

ACTIONAID GHANA

**REVIEW AND DEVELOPMENT OF FUNDRAISING STRATEGY IN
ALIGNMENT WITH COUNTRY STRATEGY PAPER VII (CSP VII)**

TERMS OF REFERENCE (TOR)

NOVEMBER 2024

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Summary

ActionAid Ghana is seeking the expertise of a consultant to develop a robust fundraising strategy that aligns with its current Country Strategy Paper (CSP) II, covering the period from 2023 to 2028. This strategy is essential for ActionAid Ghana to secure and diversify funding sources that will sustain and expand its programmes in line with its strategic objectives. The ideal consultant will possess a strong background in organizational strategy and fundraising, with proven experience in supporting NGOs in resource mobilization. The developed fundraising strategy will play a critical role in ensuring ActionAid Ghana's continued impact and effectiveness throughout the CSP II period.

1.0. Background

ActionAid Ghana (AAG) is a non-governmental organization registered in Ghana as a National NGO and working in the country since 1990. AAG is a member of ActionAid International Federation as the first Southern Affiliate programme. dedicated to social justice, poverty reduction, and human rights. AAG's strategic interventions focus on gender equality, youth empowerment, climate resilience, and addressing inequalities in marginalized communities.

The work of AAG has shifted over the years from addressing poverty through service delivery and provision of community needs; to the use of the Human Rights Based Approach (HRBA) where rights holders are empowered and mobilised to demand accountability and the fulfilment of their rights from state and non-state actors. With this approach, AAG works with the active agency of people living in poverty and their communities, social movements and people's organizations to protect and promote their rights; build their resilience to poverty and climate change; and ensure the redistribution of resources and power. AAG presence is in 11 out of Ghana's 16 administrative regions. These are: Upper East, Upper West, Northern, Savannah, Northeast, Brong Ahafo, Bono East, Ahafo, Volta, Oti and Greater Accra Regions.

As part of the operationalization of the Country Strategy Paper VII (CSP VII), there is a need to develop a robust and sustainable Fundraising Strategy that reflects the organization's current focus areas and programmatic priorities. The Fundraising Strategy should align with CSP VII (2023–2028) and position ActionAid Ghana to effectively mobilize resources from diverse sources to meet programmatic needs, sustain long-term interventions, and achieve measurable impact.

2.0. Objective of the Assignment

The main objective of this consultancy is to conduct a thorough review of ActionAid Ghana's existing fundraising strategy and develop a comprehensive, innovative approach to resource mobilization. The revised fundraising strategy should align with the organization's current Country Strategy Paper (CSP VII) and reflect its mission, values, and thematic priorities. This strategy will be designed to broaden ActionAid Ghana's funding base through a diversified portfolio of funding streams. It will emphasize securing support from institutional donors, cultivating strategic corporate partnerships, and

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fostering sustainable relationships with philanthropic foundations. Additionally, the strategy will explore opportunities for individual giving, encouraging contributions from both domestic and international supporters, while also integrating digital and peer-to-peer fundraising approaches.

The strategy will also identify and map potential donors, focusing on those whose interests align with CSP VII's thematic areas, such as women's rights, education, climate resilience, and economic empowerment. Furthermore, the consultancy will assess innovative financing mechanisms, such as social impact bonds or green bonds, and explore avenues for local resource mobilization to enhance long-term sustainability. This comprehensive approach will equip ActionAid Ghana with a forward-looking roadmap to secure diversified funding, ensuring the organization's ability to advance its impact in Ghana over the coming years.

3.0. Scope of Work

The selected consultant will be expected to carry out the review of the current fundraising strategy and progress to develop a new fundraising strategy to align with CSP VII within the following guidelines:

3.1. Conduct a Situational Analysis:

- Review AAG's current fundraising performance, practices, and revenue streams.
- Analyze AAG's current donor portfolio and engagement strategies.
- Assess the external funding environment, identifying potential new funding opportunities from institutional donors, bilateral agencies, private sector partners, foundations, and innovative finance mechanisms.

3.2. Review CSP VII

- Analyze CSP VII and previous CSPs to ensure alignment between the Fundraising Strategy and the organization's thematic priorities, including climate resilience, gender equality, economic justice, and women's rights.

3.3. Stakeholder Consultations

- Engage with AAG staff, partners, donors, and key stakeholders to gather insights into fundraising needs, expectations, and opportunities.
- Conduct interviews or focus group discussions with key actors within AAG's network to identify gaps and potential strategies for future resource mobilization.

3.4. Develop the Fundraising Strategy:

- Outline clear fundraising goals, priorities, and targets, with a focus on increasing AAG's revenue and sustainability.
- Identify short, medium, and long-term fundraising strategies, detailing action plans, timelines, and resource allocation.
- Propose innovative approaches to fundraising, such as digital campaigns, corporate partnerships, and new donor acquisition strategies.

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- Incorporate risk management strategies to address potential challenges in the funding landscape.

3.5. Capacity Building

- Provide recommendations for strengthening internal capacity within AAG's fundraising and resource mobilization teams.
- Suggest ways to improve systems and processes to ensure effective donor engagement, proposal development, reporting, and stewardship.

3.6. Monitoring and Evaluation Framework

- Develop a monitoring and evaluation framework to track progress and ensure accountability in the implementation of the fundraising strategy.

4.0. Deliverables

The consultant is expected to deliver the following.

- Inception Report: Detailing the methodology, work plan, and timeline for the development of the strategy.
- Situational Analysis Report: Including insights from stakeholder consultations and a review of AAG's current fundraising landscape.
- Draft Fundraising Strategy: A comprehensive document with strategic recommendations, an action plan, and a monitoring framework.
- Final Fundraising Strategy: Incorporating feedback from AAG management and stakeholders.
- Presentation of the Strategy: A presentation to AAG's senior leadership team, highlighting key elements of the strategy and recommendations for implementation.

In addition to the above, the consultant is expected to develop strategies for identifying funding opportunities for ActionAid **niche** areas including, but not limited to the following Growth Poles:

- a. Addressing the Impact of Climate Change on Vulnerable Communities in Ghana: Climate change disproportionately affects vulnerable communities in Ghana, impacting livelihoods, food security, and resilience. ActionAid Ghana addresses these impacts by promoting climate-resilient practices, supporting sustainable agriculture, and advocating for policies that protect the environment. The organization also works with local communities to build adaptive capacities, fostering resilience against climate-induced challenges like droughts, floods, and soil degradation.
- b. Addressing Women's rights including Child Marriage in Ghana: Child marriage remains a critical issue affecting the rights and futures of girls in Ghana. ActionAid

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Ghana works to end child marriage by promoting education, raising awareness of its harmful effects, and advocating for the enforcement of laws against early marriage. Through community engagement and support for girls' empowerment programs, the organization strives to shift cultural norms and empower girls to reach their full potential without the constraints of premature marriage.

- c. **Promotion of Unpaid Care Work:** Recognizing unpaid care work as a barrier to gender equality, ActionAid Ghana advocates for policies and practices that acknowledge, reduce, and redistribute care responsibilities, especially for women and girls. By raising awareness of the economic contributions of unpaid care work, the organization encourages greater support from governments and communities. ActionAid Ghana also empowers women by promoting shared domestic duties and providing training to enhance their opportunities for economic independence.
- d. **Addressing Witchcraft Accusations in Ghana:** ActionAid Ghana works to combat harmful practices and human rights abuses related to witchcraft accusations, which often target vulnerable women, especially the elderly. Through advocacy, education, and community sensitization, ActionAid Ghana seeks to dismantle the cultural stigmas and misinformation around witchcraft, ultimately reducing violence and discrimination. The organization also works to improve the safety, dignity, and reintegration of those affected, often supporting shelters and promoting inclusive community dialogues.
- e. **Addressing Violent Extremist Threats in Ghana:** With rising concerns over violent extremism in parts of West Africa, ActionAid Ghana is proactive in building community resilience to prevent extremist threats. The organization partners with local communities, especially in vulnerable areas, to promote peace, social cohesion, and inclusive dialogue. ActionAid also supports youth engagement, providing alternative livelihoods and awareness initiatives to deter the conditions that may contribute to extremism.

5.0. Duration and Timeline

The consultancy is expected to take a maximum of 30 days, beginning from the date of the contract signing. The consultant will be required to submit the deliverables within the following timeline:

- Inception Report: Within 5 days of signing the contract.
- Situational Analysis Report: Within 7 days
- Draft Fundraising Strategy: Within 20 days.
- Final Fundraising Strategy: Within 30 days

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6. Consultant Qualifications

The consultant or consulting team should have the following qualifications:

- A strong background in fundraising and resource mobilization for international NGOs or similar organizations.
- Demonstrable experience in developing fundraising strategies for non-profit organizations.
- Knowledge of donor landscapes and funding trends in Ghana and globally.
- Strong analytical, writing, and communication skills.
- Proven experience in strategy development aligned with organizational goals and thematic areas.
- Understanding of ActionAid Ghana's mission, vision, and key programmatic areas.

7.0. Reporting and Coordination

- The consultant will report to the Country Director, ActionAid Ghana.
- The consultant will be expected to work closely with the Fundraising Manager (Coordinator), Head of Programmes, and Quality, Knowledge Management Manager, and other key stakeholders across AAG to ensure the strategy's relevance and alignment with CSP VII.

8.0. Submission of Proposals

Interested consultants should submit:

A detailed technical proposal outlining the methodology and approach for developing the strategy.

- A financial proposal with a breakdown of costs.
- A detailed CV(s) of the consultant(s), including relevant experience.
- Contact details for at least two references!

9.0. Deadline for Submission

Proposals should be submitted no later than **November 22, 2024**, to:

ActionAid Ghana

Email: Proposals.Ghana@actionaid.org

10. Evaluation Criteria

Proposals will be evaluated based on:

- Technical Competence: Understanding of the task and proposed methodology.
- Relevant Experience: Past experience in fundraising strategy development.
- Cost Effectiveness: Value for money in the financial proposal.

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This Terms of Reference outlines the key components for the consultancy and serves as a guide for the development of ActionAid Ghana's fundraising strategy, ensuring it aligns with CSP VII objectives and sustains ActionAid Ghana long-term impact.