



UNIVERSAL COALITION OF AFFIRMING AFRICANS UGANDA (UCAA_UG)

Using Faith- Based Strategies To Promote Inclusion And Human Rights For All.

Terms of Reference (ToR)

Consultancy to develop a Resource Mobilisation Strategy for the Universal Coalition of Affirming Africans Uganda (UCAA-UG)

1. Background

The Universal Coalition of Affirming Africans Uganda (UCAA-UG) works to advance LGBTQI+ inclusion in Uganda using faith-based strategies. Recent shifts in global funding priorities and restrictive political contexts in Uganda have created uncertainty in the financial landscape for LGBTQI+-focused organisations. To remain resilient and sustainable, UCAA-UG seeks to diversify its funding base and strengthen its ability to mobilise resources from a wide range of local, regional, and international sources. For this purpose, UCAA-UG intends to engage a qualified consultant to develop a comprehensive Resource Mobilisation Strategy.

2. Purpose of the assignment

The purpose of this consultancy is to design a practical, actionable, and context-sensitive Resource Mobilisation Strategy that will guide UCAA-UG in diversifying funding sources, building partnerships, and strengthening financial sustainability despite political and funding uncertainties.

3. Objectives

The objectives of the assignment are to:

1. Assess UCAA-UG's current resource mobilisation efforts, strengths, weaknesses, and opportunities.
2. Map potential donors, partners, and funding streams relevant to UCAA-UG's work (local, regional, and international).
3. Identify innovative and non-traditional funding opportunities such as the private sector, faith-based allies, digital fundraising, and philanthropy.
4. Develop a comprehensive Resource Mobilisation Strategy with clear priorities, approaches, targets, and timelines.
5. Build UCAA-UG's internal capacity by training staff on how to implement the strategy.





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4. Scope of work

The consultant will:

1. Conduct an organisational assessment of UCAA-UG's current resource mobilisation efforts, systems, and capacities.
2. Review UCAA-UG's strategic priorities and align them with donor and funding opportunities.
3. Map and profile potential donors, partners, and funding opportunities, including emerging and non-traditional sources.
4. Develop a Resource Mobilisation Strategy that includes:
 - Priority funding streams.
 - Key targets and action steps.
 - Risk assessment and mitigation measures.
 - Monitoring framework for tracking progress.
5. Facilitate a validation workshop with UCAA-UG staff and key stakeholders.
6. Deliver training to UCAA-UG staff on implementing the Resource Mobilisation Strategy.

5. Deliverables

- Inception report detailing methodology, workplan, and timelines.
- Draft Resource Mobilisation Strategy for review.
- Final Resource Mobilisation Strategy document (approx. 25–40 pages).
- Donor mapping report annex.
- Training session(s) for UCAA-UG staff on implementation of the strategy.
- Final consultancy report summarising process, lessons, and recommendations.

6. Duration and Timeline

The consultancy is expected to take **3 months** from the signing of the contract, including desk review, consultations, strategy development, validation, and training. The exercise must be completed not later than **January 15th, 2026**.





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7. Required qualifications

The consultant (individual or firm) should have:

- Advanced degree in Development Studies, Nonprofit Management, Business Administration, or related field.
- Proven experience (at least 5 years) in resource mobilisation, fundraising strategy development, or institutional development for NGOs.
- Strong understanding of donor landscapes in Sub-Saharan Africa, particularly in human rights, LGBTQI+ inclusion, health, and faith-based advocacy.
- Demonstrated success in designing and implementing fundraising/resource mobilisation strategies.
- Excellent facilitation and training skills.
- Strong analytical, writing, and communication skills.

8. Management and Supervision

The consultant will report directly to the **National Coordinator of UCAA-UG, Tom Twongyeirwe**. UCAA-UG will provide guidance, access to internal documents, and facilitate connections with staff and stakeholders.

9. Ethical Considerations

The consultant must:

- Maintain confidentiality of UCAA-UG's internal information and donor data.
- Ensure that the strategy is context-sensitive and does not expose the organisation or its partners to undue risk.

10. Application Process

Interested consultants or firms should submit:

- A technical proposal outlining their understanding of the assignment, proposed methodology, and workplan.
- A financial proposal with a detailed budget.
- CV(s) of the consultant(s), highlighting relevant experience.
- At least a sample of previous similar assignments.
- Two references from past clients.





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Please submit these to Mr. Tom Twongyeirwe, the National Coordinator, through tom@ucaaug.org by **Midnight Friday, 26th September 2025.**

