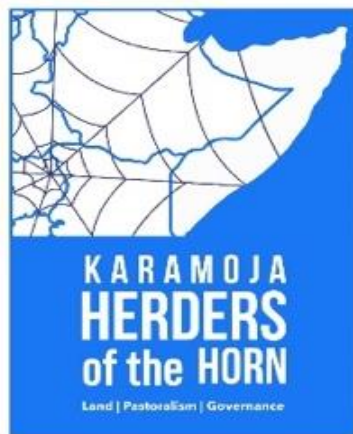




Developing a Resource Mobilisation Strategy for Karamoja Herders of the Horn (KHH)

Terms of Reference and Call for Proposals

1. Background and rationale

ACODE and KHH, with support from the Embassies of Denmark, Ireland, the Netherlands and Sweden under the Programme on Accountability, Civic Engagement and Rights (PACER), are jointly implementing the project titled “Strengthening Civic Engagement, Voice, Service Delivery, and Climate Justice for Improved Accountability in Uganda (Karamoja Sub-region).” The partnership combines ACODE’s technical and institutional support with KHH’s community-rooted work in Karamoja and its wider pastoralist engagement.

KHH works with pastoralist communities in the Horn of Africa to enhance their resilience, secure access to resources, and protect traditional livelihoods. By combining local knowledge with practical support, KHH helps communities adapt to environmental, economic, and social challenges, ensuring sustainable futures for generations to come. KHH seeks to protect pastoralist livelihoods, strengthen land and resource governance, advance mobility and rights, and build peaceful, climate-resilient communities across the Horn of Africa.

As part of institutional strengthening for KHH, the partners intend to develop a practical Resource Mobilisation Strategy that can help sustain PACER results and support KHH’s longer-term organisational priorities. The strategy should identify realistic funding and partnership opportunities, strengthen KHH’s ability to plan and pursue them, and reduce reliance on a narrow range of short-term project grants. It should support KHH’s mandate and values, including pastoralist rights, inclusive development, peace, resilience, and responsible management of land and natural resources.

ACODE, as the procurement entity, invites qualified consultants or firms to develop the Resource Mobilisation Strategy on behalf of Karamoja Herders of the Horn (KHH). The consultant will work with both partners through an inclusive, participatory process.

2. Purpose and objectives

The purpose of the assignment is to develop a context-specific, evidence-informed and actionable Resource Mobilisation Strategy for KHH that identifies and prioritises feasible sources of financial and non-financial support and sets out the systems, capacities, partnerships and actions required to secure and manage them.

2.1 Specific objectives

- a) Assess KHH's current resource base, resource mobilisation experience, funding pipeline, organisational capacity, systems, partnerships and constraints.
- b) Analyse the funding and partnership environment relevant to KHH's work in Karamoja and, where appropriate, the wider Horn of Africa pastoralist region.
- c) Identify and prioritise diversified, ethical and mission-aligned resource opportunities, including grants, consortium partnerships, commissioned work, philanthropy, private sector engagement, local contributions and in-kind support where feasible.
- d) Develop a costed, time-bound strategy and implementation plan with clear responsibilities, targets, performance indicators, risk controls and review arrangements.
- e) Strengthen KHH's practical capacity to identify opportunities, build relationships, prepare competitive proposals, negotiate partnerships and manage funding responsibly.
- f) Recommend realistic measures for sustaining institutional and programme results beyond PACER, while protecting KHH's independence, community accountability and organisational mission.

3. Scope of work

The consultant will complete the following tasks in close consultation with KHH and ACODE. The final approach may refine the sequence at inception, while addressing all the requirements below.

- a) Review KHH's strategic and operational documents, organisational profile, governance and finance materials, prior proposals and reports, current and past budgets, donor agreements, partnership records, audit or compliance information made available, and relevant PACER documents.
- b) Assess KHH's current funding profile and resource mobilisation systems, including funding concentration, income predictability, proposal development, donor engagement, partnership management, cost recovery, financial planning, communications and staffing responsibilities.
- c) Identify internal strengths, gaps and constraints affecting KHH's ability to secure, manage and report on financial and non-financial resources. Distinguish issues that can be addressed through the strategy from those requiring separate institutional action.
- d) Map and analyse prospective funding sources and partnerships relevant to KHH's mandate. These may include bilateral and multilateral donors, foundations, international and national NGOs, research institutions, consortia, regional bodies, public institutions, private sector and corporate social responsibility programmes, local philanthropy, membership or community contributions, and in-kind support.
- e) Assess the suitability, accessibility, timing, likely scale, eligibility requirements and transaction costs of identified opportunities. Avoid presenting unverified opportunities as confirmed funding prospects.
- f) Develop KHH's resource mobilisation positioning, value proposition, priority themes, target funder segments, partnership principles and approaches for communicating results and demonstrating value.

- g) Recommend a balanced portfolio of resource mobilisation approaches. Consider grant and consortium funding, strategic partnerships, commissioned research or advisory services, training and convening, and other earned-income options only where legally permissible, commercially realistic and consistent with KHH's mission and independence.
- h) Prepare a resource mobilisation pipeline and opportunity matrix, including potential funder or partner, thematic fit, eligibility, indicative funding window, action required, responsible role and follow-up date.
- i) Develop a costed implementation plan with annual priorities, quarterly actions, assigned roles, resource requirements, performance indicators and review arrangements.
- j) Recommend organisational systems and capacity-building measures for resource mobilisation, including governance oversight, staff responsibilities, proposal quality assurance, partnership due diligence, full-cost budgeting, donor compliance, communications, knowledge management and learning.
- k) Facilitate a validation session with KHH and ACODE and incorporate agreed feedback into the final strategy and tools.

4. Required contents of the strategy

The final strategy should be concise enough to guide implementation and detailed enough to support planning, budgeting and accountability. It should cover at least the following.

- a) Strategic context, purpose, scope, planning period and relationship to KHH's existing strategy and governance documents.
- b) Summary of the organisational and resource mobilisation assessment, including strengths, gaps, risks and lessons from past funding experience.
- c) Resource mobilisation principles, including mission alignment, transparency, accountability to pastoralist communities, donor due diligence, conflict sensitivity, inclusion and protection of KHH's independence.
- d) A clear resource mobilisation goal and measurable objectives for a defined planning period, preferably three to five years from adoption.
- e) Prioritised funding and partnership segments, supported by an opportunity and feasibility assessment.
- f) KHH's institutional value proposition, funding case and strategic positioning for its work on pastoralist rights, land and natural resource governance, peace, resilience, civic engagement and inclusive development.
- g) A practical funding pipeline and opportunity matrix, distinguishing confirmed prospects from opportunities requiring further verification.
- h) A costed implementation plan, including annual and quarterly actions, roles, resource requirements, milestones and indicators.
- i) Governance and management arrangements for oversight, decision-making, relationship management and accountability for resource mobilisation.
- j) Risk analysis and mitigation measures, including donor concentration, funding volatility, compliance burden, reputational risk, conflicts of interest, safeguarding, data protection and mission drift.
- k) A monitoring, evaluation and learning framework with targets, reporting frequency, responsible roles and periodic strategy review arrangements.
- l) Capacity-building priorities and practical tools or templates needed to implement the strategy.

5. Methodology and participation

The assignment must use a participatory, inclusive and evidence-based methodology. The consultant should explain how KHH's governance and management, staff and relevant external stakeholders will shape the assessment and strategy. The work should not rely only on document review or a generic donor list.

- a) Hold an inception meeting with ACODE and KHH to confirm the assignment approach, document needs, stakeholder groups, work plan, safeguarding measures and expected outputs.
- b) Review available institutional and programme documents and prepare an assessment framework and stakeholder consultation tools.
- c) Consult KHH's Board or other authorised governance representatives, executive leadership, programme and finance staff, and relevant former or current partners and funders, subject to access and consent.
- d) Engage a representative selection of stakeholders familiar with KHH's work in Karamoja. Where appropriate and feasible, include pastoralist community representatives, women, youth, community-based organisations, civil society, local government, research actors and private sector partners.
- e) Use interviews, focus group discussions, validation meetings, surveys or other methods appropriate to the stakeholder group and assignment timetable.
- f) Apply gender, age, disability and social inclusion considerations. Use accessible facilitation and protect the confidentiality and safety of participants.
- g) Validate the assessment findings, prioritisation of opportunities and draft strategic choices with KHH and ACODE before finalising the strategy.
- h) Provide a short account of who was consulted, the methods used, how feedback was incorporated and any significant limitations.

The consultant must obtain informed consent where required, protect personal and organisational information, and avoid making commitments or representations to potential funders on behalf of KHH.

6. Deliverables and indicative schedule

Deliverable	Minimum content	Indicative deadline
1. Inception report and tools	Refined methodology, document and information request, stakeholder plan, assessment framework, work plan, quality assurance and safeguarding arrangements.	5 working days from contract start
2. Organisational resource mobilisation assessment	Assessment of current funding, pipeline, systems, capacity, partnerships, constraints and lessons, with initial recommendations.	By working day 12
3. Funding landscape and opportunity map	Prioritised and feasibility-screened opportunity matrix with eligibility, fit, indicative timing, action required and responsible role.	By working day 15
4. Draft Resource Mobilisation Strategy and implementation tools	Full draft strategy, costed implementation plan, results framework, risk matrix, pipeline and recommended tools or templates.	By working day 22

5. Validation session and validation note	Presentation of findings and draft strategy, stakeholder feedback, decisions and actions for finalisation.	By working day 25
6. Final Resource Mobilisation Strategy	Revised strategy incorporating consolidated feedback, a final costed action plan, a monitoring framework, an opportunity matrix, and a concise presentation of the final strategy.	By working day 30

The assignment is expected to require approximately 30 working days. ACODE and KHH will jointly review each deliverable and provide consolidated feedback. The consultant will address comments within the agreed period. Final acceptance requires written confirmation by ACODE and KHH. KHH will approve or adopt the strategy.

7. Required format and quality standards

- Submit reports and the strategy in editable Microsoft Word format and PDF.
- Provide the opportunity matrix, implementation plan, results framework and risk matrix in editable Excel or Word tables.
- Use clear English, concise analysis, consistent terminology and accessible tables or visuals where they improve usability.
- Cite all external data and sources and distinguish evidence from assumptions, projections and recommendations.
- Ensure that the final strategy is practical, costed, prioritised, aligned with KHH's mandate and ready for consideration by KHH's authorised governance organ.

8. Roles and coordination

ACODE as procurement entity	Issue the Call for Proposals, receive all bids, manage procurement and contracting, coordinate the assignment with KHH, participate in joint proposal evaluation and deliverable review, consolidate feedback with KHH, and maintain the procurement record.
ACODE and KHH jointly	Evaluate proposals, agree the inception approach, provide technical direction, review deliverables, consolidate comments, validate findings and confirm acceptance in writing.
KHH as assignment owner	Appoint a focal person, provide available organisational and programme documents, facilitate reasonable access to staff and stakeholders, coordinate consultations, review the strategy and submit it to the authorised governance organ for consideration or adoption.
Consultant or firm	Deliver the assignment independently and on schedule, apply the agreed participatory methodology, maintain confidentiality, disclose conflicts of interest, document limitations and submit complete, usable outputs.

9. Consultant qualifications and experience

The assignment may be undertaken by an individual consultant, a multidisciplinary team or a firm. The proposed lead consultant should demonstrate the following.

- a) A postgraduate qualification in development studies, business administration, finance, economics, public administration, organisational development or a related field.
- b) At least eight years of relevant professional experience in resource mobilisation, fundraising, organisational sustainability, strategic planning or institutional development.
- c) Demonstrated experience developing resource mobilisation or fundraising strategies for civil society organisations, community-rooted organisations, NGOs or comparable institutions.
- d) A strong record of donor and partnership mapping, funding pipeline development, proposal development, costed action planning and organisational capacity assessment.
- e) Knowledge of Uganda's civil society and development financing environment. Experience in Karamoja, pastoralist contexts, community-led development or climate and resilience programming is an advantage.
- f) Strong participatory facilitation, stakeholder engagement, analytical, writing and presentation skills.
- g) For a proposed team, clear identification of the lead consultant and each team member's role, qualifications, relevant assignments and level of effort.

10. Proposal submission requirements

Interested consultants or firms must submit separate technical and financial proposals to ACODE through the submission channel that ACODE. Submit the technical and financial proposals to procurement@acode-u.org by October 30, 2026.

10.1 Technical proposal

- a) Understanding of KHH the purpose and scope of the assignment.
- b) Proposed methodology, including the organisational assessment, funding landscape analysis, participatory consultations, validation and quality assurance.
- c) Proposed work plan and level of effort aligned with the indicative 30-working-day schedule.
- d) Relevant experience, including at least three comparable assignments with client references and samples where available.
- e) CVs of the lead consultant and proposed team members, with roles and availability.
- f) A brief description of how the proposal will address inclusion, confidentiality, safeguarding and conflicts of interest.
- g) Disclosure of any actual or potential conflict of interest.

10.2 Financial proposal

The financial proposal should state a lump-sum price in Ugandan shillings, itemised by professional fees, consultations and validation, travel and accommodation, materials, applicable taxes and other expenses.

11. Evaluation criteria

ACODE, as procurement entity, will convene a joint evaluation with KHH. The two partners will assess proposals against the criteria below and applicable procurement procedures. Technical proposals will be scored out of 80 points. A minimum score of 56 technical points is required to proceed to financial evaluation.

Technical criterion	Points
1. Understanding of KHH, PACER and the assignment	10
2. Quality and feasibility of methodology, including participation and inclusion	20
3. Work plan, sequencing and level of effort	10
4. Relevant experience of the consultant or lead consultant	15
5. Qualifications and complementary expertise of the proposed team	10
6. Quality, usability and sustainability of proposed outputs	10
7. Confidentiality, safeguarding, risk management and conflict-of-interest approach	5
8. Technical subtotal	80
9. Financial proposal and value for money	20
Total	100

ACODE and KHH will jointly determine the evaluation outcome. ACODE will maintain the procurement record and communicate procurement decisions to applicants.

12. Contract management, acceptance and payment

ACODE will manage the procurement and contracting process on behalf of KHH. The consultant will report to a joint ACODE–KHH assignment focal team. The consultant will submit the final strategy to KHH’s authorised governance organ for consideration or adoption under KHH’s governing procedures.

Payments will be made in accordance with the contract and applicable tax requirements, following submission and acceptance of the relevant deliverable.

13. Confidentiality, ownership and ethical requirements

- All documents, data, tools and outputs produced under the assignment will be owned by KHH, subject to the applicable PACER and contract terms. The consultant may not publish or share them without prior written permission from ACODE and KHH.
- The consultant must protect confidential information, use it only for this assignment, store it securely and return or destroy copies when instructed.
- The consultant must disclose any actual or potential conflict of interest and comply with applicable anti-fraud, anti-corruption, safeguarding, data protection and professional conduct requirements.
- The consultant must not promise funding, represent KHH to donors or enter into commitments on KHH’s behalf.