



**RCRA Uganda**

*Health. Research. Innovation.*

*Making a Difference!*

Rwenzori Center for Research And Advocacy (RCRA)

# **RCRA's Community Support Programs**

## **Fundraising Strategy Plan**




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# Fundraising Strategy Plan Overview

The below one pager is intended to provide a quick overview of the key components of the fundraising strategy plan. Further details about each component of this overview are provided in the following pages.



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Making a Difference?

**RCRA's Community Support Programs  
Fundraising Strategy Plans Overview  
Rwenzori Center for Research and Advocacy (RCRA)**

**Burning Platform** The burning platform for this fundraising drive is the current reality for women, children and health facilities in Uganda. Here is what we are up against:

Country	Population (in Millions)	Women		Children		Nutrition		Health Care Facilities		
		% of Births Assisted by Skilled Personnel	Maternal Mortality Rate (per 100,000)	% of Women Stunted (before 18)	Under-Five Years Mortality Rate (per 1,000 live births)	Infant Mortality Rate (IMR) (per 1,000 live births)	% of Stunted Children	% of Under-Nourished People	# of Beds (per 100,000 People)	Total Number of Hospitals
Uganda	45	42	343	40.4	65.3	99.2	33.3	47.19	5	105
Algeria	43	97	110	3	2.4	10.4	11.7	3.79	19	100
Sweden	10	98	300	34	66.9	38	38.9	19.82	7.2	500
Spain	46	NA	4	1.2	2.4	3	10.8	less than 2.0	37.3	700
Italy	60	100	2	0.4	2.0	2.2	NA	less than 2.0	30.4	6000
USA	331	100	15	0.5	7	6.5	3.3	less than 2.0	30.3	6,500

**Goal** RCRA's funding drive is an ongoing campaign to support RCRA's community support programs in the Rwenzori region of Uganda. RCRA implements population, health and environment (PHE) operating model to provide holistic solutions to the underprivileged population in the community

MISSION	WHY SUPPORT RCRA	DELIVERABLES	
Empowering communities for improved livelihoods, healthcare and education appropriate for the 21st century, through awareness, research, technology, and innovation. RCRA continuously strives towards being a center of excellence for research and innovation while serving the communities in the Rwenzori region	<b>I WANT TO :</b> <ul style="list-style-type: none"> <li>• Bring quality &amp; affordable medical care to vulnerable citizens</li> <li>• <b>Reduce</b> to zero all preventable maternal deaths</li> <li>• <b>Reduce</b> poverty by keeping people healthy</li> <li>• <b>Improve</b> quality of life &amp; wellbeing</li> <li>• <b>Contribute</b> to UN SDGs through RCRA's broad range of robust and scalable initiatives</li> <li>• <b>Learn</b> about and <b>participate</b> in new and innovative ideas to address humanitarian challenges and to advance UN SDGs</li> <li>• <b>Be part</b> of RCRA's passionate global network and community</li> <li>• <b>Work</b> with an established &amp; lean local NGO with diverse staff that has delivered on multiple social programs</li> <li>• <b>Enable</b> actors of civil society to take positive action in their communities and motivate others, creating a snowball effect and making the world a better place</li> <li>• <b>Enhance</b> my organization's social responsibility profile and brand management through multitude of RCRA activities and benefits for donors</li> <li>• <b>Care</b> about others and our planet</li> </ul>	<b>Making a Difference / Impact</b> <ul style="list-style-type: none"> <li><b>SDG2 (Zero Hunger)</b> <ul style="list-style-type: none"> <li>• Improve child nutrition in the Rwenzori region by 15%</li> </ul> </li> <li><b>SDG3 (Good Health)</b> <ul style="list-style-type: none"> <li>• Save 116 women &amp; 70 children in the initial year from preventable death. Doubling these numbers in subsequent years</li> <li>• Flatten the COVID-19 curve with lower morbidity and mortality rate</li> </ul> </li> <li><b>SDG8 (Economic Growth)</b> <ul style="list-style-type: none"> <li>• Facilitate employment opportunities to medical professionals in the area (150 in total in the first year) plus hundreds more in associated activity and local business</li> </ul> </li> <li><b>SDG1 – SDG17</b> <ul style="list-style-type: none"> <li>• Passionate promoter &amp; enabler of UN 17 SDGs</li> <li>• Continue to deliver to vulnerable citizens while having a vision to grow further locally &amp; regionally</li> <li>• Raise awareness about SDGs for [5,000] people annually, enabling them to take action locally</li> </ul> </li> </ul>	<b>Donor Benefits</b> <ul style="list-style-type: none"> <li>• Enhance your social responsibility profile</li> <li>• Regular updates</li> <li>• Possible promotion on RCRA's website &amp; other platforms</li> <li>• Grow your network</li> <li>• Name a hospital section = Brand equity</li> <li>• Increase employee engagement, pride, loyalty</li> <li>• Tax deductible</li> <li>• Acknowledgement in RCRA Annual Report</li> <li>• Speak at RCRA event</li> <li>• Nominate member to advisory board/selection committee</li> </ul>
<b>COMPONENTS OF FUNDRAISING</b>	1. Campaigns; 2. Digital; 3. Community; 4. Partnerships & Sponsorships; 5. Memberships; 6. Direct Mail; 7. Grants	<b>PARTNERS</b> 1. Small Individual Donors; 2. Major Individual Donors; 3. Foundations; 4. Businesses; 5. Government; 6. International Organizations	
<b>WAYS TO DONATE</b>		1. Advertisement; 2. Article; 3. Financial; 4. Membership; 5. Partnership; 6. Personnel; 7. Product; 8. Sponsorship	

# Executive Summary

Along with this fundraising strategy, Rwenzori Center for Research and Advocacy (RCRA) has already completed a detailed project plan for Grace Community Hospital project. These two documents will form the basis of our donation drive with potential donors. Funding is sought for RCRA's ongoing community support programs along with the capital development of the hospital (**total: \$2.97M**) and for the first two years of operation (**total: \$297K**).

This strategy document is broken down into the below key components:

- **Fundraising Strategy Plan Overview:** This one-page summary captures the essential components of our fundraising plan.
- **Overview of RCRA:** This section provides a quick snapshot of RCRA with a review of its history, mission, vision, strategic objectives.
- **Fundraising Plan Component:** Presents the key components of RCRA's fundraising plan.
- **Donors, Partnerships & Sponsorships Management:** Summarizes how RCRA plans to manage donors and partners in particular while at the same time present the plan to reward their engagement with the organization.
- **Fundraising Strategy Income:** This section summarizes RCRA's forecasted fundraising income and the funding sources.
- **Financial Statement:** The financial statement shows RCRA's financial situation by looking into income and expenditures forecasted.
- **Forecasted Income:** This section summarizes RCRA's forecasted income for the next 5 years.
- **Forecasted Yearly Expenditures:** This section summarizes yearly RCRA's forecasted expenditures.
- **Roles & Responsibilities:** The roles and responsibilities are outlined for RCRA in general and more details are provided for the specific roles that will play key role in the fundraising drive.
- **Sources:** This section provides links to the sources of data used in this document.

RCRA's goal is to diversify our fundraising drive as much as possible and seek local and international support from individuals, companies, governments and international organizations. RCRA's priority is to establish sponsorships &

partnerships for its core initiatives and to seek grant opportunities. Furthermore, RCRA will entertain different types of donations such as products, financial, personnel, etc. While RCRA appreciates all donations, it is still paramount for the organization to maintain and protect its sacred independence and mission.

RCRA will implement a reporting mechanism that would be meet local and international accounting and reporting practices. RCRA’s Board of Directors will manage the budget and all related accounting and reporting. They will regularly communicate budgets and annual plans.

The fundraising plan covers activities for 2020 – 2025 as this is intended to give a good overview of the performance of this drive over this time span. RCRA intends to build longer-term partnerships with its donors to guarantee the sustainability of the organization and its initiatives.

# Overview of RCRA

## Background

The [Rwenzori Center for Research and Advocacy \(RCRA\)](#), founded in 2010, is a community health charity with global support. Founded by Ugandan healthcare professionals and run by a team from the community it supports, it has been providing reproductive, maternal, neonatal, nutrition and infectious disease intervention along with material assistance to hundreds of thousands of vulnerable children and families in the Rwenzori region since 2014. It is a child health non-governmental organization registered with the Ministry of Internal Affairs as a National NGO (registration 150313682NB). Working in partnership with global donors, civil society and local communities, RCRA also holds memberships with:

- ECOSOC of the United Nations
- Girls Not Brides Global Partnership UK
- the Uganda Reproductive Maternal Newborn, Child and Adolescents Health plus Nutrition (RMNCAH+N) Platform
- Kasese sub-national RMNCAH Coalition
- Partnership of Reproductive Maternal Newborn Child Health (PMNCH)
- Every Woman Every Child (EWEC)
- Youth Advocacy and Development Network Uganda
- Global Digital Health Forum
- Uganda Healthcare Federation (UHF), and Community Hospitals Association (CHA) UK

RCRA employs 7 core staff (4 women and 3 men) including its:

1. Executive Director
2. Finance Officer
3. Social Worker
4. Data Officer
5. Administrative Officer
6. Linkages and Referral Coordinator
7. Assistant Finance Officer

The Executive Director, Jostas Mwembembezi, has over 12 years' experience in public health leadership as well as a degree in statistics and public health. Mr. Mwembembezi has managed healthcare delivery teams and overseen research including by developing data collection and analysis protocol. His program management experience includes multi-region large scale programs in fragile and post-conflict environments.

Mr. Mwembembezi's work has included programs in:

- Youth empowerment;
- Reproductive health;
- Maternal health, newborns and pediatrics;
- Infectious disease including malaria, HIV/AIDS, and TB; and
- Mental health.

RCRA's finance officer holds 14 years of experience in donor funds management with a degree in finance.

Our social worker has a degree in development studies and over 7 years of experience in community health projects delivery. The data officer has over 5 years of experience in large projects, data management and records keeping and holds a degree in project monitoring and evaluation as well as records management. The administrative officer holds a degree in social work and social administration. The linkages and referral coordinator holds a degree in development studies. The assistant finance officer holds a degree in accounting and finance. Additionally, the RCRA has 24 parasocial workers and 6 community health workers based in the community for routine community mobilization. Finally, RCRA also relies on ongoing support from various volunteers from around the world.

## Vision

Here is what we are up against:

		Women			Children		Nutrition		Health Care Facilities	
Country	Population (in Millions)	% of Births Attended by Skilled Personnel	Maternal Mortality Rate (per 100,000)	% of Women Married before 18	Under-Five Years Mortality Rate (per 1,000 live births)	Infant Mortality Rate (deaths per 1,000 live births )	% of Stunted Children	% of Under Nourished People	# of Beds (per 100,000 People)	Total Number of Hospitals
Uganda	45	42	343	40.4	53.3	39.2	33.3	41.19	5	155
Algeria	43	97	115	3	21.4	18.4	11.7	3.79	19	198
Sudan	43	78	320	34	56.9	38	38.3	19.62	7.2	160
Spain	46	NA	4	1.2	2.4	2	10.8	less than 2.5	31.1	782
Italy	60	100	2	0.4	2.6	2.2	NA	less than 2.5	36.4	1055
USA	331	99	15	2.8	7	5.5	3.3	less than 2.5	30.3	6146

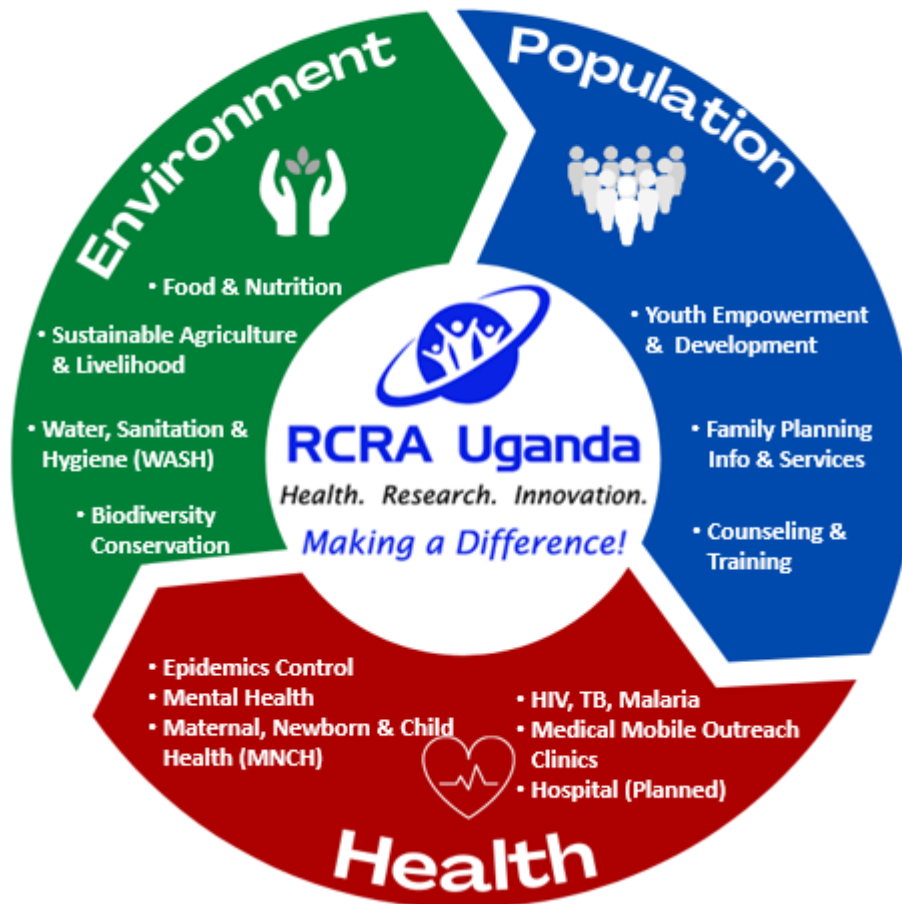
[\(See Source List\)](#)

Uganda faces a major public health problem in regard to a high mortality rate of mothers and young children. The high number of maternal deaths annually in Uganda account for 2% of the annual maternal deaths globally. Considering the three leading causes for maternal deaths (hemorrhage, obstructed labor, complications from stillbirth) are preventable, the Rwenzori Center for Research and Advocacy (RCRA) sees the urgent need to address the health situation of mothers and children. In order to achieve this a not-for-profit hospital will offer services to those in need.

RCRA's goal is to enable an informed and healthier society in Uganda. This is achieved in various ways and especially by contributing to the United Nations 17 Sustainable Development Goals (SDGs) through different activities and initiatives. This approach is directly linked to the SDGs and the associated target of sustainably building and enhancing the capacity of civil society. The RCRA's working model is about implementing integrated **Population, Health, Environment (PHE)** outreach solutions in the Rwenzori region of Uganda.



## RCRA's Population, Health, Environment (PHE) Outreach Solutions Model



### Mission

Empowering communities for improved livelihoods, healthcare and education appropriate for the 21st century, through awareness, research, technology, and innovation. RCRA continuously strives towards being a center of excellence for research and innovation while serving the communities in the Rwenzori region.

### Strategic objectives of RCRA

- Identify orphaned and other vulnerable children (OVC) in families, deliver sustainable and participatory interventions to these OVC, their families and schools, and mobilize these families to address needs for economic benefits, education and facility health care.

- Promote interventions on reproductive maternal, neonatal and child health, nutrition, malaria prevention, family planning, obstetric fistula, mental health, trauma, HIV/AIDS awareness, care and support to persons infected and affected.
- Promote human rights and interventions on youth empowerment, child protection and wellbeing.
- Enhance human health and wellbeing through translational/operational research in infectious diseases, and promote prevention and control of non-communicable diseases (NCDs)
- Improve performance and productivity of the health workforce
- Empower communities through demand-driven integrated development programmes in smart climate and integrated natural resource management

## Funding

RCRA has successfully delivered programmes and processes to vulnerable children and families through effective grant management systems funded by the following main donors:

- US Centers for Disease Control
- Baylor College of Medicine and Children's Foundation
- Margareti A. Cargill Foundation-US
- Pathfinder International
- University of Chester-UK
- Chester Twin Fund
- Community Health and Sustainable Environment
- Population Action International
- VMM International-Ireland
- Individual donors

KEY PROGRAMS	TOTAL FUNDING	TOTAL POPULATION SERVED		
12	\$479,435	387,268		
PROGRAM	AMOUNT	POPULATION	STATUS	TIMEFRAME
Accelerating Epidemic Control Project in Fort Region	\$146,870	1,604	Ongoing	2019 – Present
Mobile Day Clinics for Family Planning in Hard-to-Reach Rural Communities	\$79,452	177,080	Ongoing	2019 – Present
Global Financing Facility Accountability at Sub-National Level	\$40,000	120	Ongoing	2019 – Present
1,000 Women's Gardens for Health and Nutrition	\$31,617	6,000	Ongoing	2019 – Present
Ugandan Grandmothers Programme	\$12,000	355	Ongoing	2019 – Present
COVID-19 Personal Protective Equipment (PPE) Assistance	\$6,500	40,000	Ongoing	2020 – Present
RCRA Outreach Programs to Support Women & Children	\$712	100,000	Ongoing	2020 – Present
Community Facility Linkages and Referral Intervention	\$70,000	40,000	Completed	2017 – 2019
Health of People and Environment Project (HoPE) Phase III	\$60,000	19,000	Completed	2017 – 2019
Effects of Information Communication Technology Interventions on Increasing Healthcare seeking behavior	\$22,164	2,500	Completed	2014 – 2016
Improving food and nutrition security through kitchen gardens	\$5,000	600	Completed	2018 – 2019
Capacity Building	\$5,120	0	Completed	2017 – 2019

# Fundraising Plan Components



## Campaigns

Marketing & Communication team develops campaigns, identifies target group and disseminates accordingly.

## Digital

1. **SEO Strategy:** Develop and implement a Search Engine Optimization (SEO) strategy with the aim of increasing the quantity and quality of traffic to RCRA's website.
2. **Social Media:** Apply for free ads on social media platforms such as Google and Facebook in order to attract both new donors to RCRA's community.

3. **Online Platform for Donations:** RCRA uses [www.globalgiving.org](http://www.globalgiving.org) to support its fundraising drive for its different campaigns. Currently, RCRA has two ongoing campaigns:
  - a. RCRA's Outreach Programs to Support Women & Children: <http://goto.gg/49684>
  - b. 1000 Women's Gardens for Health & Nutrition: <http://goto.gg/48520>

## Community

This type of fundraising takes different forms but usually is a local action by the community. The community may organize events to solicit donation or just simply set up stands or visit members of the community. This is an important method of fundraising not only because it is a source of donation but because it also builds awareness, credibility, followers of the organization first locally and then globally.

Below are some ideas of community fundraising events that could be undertaken (given the current constraints due to the coronavirus pandemic, these potential events need to be adjusted to adhere to safety guidelines):

1. Auctions
2. Food sales
3. Concerts
4. Fashion shows
5. Cultural shows
6. Games
7. Sport events
8. Raffles

In the initial fundraising phase, the Community's contribution is expected to be smaller compared to external donors considering the economic challenges in Uganda, but RCRA will continue to develop and grow this support avenue. The long-term success will very much depend on our community playing a major role in expanding their funding of our overall operation. RCRA is also working with the Ugandan authorities to support our PHE operating model and services in our community.

## **Partnerships & Sponsorships**

Corporate and individual sponsorships will play a key role in supporting the fundraising drive and the overall operation of RCRA. Long term sponsorships are and will be pivotal to our operations. The aim is to establish at least one sponsorship per initiative and to increase the sponsorships in scope and scale.

RCRA benefits from partnerships with organizations that support the delivery and implementation of specific initiatives. Some partners also provide financial support to RCRA.

RCRA's Donor Stewardship Matrix is one way that it recognizes and rewards donors, sponsors and partners for their contributions, depending on the financial support provided.

## **Direct Mail**

Direct mails will be authored by the Marketing & Communication team to disseminate accordingly to the right audiences.

## **Grants**

RCRA aims to seek grant opportunities with grant donors locally and globally, mainly to fund its core initiatives. A grant register has been set up which allows the tracking of potential grant programmes.

## Donor Management

RCRA aims to establish long-term relationships for each of its core initiatives. To this end, RCRA has defined donors rewarding packages that provide a number of benefits to the donors (see below matrix chart). The benefits vary depending on the monetary amount of support provided. This robust relationship is envisioned to grow and strengthen.

The fundraising cultivation process will consist of four fundamental phases:

1. **Identification and research:** RCRA identifies potential donors who share RCRA's values and the mission of the respective initiative. The aim is to establish long-term relationship.
2. **Cultivation:** RCRA contacts potential donors and educates them on the respective initiative. This phase is crucial in establishing and fostering a long-term relationship.
3. **Solicitation:** RCRA contacts donors that have been identified in the previous phases and asks for a specific donation for a specific initiative. RCRA uses direct mail, telephone fundraising, face-to-face solicitations, peer asking, as part of a legacies campaign or through online communication to solicit donors.
4. **Stewardship:** RCRA thanks the donor for the contribution made and ensures that the donor benefits are put in place according to the Donor Stewardship Matrix. The relationship with the donor is maintained by providing updates on the initiative and on the use and impact of the donation/support.

RCRA will acknowledge gifts at the time of donation and will also keep records of overall donor contributions and place donors in the appropriate recognition level once they achieve that overall amount. RCRA will implement the following donor stewardship matrix:

Recognition Type	Timeline					
		\$1 - \$999	\$1,000 - \$9,000	\$10,000 - \$49,999	\$50,000 - \$99,999	+\$100,000
Thank you email	Within 48 hours	X	X	X	X	X
Certificate of donation	Within 48 hours	X	X	X	X	X
Video update on impact	Quarterly	X	X	X	X	X
Email annual report	Annually	X	X	X	X	X
Sending a welcome package	Within 48 hours		X	X	X	X
Personal note from Board	Within 48 hours			X	X	X
Thank you phone call	Within 48 hours			X	X	X
Invitation to donor recognition event	Annually			X	X	X
Promote on RCRA's website	Annually			X	X	X
Send anniversary cards	Annually			X	X	X
Souvenirs	Annually			X	X	X
Profile in RCRA's communications	Annually				X	X
Thank you video	Annually				X	X
Name a hospital room	Annually				X	
Plant a tree in the hospital's garden	Annually					X
Opportunity to Nominate Executive to Advisory Board	Annually					X
Name a hospital section	5 years donation					X



## Fundraising Income Strategy Goals 2020 to 2025

Fundraising Income Strategy Goals 2020 to 2025						
Donor Type	2020	2021	2022	2023	2024	2025
Individual Donors	\$20,000	\$40,000	\$60,000	\$80,000	\$100,000	\$120,000
Foundations	\$113,513	\$200,000	\$230,000	\$130,000	\$120,000	\$110,000
Businesses	\$30,000	\$300,000	\$120,000	\$80,000	\$10,000	\$10,000
Government	\$150,000	\$490,000	\$110,000	\$90,000	\$80,000	\$65,000
International Organizations	\$144,746	\$1,020,000	\$300,000	\$120,000	\$70,000	\$65,000
Earned Income			\$512,801	\$621,532	\$815,778	\$913,672
<b>Total</b>	<b>\$458,259</b>	<b>\$2,050,000</b>	<b>\$1,332,801</b>	<b>\$1,121,532</b>	<b>\$1,195,778</b>	<b>\$1,283,672</b>

In the immediate future, RCRA's fundraising plans will primarily depend on major donors, foundations and international organizations but overtime, the bulk of our funding will be coming from grants that we will be seeking from foundations for our research work that we plan to further grow.

### Funding sources

It is anticipated that the following sources will be key in identifying capital and start-up revenue investment:

- International grants and donations
- Ugandan government grants, including Results-Based Financing (RBF) in line with Ministry of Health guidelines
- Philanthropic donations

## Financial Statement 2020 to 2025

Organisational Expenditure 2020 to 2025						
Area of Expenditure	2020	2021	2022	2023	2024	2025
Current Programmes	\$113,513	\$0	\$0	\$0	\$0	\$0
Future Programmes	\$345,946	\$415,135	\$498,162	\$597,795	\$717,354	\$824,957
General Operating Costs		\$523,186	\$430,370	\$427,389	\$427,389	\$427,389
Capital Expenditure	\$295,214	\$2,675,800	\$0	\$0	\$0	\$0
<b>Total</b>	<b>\$754,673</b>	<b>\$3,614,121</b>	<b>\$928,532</b>	<b>\$1,025,184</b>	<b>\$1,144,743</b>	<b>\$1,252,346</b>

Organisational Income 2020 to 2025						
Area of Expenditure	2020	2021	2022	2023	2024	2025
Reserves	\$13,500	\$13,500	\$13,500	\$13,600	\$13,600	\$14,000
Future Income	\$0	\$0	\$213,460	\$263,783	\$357,469	\$400,365
Donations	\$459,459	\$2,940,000	\$1,512,801	\$1,221,532	\$1,215,778	\$1,263,672
<b>Total</b>	<b>\$472,959</b>	<b>\$2,953,500</b>	<b>\$1,739,761</b>	<b>\$1,498,915</b>	<b>\$1,586,847</b>	<b>\$1,678,037</b>

<b>Net Income</b>	<b>\$281,714</b>	<b>\$660,621</b>	<b>\$811,229</b>	<b>\$473,731</b>	<b>\$442,105</b>	<b>\$425,691</b>
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RCRA is all about social responsibility and growth. We anticipate challenging times in the near future but we are very focused on our long-term plans and believe that we will be able to be somewhat self sufficient once the hospital is fully operational and we have achieved the funding that we are seeking.

## Annual Expenditure Plan

Annual Operating Expenditures			
Item	2021	2022	2023
Advertising	\$6,956.68	\$6,261.01	\$4,869.68
Employee benefits	\$9,365.81	\$9,365.81	\$9,365.81
Furniture and equipment	\$55,653.45	\$16,696.04	\$11,130.69
Insurance	\$33,673.59	\$33,673.59	\$33,673.59
Maintenance and repairs	\$34,377.38	\$13,750.95	\$3,437.74
Office supplies	\$45,204.90	\$9,040.98	\$9,040.98
Payroll taxes	\$12,180.96	\$12,180.96	\$12,180.96
Research and development	\$150,502.53	\$150,502.53	\$158,027.66
Salaries and wages	\$128,847.49	\$135,289.87	\$135,289.87
Software	\$2,815.16	\$0.00	\$0.00
Travel	\$4,980.66	\$4,980.66	\$4,980.66
Utilities	\$38,437.70	\$38,437.70	\$38,437.70
Web hosting and domains	\$189.48	\$189.48	\$189.48
<b>Total Expenses</b>	<b>\$523,185.78</b>	<b>\$430,369.57</b>	<b>\$420,624.80</b>

Our expenses in the first 2 years will be mostly consumed by costs related to the construction and operation of the new hospital. Our expense plans will be constantly reviewed against the value proposition this will generate to achieve our missions.

## Roles & Responsibilities

The below provides a high-level overview of RCRA's organizational structure relevant to fundraising activities:

### Board Members

**The RCRA Board comprises:**

1. Mrs Marian A. Surgenor, Chair Person. Associate Dean Gulu University.
2. Dr Olaro Charles, Co-Chair. Director of Clinical Services, Uganda Ministry of Health.
3. Dr Obeti Richard, Board Member. District Health Officer of Bunyangabu district.
4. Mr Ruyoka Raymond, Board Member (responsibility for charity programmes). Advocacy Officer for Reproductive Health, Reproductive Health Uganda.
5. Mr. Jostas Mwebembezi, Executive Secretary, RCRA Founder. MPH Associate at Mbarara University of Science and Technology.

This is the top decision-making body of the Rwenzori Center for Research and Advocacy, responsible for providing support, guidance, directing and approving of organization policies.

- **Responsibilities**

- Guarantee the sustainability of RCRA as an organization and the realization of its statutory aim. The Board approves RCRA's accounts

### Strategy & Finance

- **Responsibilities**

- Strategic thinking and planning and key research internal and external environment
- Financial management and reporting

### Marketing & Communication

- **Responsibilities**

- **Digital Advertising**
  - **Email Marketing:** Establish and maintain contact lists of donors & followers
  - **E-Newsletters and websites:** Update and maintenance of website throughout the fundraising drive to update donors and supporters on progress. Development of a monthly newsletter with regular updates
- **Printed Advertising**
  - **Magazines and newspapers:** Develop relationships with media outlets for possible support (articles and advertisements) for RCRA and its initiatives
  - **Posters and flyers:** Communicating plans for the hospital and value of the donations

## Human Resources

- **Responsibilities**
  - Select best candidates to fulfil the different roles for the fundraising activities and the NGO operation in general

## IT

- **Responsibilities**
  - Select the right technical online platform to accommodate donations
  - Ensure data safety

## Partnerships & Fundraising

- **Responsibilities**
  - Analyze fundraising strategy, create and develop programs, activities, and tasks that conform to this strategy. Some of the key activities are:
    - **Grant management:** Identify grant opportunities, prepare and submit grant applications, monitor grants
    - **Donor management:** Identify potential and manage existing donors

- **Partnerships:** Develop partnership opportunities with different parties to generate funding for RCRA's core initiatives. Targeted parties include corporations, academia, international organizations, individuals.
- **Match Giving:** Develop partnership with donors who offer match giving plan for their workers

## Community

- **Responsibilities**

- Recruit and steward supporters who want to fundraise at community level
- Create and manage a range of in-house events and fundraising initiatives
- Build relationships with the local community and act as a focal point of contact for the community
- Establish fundraising support groups and keep them informed on the RCRA's developments and activities, help develop the groups own plans and encourage members to act as ambassadors
- Grow and develop a volunteer base to support various fundraising activities

## Administration & Operation

- **Responsibilities**

- Plan purchases, negotiate contracts and coordinate the business budget
- Track funding proposals and reports and supplementary materials to ensure that necessary internal and external deadlines are met
- Create and tailor financial reports into formats requested by donors and senior leadership team
- Oversee incoming donations processing & stewardship systems

## Sources

- <https://apps.who.int/gho/data/>
- <http://www.fao.org/publications/sofi/en/>
- <https://www.worldometers.info/world-population/>
- <https://www.unicef.org/uganda/what-we-do/nutrition>
- <https://data.unicef.org/topic/child-protection/child-marriage/>
- <http://hdr.undp.org/en/content/children-under-five-who-are-stunted-moderate-and-severe>
- <https://www.usaid.gov/sites/default/files/documents/1864/Uganda-Nutrition-Profile-Apr2018-508.pdf>
- <https://www.nationmaster.com/country-info/stats/People/Marriage,-divorce-and-children/Teen-marriage-rate/Women>
- [https://www.who.int/data/gho/data/indicators/indicator-details/GHO/gho-jme-country-children-aged-5-years-stunted-\(-height-for-age--2-sd\)](https://www.who.int/data/gho/data/indicators/indicator-details/GHO/gho-jme-country-children-aged-5-years-stunted-(-height-for-age--2-sd))
- [https://en.wikipedia.org/wiki/Maternal\\_health\\_in\\_Uganda#:~:text=Out%20of%20183%20countries%2C%20Uganda,19\)%20is%20149.9%20per%201%2C000](https://en.wikipedia.org/wiki/Maternal_health_in_Uganda#:~:text=Out%20of%20183%20countries%2C%20Uganda,19)%20is%20149.9%20per%201%2C000)
- <https://www.worldometers.info/undernourishment/#:~:text=Undernourished%20people%20in%20the%20world%3A%20%20%20,%20%20195%2C874%2C683%20%2045%20more%20rows%20>

## Contact Details

For further information or to discuss how to support RCRA, please contact:

- RCRA Executive Director Jostas Mwebembezi at:
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  - [jmwebembezi@rcra-uganda.org](mailto:jmwebembezi@rcra-uganda.org) (Work)
- Dr. Olaro Charles (Director of Clinical Services, Ministry of Health Uganda, Chair RCRA) at:
  - [olarocharles@gmail.com](mailto:olarocharles@gmail.com)
- Mr. Ruyoka Raymond (Board Member in charge of programmes) at:
  - [rreymond@rcra-uganda.org](mailto:rreymond@rcra-uganda.org)
- Partnerships Team at:
  - [RCRA\\_partnerships@rcra-uganda.org](mailto:RCRA_partnerships@rcra-uganda.org)

For more information about the current work of the RCRA, please visit our website at:

**[www.rcra-uganda.org](http://www.rcra-uganda.org)**