injustices in communities, especially those that undermine the dignity and integrity of women and girls and other vulnerable population, through Research, Advocacy, Conflict Mitigation and Capacity Building. FOD was founded in 2012 as a pressure group with a lens to defend and fight for justice for the vulnerable population whose land rights were being hijacked under the disguise of development that witnessed lots of land / property grabbing of the poor people coupled with high levels of corruption, embezzlement, selfishness, impunity, greed and intrigue of those strategically placed in high profile offices in government some of whom acted as brokers.

FOD is registered with: Tororo District Local Government (YT. 40605) in 2013, National Bureau for NGOs (NGO Bureau - RN. 10431) in 2014 as a Countrywide Non-Governmental Organization, Uganda Registration Service Bureau with Certificate No. BRS – INCC – 5 - 20/23520 and Registration No. 80020002373223 as a Company Limited by Guarantee and with Finance Intelligent Authority (FIA-14-000379). FOD is **Headquartered in Tororo District** located about 210 km East of Kampala. Our slogan is “**Voice for the Voiceless**”.

I.2. STRATEGIC MANDATE AND POSITIONING

FOD as an organization has a strategic mandate of being the “Voice for the Voiceless,” to advocate for unprivileged citizens to enjoy fundamental human rights and enable citizens to express themselves, and participate in the campaigns to Gender Justice, human rights, participatory governance and quality service delivery in their Country. The organization is also mandated to provide evidence-based planning through transformative research, policy advocacy and community empowerment through capacity building, partnerships and networking.

I.3. Our Vision

A community in which citizens are vibrant and hold leaders accountable on service delivery, good governance and democracy.

I.4. Our Mission

To be an organization that seeks to serve vulnerable communities through raising their voices to enjoy fundamental human rights in the society they all live in and cherish.

I.5. Our Core Values

I.5.1. Equality and Equity

We seek to treat all people equally regardless of their status in all spheres of life (political, economic, social, religious and cultural); to also treat every individual or groups of persons with fairness, justice and impartiality.

I.5.2. Team Work and Partnership

We work closely together to achieve a joint outcome, together with stakeholders, Civil Society Organisations (CSO's) and Networks with whom we share common goals.

I.5.3. Transparency and Accountability (Integrity)

We operate with utmost integrity and transparency that meets the highest ethical standards. We commit to being transparent and accountable to all our internal and external stakeholders in order to build sustainable communities in Uganda.

I.5.4. Justice and Cooperation

We have a soaring concern for fairness, peace, impartiality, and genuine respect for people; more so, we work with joint action and combined effort which exhibits an exemplary, learning culture that values exemplariness and learning more through sharing ideas; coupled with responsiveness, highly caring, positively in a quick process in information dissemination.

I.6. OBJECTIVES OF THE RESOURCE MOBILIZATION STRATEGY

I.6.1. Global Objective

The overall objective of FOD's resource mobilization strategy is to ensure that there is a clear, systematic, predictable and well-co-ordinated approach to sourcing for funding from institutional donors at the national and international level, from both foundations and governments, and for expanding the resource base to ensure sustainable resource availability for implementation of the FODs planned activities in the new strategic plan 2021 – 2026.

I.6.2. Specific Objectives

To increase domestic resource mobilization and broaden the resource channels by exploring all available sources of funding at the national and international spaces in order to reduce dependence on a limited number of donors with whom we are currently working.

I.7. ASSUMPTIONS OF THE RESOURCE MOBILIZATION MANUAL.

In formulating this strategy, Foundation for Open Development (FOD) shall operate under the following assumptions:

- ✚ FOD has developed a strong base of friends, prospects, and donors during her history, but lacked the expertise and staff resources to effectively maximize the contacts.
- ✚ FODs Board of Directors are committed to the Foundations growth plan.
- ✚ FOD has enjoyed support from mostly bilateral governments and domestic partners but has lacked the expertise and resources to efficiently tap into foundations, especially those in Europe and United States.
- ✚ There is likelihood that the current fundraising environment is going to be so challenging and competitive following the outbreak of Coronavirus that has impacted on the global economy hence declining endowments among the 'would be' potential donors especially foundations.
- ✚ The Executive Director's office will allow Foundation for Open Development to meet its ambitious revenue goals.

I.8. RESOURCE MOBILIZATION INFRASTRUCTURE

The Executive Director shall be responsible for sourcing of funding for Foundation for Open Development (FOD) from international and local donors, ensuring there is congruence in values and ethos between FOD and potential donors, and shall use this as a primary consideration when selecting donor partners. S/He will be supported substantially by selected Board of Directors who are knowledgeable and experienced in resource mobilization and where need arises, a resource mobilization specialist shall be recruited and supported to achieve this cause.

In the interest of organizational sustainability, the Chief Executive Officer shall ensure that no one donor comprises more than 30% of FOD's overall funding. Wherever practicable, donors will be encouraged to contribute towards FOD in its entirety, rather than choosing only certain aspects of its activities. In exceptional cases, donors may be invited to contribute for a domain after seeking the Board Chair's approval.

FOD shall conduct a desk research on all donors, international and bilateral, foundations or governments and keep a database to help her track current and potential donors and with whom they share the same aspirations. The Foundation is directed by a clear mandate, set of objectives, vision, mission and values that shall not be overlooked or ignored in the resource mobilization efforts.

I.8.1. Resource Mobilization Effectiveness

While mobilizing resources, considerable effort should be placed on the effectiveness by considering the following elements:

- ✚ Link between governance and financing. For example, does the organization carrying out resource mobilization has sufficient capacity to manage financial resources in a way that meets the donors' accountability expectations?
- ✚ Role of the FOD's governing body-how far is the governing body appropriately exercising its role in gguiding the formulation of the resource mobilization strategy that is responsive to strategic direction?
- ✚ The quality of financial management and accounting: for resource mobilization to be effective and attract more potential and maintain current donors' commitment, a financial system must meet all standards needed by trustees and contributing donors. Financial reporting and auditing arrangements and processes should also be satisfactory and transparent. Furthermore, expenditures records should facilitate sufficient monitoring and attribution of costs to activities and results.
- ✚ The methods, criteria and processes of allocating funds: Funding agencies usually need to know what methods; processes and criteria are followed for allocation of funds and if they are continuously adhered to; and respond to new priorities and objectives of the program or project.

I.8.2. DONOR PROSPECT PLAN

Foundation for Open Development shall always make reference to the aspects highlighted below, every time the organization embarks on the process of drawing a donor prospect plan. Because of the dynamics in the donor landscape, regular updates to the plan shall be highly recommended.

I.8.3. Starting Donor Mapping:

Every year or half year, FOD will always embark on mapping her donors, an effort that will help the organization strategize and focus her time and energy on understanding the aspects which make some opportunities/funding organizations better fit for her requirements as compared to others. Aggregating this information shall help FOD to clearly have an idea of the following:

- ❖ Which prospects can be explored further for detailed profiling by research?
- ❖ Which prospects are high/medium/low priority as per the parameters set?
- ❖ Which opportunities are low hanging fruits and need immediate attention?
- ❖ What are FOD's short term/long term timelines among others?

Typically, an excel sheet or a google sheet dashboard shall be maintained with brief information about the prospects. The first sheet shall have this summarized version, and a sheet or sheets can be added in the same file with more detailed information as FOD proceeds with her research. Some of the key headings in a typical Donor Mapping Matrix are: Donor Prospect Name, Key focus themes, geographical presence, funding mechanisms, current partners/ projects funded, typical budget, etc.

I.8.4. Donor Research: Tools and Techniques

After donor mapping, the next inline shall be undertaking research. No ready-made tool or technique shall be done, it only requires strategic thinking in the context of Foundation for Open Development. Detailed research about FOD's prospects is crucial for her fundraising efforts. There are three main ways to conduct research:

1. FOD shall look upto her prospects/donor agencies/foundations
 2. FOD will start by seeking information about other NGOs and their sources of funds
 3. FOD shall explore the NGO-donor organization common portals or search engines
- (i) **For option 1**, there are many online donor databases that FOD can explore for detailed information. FOD can start off her research using - Google! She can start by bookmarking the grant/funder aggregator sites and funding agency sites. Set up calendar reminders to look them up regularly. Many of the online search databases offer filtering and sorting features that come handy to make the process quicker and easier for you.
- (ii) **For option 2**, FOD shall check out other NGOs working in the same sector/geography to find out who their donors are. There are many online directories and search databases that shall help FOD search for this information. For example, In Uganda, one such portal is Uganda NGO Bureau, a semi-autonomous body mandated to regulate the NGO sector in Uganda.
- (iii) **For option 3**, FOD shall look at common platforms for NGOs and donor agencies and also visit websites of individual organizations especially those that are ranked as most important ones.

I.9. KEY CONSIDERATIONS: THE 4 CS:

Researching for grants needs shall be conducted in a strategic manner. There shall be no shortcut approach to guide the organization through this, but there are some key aspects the organization needs to consider making it strategic. These include; **Coherence, Capacities, Calendar and Checkboxes for Eligibility.**

Ccoherence can be in the form of same thematic areas or the cause FOD supports, geography or type and the magnitude of support the organization seeks. To understand the capacities of the donors, FOD shall be required to look at the projects and organizations these donors have funded in the past and the ones they are funding currently to get an idea of the magnitude of the support. Thirdly, FOD's donor map and research sheet: the calendarized view of donor agency timelines will assist her in prioritizing her approach, for example, if the timeline for this year's grant of a particular donor agency A has gone last month, put it on a lower priority for now (colour coding will come handy for this- or put comments) and you can re-look at this prospect next year as per the calendar.

Lastly and most importantly, FOD shall check the eligibility criteria for applying for all prospective opportunities to seek funds. And if the organization does not fulfil the eligibility criteria for a particular grant funding, it shall make sense to make a note in her prospect sheet. FOD might want to revisit the opportunity later on in that case.

To organize all this information, FOD can use tools like Microsoft Excel or Google Drive/ Google Sheets or Google Docs. FOD can make one composite 'Prospect Table' with all this information, or it can maintain individual tables for each prospect, called the Donor Profiles. A typical profile for her potential donor will be a snapshot of key information, including their contact, giving information, as well as their financial capacity. The organization will be required to dig deep for better and more useful information. All this eventually boils down to better chances at securing that funding you strive for.

I.9.1. Prospect Table:

A typical prospect table which shall have summarized or detailed donor profiles of all prospects. It is a sound practice to maintain this table as a living document, which means revisiting this regularly and updating it as and when required. The Executive Director shall be the main contact for all donor prospects. S/e will strive to be strategic while doing this. For example, he shall, at least quarterly, touch base and build a relationship with a very big donor agency to ensure credibility. Networking will also be very helpful in getting more detailed and reliable information and also to triangulate your findings from other sources like the internet.

I.9.2. Application Process and Considerations:

Once prospective donors/ funders have been shortlisted, FOD might want to understand their application process and requirements in detail. It shall be helpful to keep an internal deadline well before the actual deadline to make sure that FOD does not end up in nervous nineties and complete the process with the best of her capabilities.

See what documents are required for the application, so that the organization can start putting them together. FOD shall also be required to coordinate her heads of department to compile all the required information, it is always best practice to understand the complete application process and to send specific requirements to respective teams within the organization. This will prove to be very

effective for FOD as she works on the application while she receives the required information and documents.

It is very important for FOD to keep a checklist of every step required to complete her grant application and avoid any oversight that could cost the organization. This process will be an additional to tell FOD whether she should apply/not apply now/do it later based on the documents required/specifications as per application requirements. FOD should remember to make a checklist to ensure she is ticking all the boxes when applying.

If possible, Foundation for Open Development shall visualise the complete process in the form of a flowchart. If FODs gets a green signal at the first touch point with a prospect, she goes to the next step- perhaps fixing a face-to-face meeting. If she does not, the organization will make sure to have a plan B- Reflect and strategize again. Even if the organization completes a grant cycle journey by securing the funds or does not, it shall make sure to follow up and seek feedback. A continuous feedback cycle and learning loop is the key to success. Try and try till you succeed.

1.9.3. Importance of Relationship Building and Ethical Fundraising:

In this process, Foundation for Open Development should remember not to succumb to the pressures leading to sub-par resource mobilization practices and standards. It is important to build and maintain good relationships with your current, previous and also prospective donors. Make that phone call, write that email to them, offer them a visit to your program areas to meet your beneficiaries or to give them more information about what you do. Let this be the beginning of a long-term mutually beneficial relationship by putting yourself on the radar of every relevant donor out there. This is a start phase that leads to a long-term sustainable resource mobilization.

2.1. BUILDING RELATIONSHIPS WITH POTENTIAL DONORS

Resource mobilization is not only about money but also about the relationships. For Foundation for Open Development to build a strong supporter base, she shall need to make friends and not only friends but long-term friends. People give money to organizations they feel connected to and where they feel their contribution is valued.

2.1.1. Networking and Visibility

One of the best ways to find potential funders is by being visible in your field on a local or regional level. Foundation for Open Development shall endeavor to participate in professional networks and this will give her the opportunity to meet new people, which keeps the organization learning about its areas of expertise, and come to be known as experts. As the organization gets to know people, it shall be introduced to potential donors and learn about new available opportunities for funding. As FODs work gets noticed, the Executive Director who is mandated to mobilize resources for and on behalf of the organization may be invited to speak at a conference or participate in a public forum. These events are great ways to highlight Foundation for Open Development and its work. They may also be great events at which to meet potential donors.

2.1.2. The Internet and Social Networking

To date, Foundation for Open Development has tried to establish an online presence especially on the Website, Facebook and Twitter¹. Developing an online profile can be a quick and easy way to become visible to the rest of the world. Aside from internet and social networking, FOD shall create an organizational profile that includes background information, an email point of contact, photos, and news. These shall be a good source for connecting with other organizations and learning about grant opportunities.

2.1.3. What Is Cultivation?

Cultivation is the process of developing a relationship over time with a potential or current donor. It is how you get to know each other, build trust, and gain consistent support. This process can take weeks, months, or years and can be tailored to any kind of prospective donor. There is no single fixed way to cultivate donors, as donor interests vary. However, there are some basic tools that the Executive Director shall use to build relationships that lead to financial support.

First, as described under donor prospect plan, identify a prospect and determine that they have the ability to support you financially and have real passion for your cause.

Here are some basic steps to follow:

- ✚ Through research, Foundation for Open Development shall try to learn as much as it can about the prospect so as to understand their interests and where FOD may align hers.
- ✚ Foundation for Open Development shall verify the capacity of the prospective donor and their passion on her work. Then, Foundation for Open Development shall research the prospect and then make an initial approach via phone, email, letter, or in-person conversation.
- ✚ Foundation for Open Development shall stay in touch with the potential donor on a regular basis and via emails so as to get updates, or other communications. For example, after FOD has developed a list of prospects or donors who are interested in a particular project, she shall send an email or note a couple of times a year with an update on your progress. Thereafter, plan to contact each prospect at least four times a year with a specific message that doesn't ask for money.

2.2. RESOURCE MOBILIZATION TACTICS

Foundation for Open Development shall not depend on only one source of funding. In these times, where NGOs are multiplying in numbers and so is the competition for the share of the pie, FOD shall have a long-term diversification strategy in place for seeking and raising funds. In its RM efforts, Foundation for Open Development shall employ two strategies or tactics:

2.2.1. Mobilizing Resources from Institutional Donors

FOD shall look for Request for Proposals (RFPs) related to grants focusing on her thematic area or geography where she works. The Executive Director, in this case who is mandated to fundraise for

¹ FOD could need to explore more options beyond the Website, Facebook and Twitter, for example, YouTube, Ning, Orkut and LinkedIn among other. It should be noted that in Uganda for example, Facebook was blocked by Government when we were approaching elections.

the organization shall delegate a staff to regularly visit the websites of the 'would be' potential donors to find out if there are any calls or requests for proposal, if there is, FOD shall download the call and respond as per the requirements by the donor.

FOD shall engage in collaborative resource mobilization with likeminded NGOs as one of the strategies of the organization or its strategy 2022 - 2026. Guidance will be drawn from this very document: resource mobilization strategy will be developed and a resource mobilization committee will be constituted which will be responsible for mobilizing resources to finance the activities in this strategic plan. This committee will work hand in hand with the National Steering Committee to ensure that adequate resources are mobilized for the platform. Some of the suggested financial mobilization strategies for the platform include but not limited to:

Looking for funds and expanding or diversifying your work and strategy accordingly. FOD shall utilize the funding opportunity currently available with her donors and ask them to introduce the Foundation and its activities to other donors. The Executive Director shall seek an audience to be introduced to other donors with whom the current FOD donor relates well with.

2.2.2. Mobilizing Resources from the Private Sector

Very few organizations engage in fundraising from private sector organizations. Fundraising systems of most organizations are largely geared towards fundraising from international institutional donors. This is a misfortune because resource mobilization must be diversified to capture both international and local opportunities. In order to diversify funding resources and tap into corporate philanthropy, Foundation for Open Development shall embrace the private sector as one of its potential donors and for sustainability purposes. Corporate social responsibility is an emerging field in Uganda and may slowly and gradually catch up with international standards and practices. Foundation for Open Development stands to gain from this trend as it is more cost effective for corporations to donate to local organizations.

2.3. Resource Mobilization Sustainability Strategies for FOD

2.3.1. Consultancy Initiative. Foundation for Open Development shall in an incremental phase register a not-for-profit consultancy firm a part of Foundation for Open Development that provides professional consultancy services at a cost and the funds are ploughed back into the activities of the mother organization. The initiative will target clients from the private sector, Government (central and local) and not-for-profit sectors, and specifically those working in the thematic areas under which FOD will focus in the next five years.

2.3.2. Energy Saving Stoves Initiative. Uganda, like most other sub-Saharan African countries, heavily relies on biomass as a source of energy. Given the fact that the Ugandan population does not have nationwide access to modern Sustainability energy sources, the resulting tendency is to over-rely on and consume wood biomass. Due to the lack of modern alternatives, charcoal is a highly consumed form of biomass in Uganda. Both in the cities, urban centres, and the villages, charcoal and wood fuel seem to be not only an economic activity for the majority of women but also a source of livelihood for participating women and households in the charcoal business especially. In reference to Sustainable Development Goal 7 and in an effort to promote green growth as stated in FODs new strategic plan II. FOD shall set up a social enterprise that promotes clean and health cooking among Tororo and Ugandan at large.

The organization shall initiate, fund and employ residents of various districts who shall produce stoves at lower costs and are sold to the public at cost friendly price. Profits shall be ploughed into organization to run its activities. While this initiative will help address the issue of climate change, it shall equally serve as a source of livelihood for those employed and create an avenue for Foundation for Open Development to raise funds to run its activities.

2.3.3. Eco-pads initiative. Globally, there are 1.8 billion females in their reproductive age; unfortunately, millions of these females across the world are still denied the right to manage their menstrual period with dignity. In Uganda, a nationwide survey showed that only 35% of females aged 15 to 49 years were able to adequately meet their needs during Menstruation. Menstruation is a natural monthly process among females within their reproductive age that goes on till menopause. Therefore, for the wellbeing of women and girls, there is a great need to access basic materials to utilise during their menstruation to allow them to have their periods with dignity since there is no choice as the process is natural. Foundation for Open Development shall start up an initiative with different community divided into groups to produce pads using locally available materials. FOD shall fund the initiative, look for market for the products and agree on a percentage that will be remitted to the organization for sustainability purposes.

CONCLUSION

This strategy is not casting stone and is intended for both “normal and bad times. It will be reviewed preferably annually or bi-annually to meet the changing needs in the resource mobilization arena.

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