Final Draft: Development of the Botswana Council for Non-Governmental Organizations (BOCONGO) 2025 – 2030 Resource Mobilization Strategy

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EXECUTIVE SUMMARY

The Botswana Council for Non-Governmental Organizations (BOCONGO) is initiating the development of its 2025-2030 Resource Mobilization Strategy. The document is expected to serve as a resource mobilization roadmap for the organization for the next five years, guiding BOCONGO's fund raising priorities, projects, initiatives, and allocations. The development of this resource mobilization strategy will involve BOCONGO structures (Secretariat, Board, Thematic Teams, Regions and Members), with stakeholder engagement taking place both in the initial stages and also once an initial draft has been prepared. To ensure a comprehensive and effective strategy development exercise, a Strategy Development Consultancy, Mamock Consulting Services, was engaged to facilitate and oversee the process.

BOCONGO, an umbrella body for civil society organisations (CSOS) in Botswana was established in 1995 to coordinate the work of Non-Governmental Organizations (NGOs) in Botswana. BOCONGO has over the past 29 years created a platform for Civil Society Organizations (CSOs) in Botswana to engage in processes of development and policy formulation; and increasing capacity of members to be effective advocates for policy development both individually and as a sector. BOCONGO envisions NGOs working together for a more just, equal, and integrated Botswana and its mission is to ensure that its members are working effectively with other actors for inclusive development. BOCONGO continually aims to achieve these by promoting experience sharing with other NGOs through networking, capacity building, information dissemination and policy advocacy.

To effectively fulfil its mandate and achieve its mission and vision, BOCONGO recognises the importance of a comprehensive resource mobilization strategy to fund its operations, programs and subsidize service provision for its registered members. A well-developed resource mobilization strategy will provide clear direction, articulate long-term goals for diversification and expansion of BOCONGO's funding base, and enhance internal fund raising capacity and systems.

This Resource Mobilization Strategy aims to position BOCONGO as a sustainable, resilient, and influential organization within Botswana's NGO sector over the next 5 years. By identifying strategic funding avenues, building capacity, and forging strategic partnerships, BOCONGO will leverage its value proposition to attract diverse funding

sources and support its strategic goals aligned with the 2025–2030 strategic framework.The Resource Mobilization Strategy provides a roadmap for BOCONGO to secure sustainable funding and resources for its operations and the over 300 member NGOs across its six thematic groups: inclusive social policy, sustainable environment and natural resource management, democratic governance, economic justice, arts and creative industries, and gender and human rights. Aligned with the Council's value proposition—coordination of NGOs, capacity building, networking, information dissemination, advocacy and policy engagement, facilitation of partnerships, resource mobilization, NGO mentorship, and public awareness and outreach—this strategy emphasizes diversification, self-reliance, and strategic partnerships to address challenges like donor dependency and funding perceptions. The strategy aims to increase annual resource inflows by 30% within three years through a mix of traditional grants, innovative financing, and local mobilization, while building internal capacities for long-term sustainability.

1. Introduction and Background

BOCONGO is the umbrella body for NGOs in Botswana and consequently plays a pivotal role in promoting good governance, capacity development, and policy advocacy. To strengthen its influence and operational capacity, a comprehensive Resource Mobilization Strategy has been developed, considering the current funding landscape, institutional strengths, gaps, and future aspirations.

The Council plays a coordination function for Botswana's vibrant NGO sector, fostering collaboration among diverse organizations to advance national development goals, including those aligned with the Sustainable Development Goals (SDGs). With members grouped thematically, the Council is an essential government partner in amplifying collective impact. This strategy builds on best practices from African NGO umbrellas, such as strategic alliances and diversified budgeting, to enhance the Council's existing resource mobilization function.

(i) Overview of Botswana's NGO Funding Landscape

Botswana's non-governmental organization (NGO) sector, comprising of hundreds of organizations focused on areas such as health, environment, governance, and human rights, plays a vital role in complementing government efforts toward Sustainable Development Goals (SDGs) and national priorities like Vision 2036. However, the sector faces a constrained funding environment characterized by heavy reliance on external donors, declining global aid flows, and limited domestic funding and perceptions that hinder mobilization efforts. As of late 2025, total annual funding for Botswana NGOs is estimated at under P500 million (approximately $37 million USD), with international sources accounting for 70-80% of inflows based on recent analyses of civil society financing. Domestic contributions, including government grants and corporate social responsibility (CSR), make up about 15-20%, while innovative sources like crowdfunding and social enterprises contribute less than 10%. This landscape reflects a post-pandemic recovery marked by geopolitical tensions, donor fatigue, and calls for self-sustainability, as highlighted in recent government advisories.

The sector's funding is thematic: health and HIV/AIDS initiatives receive the largest shares (driven by legacy programs like PEPFAR), followed by environment and conservation. Regulatory hurdles, such as stringent registration under the Societies Act (2016), further limit access to funds for sensitive issues like gender rights or environmental advocacy. A recent push for diversification, urged by Minister of Labour and Home Affairs Major General Pius Mokgware in March 2025, emphasizes revenue generation and cross-sector partnerships to reduce dependency.

(ii) Purpose

The purpose of this resource mobilization strategy is to create a sustainable framework for mobilizing financial, human, and in-kind resources. It supports the Council's mission

by enabling scaled-up activities in coordination, advocacy, and capacity building, while promoting self-reliance as recommended in Botswana's NGO management contexts.

(iii) Guiding Principles

- **Sustainability:** Prioritize long-term, diversified, multi-year funding relationships over short-term, project-specific grants to reduce donor dependency.
- **Inclusivity and Equity:** Engagement of all thematic groups and members in mobilization efforts and ensuring fair distribution of resource mobilization opportunities across thematic groups, with special attention to marginalized communities.
- **Alignment with Development Agendas:** All resource mobilization efforts will align with Botswana's Vision 2036 pillars, Botswana's National Development Plan the SDG contributions and thematic donor priorities.
- **Transparency and Accountability:** Maintain robust governance, financial management, and reporting systems to build donor trust and confidence.
- **Collaboration:** Leverage the collective strength of the Council's membership to attract larger, more impactful funding.
- **Innovation**: Incorporate emerging tools like digital crowdfunding.

(iv) Resource Mobilization Objectives

1. **Diversify Funding Sources**: Reduce dependency on a single donor or funding stream by tapping into multiple funding avenues.
2. **Strengthen Donor and Partner Relationships:** Build trust, credibility, and long-term collaboration with funders and partners.
3. **Leverage Member Strengths:** Harness the expertise, networks, and thematic specialization of member NGOs to co-create compelling proposals.
4. **Enhance Internal Fundraising Capacity:** Equip the BOCONGO Team with the skills, systems, and tools in capacity building and resource mobilization.
5. **Increase Unrestricted Funding:** Secure flexible resources to cover operational and strategic priorities.

1.2 BOCONGO's Six Thematic Areas of Operation

BOCONGO has six thematic areas of operation as listed below:

I. Inclusive Social Policy

II. Sustainable Environment and Natural Resource Management

III. Democratic Governance

IV. Economic Justice

V. Arts and Creative Industries

VI. Gender and Human Rights

The thematic areas of operation are explained below.

i. Inclusive and Social Policy

- Advocating for responsive, inclusive, participatory and representative decision making at all levels.
- Promoting advocacy for enactment and enforcement of laws and policies for sustainable development (e.g. the current Constitution Review Process).
- Advocacy for women's full and effective participation and equal opportunities.
- Advocating for the rights of marginalized and vulnerable groups.

ii. Sustainable Environment & Resource management

- Capacity building for resilience and adaptive capacity to climate related hazards and natural disasters
- Scaling up education, awareness raising and human & institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.
- Research for planning and response interventions

iii. Democratic Governance

- Civic Education and participation in political processes
- Building of democratic and accountable systems & Institutions
- Capacity Building for Transparency Monitoring
- Engaging checks and balances.

iv. Economic Justice

- Promoting policies that support productive activities and decent jobs
- Creating entrepreneurship, creativity and innovation.
- Promoting productivity and effective service delivery
- Tax Justice

v. Gender and Human Rights

- Coordinating and supporting activities related to gender mainstreaming and promotion of human rights
- Promoting dialogue and cooperation on human rights and gender issues
- Strengthening sound policies and legislation for the promotion of human rights, gender equality and empowerment of women and girls
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vi. Arts and Creative Industry

- Promoting individual and organisational creativity, skill and talent which have the potential for wealth and job creation
- Fostering the development of productive creative capacities, cultural entrepreneurial skills and trade opportunities.
- Preserving and promoting cultural heritage, diversity and development through research and documentation
- Advocating for the development of regulatory frameworks that protect and support the development of creative industries

The current strategy took a deliberate action to operationalize the functions of each thematic group through converting the various functions of each thematic group into actionable recurring initiatives that are going to be implemented in all BOCONGO's five regional networks throughout the life cycle of the current

strategy. Initial target setting, cascading of the strategy to regions and thematic groups, as well as quarterly engagements with the Thematic Group Leads and Regional Representatives will ensure adherence to completion timelines and effective completion of initiatives.

1.3 BOCONGO's Five Regional Networks

The Regional Networks were share, and they are:

- Gaborone Network
- Francistown Network
- BOMASE Network
- Ngamiland Network
- Chobe Network

2.Methodology and Approach

Mamock Consulting Services employed a structured, collaborative, and evidence-informed mixed-methods approach in the development of the BOCONGO Resource Mobilization Strategy. Thee methodologies entailed a blend of qualitative and quantitative procedures which ensured a comprehensive understanding of the current environment, capacities, and opportunities, facilitated stakeholder engagement and data-driven decision-making.

The key methodologies employed are summarily discussed below:

1. **Desk Review and Document Analysis**
    - Was employed to review BOCONGO's strategic plans, financial reports, past fundraising efforts, partnership agreements, and relevant sector documents to understand existing capacities, past success factors, and gaps.
2. **Stakeholder Consultations and Interviews**
    - Structured and semi-structured interviews were conducted with the Board, management, members, key donors and potential funders to gather insights on perceptions, opportunities, and challenges with funding NGOs in the current operational environment.
3. **Focus Group Discussions (FGDs)**
    - Were facilitated with diverse stakeholder groups (members NGOs and partners) to gather broad perspectives on resource needs, priorities, and partnership potentials.
4. **Capacity Needs Assessment**
    - Surveys and capacity assessments were conducted with internal BOCONGO staff and members to evaluate the Secretariat and member NGOs capacities regarding fundraising, proposal development, partnership management, and internal processes.
5. **Environmental Scanning and Sector Analysis**
    - There was a comprehensive analysis of external funding trends, donor priorities, government funding landscapes, private sector engagement, and emerging opportunities in the NGO sector.
6. **SWOT & PESTEL Analysis**

- Were undertaken to systematically evaluate internal strengths and weaknesses, along with external opportunities and threats, to identify strategic directions as well as to systematically understand and monitor the external, macro-environmental factors affecting BOCONGO operations.

7. **Funding Landscape Mapping**
   - This was undertaken to compile data the on external funding landscape, donor trends potential donors, funding windows, eligibility criteria, thematic priorities, partnership opportunities and previous funding patterns.

8. **Stakeholder Mapping and Relationship Analysis**
   - There was an identification and analysis of key stakeholders, potential partners, and funders to strategize on relevant engagement approaches.
9. **Scenario Planning**
   - Several different future scenarios based on external environment trends and internal capacity were explored to inform flexible and resilient strategies that could be adopted.
10. **Participatory Workshops and Validation Meetings**
    - Once a draft RMS is done, the consultant will engage stakeholders in a workshop to validate findings, review proposed approaches, and foster buy-in.

3.Situational Analysis: Where is BOCONGO Now?

Strategic situational analysis is crucial in a Balanced Scorecard (BSC) because it offers a footing for understanding the organization's internal and external environment, allowing the development of a more effective and relevant strategy, objectives, and initiatives. Through utilization of tools like PESTEL, SWOT and Stakeholder Analysis, the BOCONGO can understand its current position and identify key factors that will influence their future performance. Furthermore, by understanding their situation, BOCONGO can ensure that strategic objectives are relevant, achievable, and aligned with its strengths and opportunities, while addressing weaknesses and threats. BOCONGO will also be able to prioritize strategic initiatives by identifying the most critical areas for improvement and growth, ensuring that the ever diminishing resources in the BOCONGO's operational environment are allocated effectively.

Stakeholder Analysis: Entails identifying and understanding individuals, groups, or organizations that can impact or be impacted by an organization or its decisions. It involves assessing the afore-mentioned groups influence and interests, and developing strategies for managing relationships to ensure achievement of strategic results.

PESTEL Analysis: is vital for understanding the external environment through an examination of the political, economic, social, technological, environmental, and legal factors. This aids organizations in identification of opportunities and threats, and development of more robust and adaptable strategies. A PESTEL Analysis can reveal potential opportunities arising from external trends and changes, assist in identifying potential threats and development of strategies to mitigate them.

SWOT Analysis: it provides a comprehensive framework to assess an organization's internal strengths and weaknesses, alongside external opportunities and threats, enabling informed decision-making and strategic planning.

(i) BOCONGO STAKEHOLDER ANALYSIS

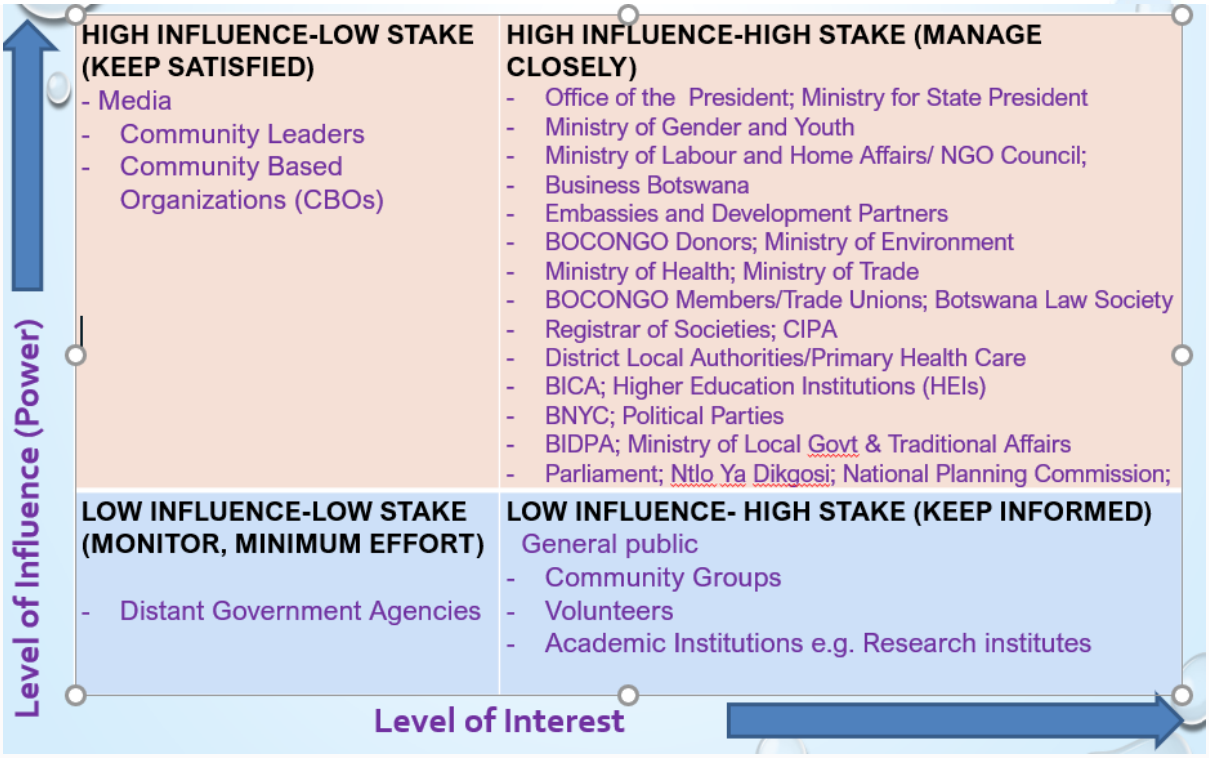
The BOCONGO Team identified and analysed various key stakeholder groups who were deemed to have potential to influence or be influenced by the BOCONGO's strategic direction, helping to understand their interests, power, and potential impact, and subsequently enabling better decision-making and engagement strategies.

The process of stakeholder identification was undertaken following three steps of brainstorming, researching and categorization and then a stakeholder analysis was then undertaken using the Power/Interest Matrix

Power/Interest Matrix:

The Power-Interest Matrix, also known as Mendelow's Matrix (Mendelow, 1991) was the adopted tool for stakeholder analysis. The matrix helps businesses identify and manage stakeholders by categorizing them based on their level of interest and

influence (power). It typically has two axes: "Interest" (low to high) and "Power" (low to high). Stakeholders are then plotted within these quadrants, allowing for a strategic approach to engagement.



(ii) BOCONGO PESTEL ANALYSIS

A PESTEL analysis helps organizations understand and account for external factors – Political, Economic, Social, Technological, Legal, and Environmental – that can significantly impact their operations and strategic decisions.

BOCONGO PESTEL Analysis

POLITICAL FACTORS	
FACTOR	**WHAT IT MEANS FOR THE STRATEGY**
Lack of political will to fund civil society.	We will not be able to fund the work of the secretariat and initiatives.
Lack of weakness in policy and social issues.	-Lack of unaccommodating environment to support policy -Limited funding and implementation risks
Weak/low participation of CSOs in BOCONGO.	Low technical support to achieve the strategic pillars in the strategy.
An Intolerant Policy/Political environment.	Lack of inclusion of BOCONGO in policy making and reforms.
Lack of awareness regarding the BOCONGO mandate.	Lack of public support from private sector & media.

Lack of data and institutional capacity to work on political development links	Reduced credibility with stakeholders
Lack of legislative reforms	There is no legislation that provides for funding of CSO's and CSR
Reduced credibility with stakeholders	It makes it harder to attract support from government and donors.
Weak evidence-based advocacy.	Limits ability to influence policy effectively

ECONOMIC FACTORS	
FACTOR	**WHAT IT MEANS FOR THE STRATEGY**
Down turn in Botswana's economy	Could result in reduced government spending which could limit public grants or partnerships with BOCONGO
Changes in donor country priorities	Could result in reduced funding available for programming
Constrained government fiscus.	Could result in reduced funding available for programming
Subdued private sector growth.	Less resources towards funding civil society coordination/response
Botswana is an upper middle-income country	Could result in shrinking donor pools hence less funding available for NGOs
Public-Private Partnerships	BOCONGO could leverage PPPs to expand its reach in the various thematic areas
Economic diversification efforts	BOCONGO could align with national development goals by supporting sustainable livelihoods, green transformation and agribusiness
Inflation and cost of living	Could affect operational costs (including salaries, transportation and program delivery)
National Income and GDP trends	Botswana's economy's heavy dependence on diamonds could result minimal public spending and hence reduced public grants for NGOs

SOCIAL FACTORS	
FACTOR	**WHAT IT MEANS FOR THE STRATEGY**
Limited appreciation of the role of NGOs by the general public.	There is minimal interest in the sustainability of CSOs and general public has little knowledge on the mandate of BOCONGO

Inadequate networking skills by CSOs	The limited coordination could result in inadequate information sharing on available opportunities.
Public Trust in NGOs (transparency and accountability)	Decline in public trust can reduce donations and stakeholder engagement, resulting in the organization having to invest in reputation management and ethical governance
Demographic shifts (Youth Bulges)	Botswana has a Youth heavy population and this may require BOCONGO to drive more programs focused on employment and mental health
Cultural norms and Social values	Advocacy for programs promoting gender equality or LGBTQ+ rights could face resistance in conservative societies
Health and well-being trends (mental health, substance abuse, chronic disease prevalence)	BOCONGO might need to partner with public health focused NGOs to coordinate health campaigns and address emerging needs
Digital and Social Media Usage	BOCONGO could have to adapt to online engagement strategies to reach younger demographics

TECHNOLOGICAL FACTORS	
FACTOR	**WHAT IT MEANS FOR THE STRATEGY**
Digital connectivity and Accessibility	Could facilitate website updates, stakeholder databases, documentation repository i.e BOCONGO Library and access to virtual communications
Advancement in AI technology	Could assist in the organization's digital visibility and advocacy plans Could potentially speed up HR processes Enhance coordination of members (membership drive and capacity building) and service delivery
Availability of online platforms (e-business)	Could assist in improving organizational performance, structures and etc
Data security	Could protect organizational data from cyber attacks

ENVIRONMENTAL FACTORS	
FACTOR	**WHAT IT MEANS FOR THE STRATEGY**
Pandemic prevention and preparedness	Could allow CSOs to implement interventions on climate change human health, animal health and climate justice

Extreme weather conditions	Could affect activities of members Could affect technological infrastructure limiting access to information and communication Could affect the physical infrastructure (roads and buildings) of members/stakeholders/service providers
Vast geographical spread of members	Could affect access and service delivery to members and stakeholders/clients
Natural Resource Management	Could assist members and their beneficiaries to benefit from the natural resources around them
Climate change and drought	BOCONGO could prioritize climate resilience programs and advocate for green transformation and climate adaptation policies
Wildlife and bio diversity conservation	BOCONGO could partner with conservation NGOs to promote eco-tourism and policy advocacy supporting bio-diversity interventions
Waste management and Pollution	BOCONGO could partner with its members to facilitate community clean up campaigns, recycling initiatives and environmental education

LEGAL FACTORS	
FACTOR	**WHAT IT MEANS FOR THE STRATEGY**
Compliance issues	Assisting members with meeting compliance regulations; compliance with laws of Botswana; Non-compliance issues could affect NGO's membership status in various platforms as well as access to some privileges
Policy, Legislation and regulations	Contribution to formulation and implementation of laws that are affecting our organization Negative Impact from the newly formed or revised legislations and policies such as new TAX regimes to the NGOs, VAT Amendment Bill of 2025 Positive Impact from the newly formed or revised legislations and policies such as CBNRM Act etc
Regulation of NGOs is based on Policy rather than Legislation	Regulation of NGOs needs to move from Policy to Legislation. There is need for a Law on CSOs whose implementation can be easily monitored
Gambling Act of 2012	Offers an opportunity for increased funding/more funding from non-traditional sources

(iii) BOCONGO SWOT ANALYSIS

A SWOT analysis systematically assesses an organization's internal strengths and weaknesses, and external opportunities and threats, to inform strategic decision-making. . In the SWOT analysis, an organisation uses the information from the external analysis to summarize the company's Opportunities and Threats. The SWOT Analysis describes the environment in which BOCONGO is currently operating in. It is a useful technique for understanding the strengths, weaknesses, opportunities and threats facing BOCONGO.

STRENGTHS	
STRENGTHS	**WHAT IT MEANS FOR THE STRATEGY**
Government funding.	The organization is a guaranteed going concern.
Local, Regional and International strategic partnerships	Expands reach, improves policy access, and opens doors to funding and innovation.
Access to other sources of funding outside the traditional which is government (FORUS, European Commission).	There is supplementary funding for other projects.
Coordination Mandate & Convening power. BOCONGO recognized by	Position to influence policy. Coordinated and Collaborated advocacy. Attracts donor support,

stakeholders as a legitimate and collective representative of NGOs	facilitates government collaboration, and strengthens influence. Recognized role as a central hub for NGOs in Botswana could reduce duplication and increase efficiency for partners.
Diverse Thematic Expertise	Coverage of six critical development areas offers multiple entry points for donors.
Established Value Proposition	Clear services in capacity building, advocacy, and networking are already fundable activities.
Broad and strong membership base of over 300 NGOs	Could provide a vast network, grassroots presence, and collective voice.
Strategic Partnerships	
Access to Local Knowledge and Community Networks	BOCONGO has understanding of Botswana's cultural, social dynamics which ensures that programs are contextually relevant and responsive to local needs.

WEAKNESSES	
WEAKNESS	**WHAT IT MEANS FOR THE STRATEGY**
Minimal participation of BOCONGO members.	• Compromise advocacy role in the implementation and efficiency of the strategy.
Low numbers of members paying annual subscription fees.	• It could affect BOCONGO's capacity to coordinate its operations
Minimal numbers of active partnerships	• Compromises BOCONGO's ability to benefit from strengths and capacities of other stakeholders
Limited professional expertise (in specialized areas- Resource Mobilization, Business development, M&E, SBCC	• Results in BOCONGO having to outsource these services resulting in incurred expenses. • Engaging external resources could lead to instability as the organization will not be building internal capacity
Inadequate communication and sharing of the strategy	• Some members of BOCONGO not aware of the strategic direction of the organization hence unable to align
There is limited funding for coordination	• BOCONGO has access to limited funding as most funding is directed at direct implementation hence compromising operations
Heavy donor dependency	• Creates vulnerability if major donors withdraw, highlighting the need for diversified funding
High BOCONGO staff turn-over	• Could result in limited talent management and development, low staff morale and motivation, increased workload and burnout

Limited resources.	• Inability to finance some operations.
Capacity constraints in proposal writing	Could have several negative result such as limited funding opportunities, missed deadlinesand inadequate project design
Potential competition for funding among member NGOs.	Could result in member dissatisfaction, donor confusion, duplication of efforts and reputational risk
Limited capacity of the Secretariat to manage a complex, diversified funding portfolio	Could result in funding management challenges (delayed reporting, non-compliance with donor requirements) and increased risk of financial mismanagement
Inability to manage members.	It becomes difficult for BOCONGO to sustain its members and operations.
Limited diversified funding	Could result in financial vulnerability (to funding cuts or withdrawal), increased administrative burden and reduced impact of program scope and scale

OPPORTUNITIES	
OPPORTUNITIES	**WHAT IT MEANS FOR THE STRATEGY**
Political will and commitment	Could enhance recognition of the civil society role and participation in national development agendas
Government funding initiatives	Could present increased funding for sector specific programs, partnership opportunities and likelihood of capacity building and technical assistance
Botswana's transition to a high-income country status	Could shift donor priorities, creating a need for new models of development partnership (e.g., SDG-focused investments, private sector collaboration).
The Current Government is a Human Rights focused Government	Could result in enhance support for CSO programs and interventions
Emerging donor priorities aligning with BOCONGO's mandate	Could result in increased funding opportunities, enhanced releavance and more partnership opportunities for BOCONGO
Private sector CSR programs.	Could result in access to new funding streams and access to new networks
Growing global and local interest in issues like governance and economic justice.	This could lead to increased relevance, advocacy and policy influence, resulting in enhanced credibility and increased impact
The government's need for capable civil society partners for policy implementation and monitoring	Could lead to strengthened collaboration with government, increased access to decision makers, resulting in strengthened relationships and greater impact

Expanding local corporate social investment (CSI) and ESG (Environmental, Social, and Governance) requirements	Could lead to more funding opportunities, enhanced corporate engagement, access to new skills and resources, resulting influence of business practices and diversified funding.
Availability of external funding	Could lead to growth of NGOs; and increased participation and enhanced civil society impact in implementation of development plans
Multilateral agreements agenda	Could provide strategic direction, growth and means of implementation
Increased Global Focus on Climate and Sustainability	Donors are prioritizing climate resilience, biodiversity, and green development so BOCONGO could support member groups targeting climate-related funding
Regional and Continental Integration	BOCONGO could engage with SADC, African Union, and pan-African civil society networks to amplify its voice, share best practices, and access regional funding and advocacy platforms
Emerging Funding Models	BOCONGO could target growth in social impact investing and CSR to diversify its revenue streams and reduce dependency on traditional foreign donors.

THREATS	
THREATS	**WHAT IT MEANS FOR THE STRATEGY**
Declining donor funding due to Botswana's middle-income status	Could result in BOCONGO struggling to sustain its programs due to insufficient funding
Political instability (locally and globally)	Leads to reduced funding opportunities and disruption of implementation of development plans by NGOs
Negative perception of the NGO's by stakeholders (community, Government)	Could affect how some Stakeholders work with Civil Society
Competition among NGOs (for funding, media attention and partnerships)	BOCONGO will need to promote collaboration, reduce duplication and promote sector wide coordination
Unpredictable Funding landscape	Could lead to funding instability and reduced funding opportunities resulting in poor staff morale and retention and reduced impact

Intense competition for available opportunities and resources.	Could lead to reduced funding success rates, pressure on partnerships, poaching of talent, resulting in increased costs (for talent and resources) and strategic positioning challenges
Donor fatigue and stringent reporting requirements	Could lead to reduced funding opportunities, increased administrative burden and strained relationships with donors resulting in funding instability and operational challenges
Limited capacity of member NGOs	BOCONGO could invest in capacity building, mentorship and shared resources to strengthen capacity of their members
Environmental disasters and climate risks	BOCONGO could develop contingency plans and support climate resilience initiatives
Digital Divide and Cyber security	Limited access to technology and weak cyber security could hinder communication and data protection
Public Mistrust	Could result in reduced support from stakeholders, so BOCONGO must prioritize accountability, ethical governance and public engagement

Current Resource Landscape

Botswana's NGO sector relies heavily on international aid, with domestic contributions limited by economic factors. The Council currently mobilizes resources through membership fees, partnerships, and ad-hoc grants, but faces challenges like competition for funds and exclusion from key funding dialogues. Positive trends include growing opportunities in innovation grants and clean energy funding.

(ii) Needs Assessment

(a) Feedback from the Stakeholder Engagement Interviews

Stakeholder engagement interviews were consucted with both Member NGOs to assess their views on the attractiveness of the BOCONGO Value Proposition to its members and consequently measure BOCONGOs performance in meetings its members expectations. Findings of the stakeholder engagement exercise were expected to provide BOCONGO with a strategic direction guided by its members on interventions that the organization could implement to meet their resource mobilization needs and expectations with the ultimate goal of offering the members a more attractive value proposition.

The Consultant ensured that NGOs across all of BOCONGO's thematic areas were represented. The semi structured interviews were partially guided by four discussion points, namely; Operational challenges that the member NGOs were currently facing,

capacity gaps that the member NGOS feltv their organizations currently had, capacity building inerventions that Member NGOs felt BOCONGO could offer their NGOs to justify their annual subscriptions and services which member NGOs felt BOCONGO could offer their NGOs to justify their annual subscriptions. Responses from member NGOs Interviews are summarized below. Only the four most regularly recurring themes from the interviews are listed.

Most Regularly Recurring Themes: Summary

MEMBER NGOs OPERATIONAL CHALLENGES	MEMBER NGOs CAPACITY GAPS
▪ Financial Challenges	▪ Resource Mobilization
▪ Shortage of Staff	▪ Funding Proposal Writing
▪ Inability to undertake Audits	▪ Development of Strategic Plans
▪ Limited capacity (M & E, Finance, Resource Mobilization, Governance)	▪ Inadequate Governance Structures/Outdated policies/Compliance Issues
MEMBER NGOs RECOMMENDATIONS ON WHAT SERVICES BOCONGO SHOULD OFFER THEM	**MEMBER NGOs WISH LIST ON WHAT CAPACITY GAPS WITHIN NGOs BOCONGO SHOULD ASSIST IN ADDRESSING**
▪ Support with resource mobilization/support in writing of proposals	▪ Resource mobilization/Proposal writing
▪ Mentorship	▪ Governance (Stakeholder Engagement & Networking, Legal & Regulatory Compliance, Financial Management & Oversight, Book keeping, Board Governance & Leadership)
▪ Capacity building of stakeholders/NGOs	▪ Strategic Management
▪ Facilitation of Partnerships and Networking opportunities for NGOs/Stakeholder/Member Engagement	▪ Monitoring and Evaluation and Project Management

Other Discussion Items in the Needs Assessment Stakeholder Engagement Exercise.

- **Which council services has your organization benefited from? (tick all that apply)**
    - Advocacy support
    - Networking events
    - Capacity building workshops
    - Information dissemination (newsletters, alerts)

- Policy advocacy platforms
- Mentorship in resource mobilization
- None

In answering this discussion item, all the respondents reported to have benefitted from at least one service product from BOCONGO. 80% of NGOs interviewed reported to have benefitted from information dissemination and alerts, 70 % reported to have beneffitted from advocacy support and policy advocacy platforms. 60 % of the NGOs who participated in the exercise reported to have attended networking events whilst 30% said they had attended BOCONGO organized capacity building workshops. Only 10% reported to have received mentorship in resource mobilization.

- **Would your organisation be interested in joint fundraising or consortium projects facilitated by BOCONGO?**

All (100%) of the participating NGOs expressed interest in participating in fundraising or consortium projects facilitated by BOCONGO?

- In the past 4 years (2021 – 2024), has your organization paid the BOCONGO annual subscription fees for every year?

In response to this item, 50% of the interviewed NGOs reported to have paid the BOCONGO annual subscription fees for every year between 2021 and 2024 whilst another 50% reported to have skipped payments in some years.

- What is your perception of the current annual BOCONGO membership subscription fee?

80% of the respondents felt that the current annual BOCONGO membership subscription fee was 'reasonable', 'fair', 'affordable', 'Ok' or 'Appropriate'.

- **Is your organization currently (2025) a fully paid-up member of BOCONGO?**

In response to this item, only 40% of the respondents reported to be fully subscribed members of BOCONGO in good standing, whilst 60% said they had not paid annual subscriptions for 2025.

- If you have missed paying annual subscriptions for any of the years above, what were the reasons for the non-payment?

60% of the NGOs that had missed paying annual subscriptions for 2025 said this was caused by financial constraints within their organizations.

BOCONGO THEORY OF CHANGE

The BOCONGO 'Theory of Change' explains how the envisioned activities are projected to produce a series of results that will contribute to achieving the organization's intended impacts. The theory of change will also be presented through a Logical Framework, to present the same cause and effect relationship in a matrix.

The BOCONGO theory of change process will entail BOCONGO and it members asking four key questions:

1. What is the overall desired change?
2. What are the pre-conditions for change to happen?
3. What is my contribution?
4. What does progress look like?

Utilization of the theory of change will assist BOCONGO to:

- "zoom out" and better understand stakeholders' roles in the context of the broader processes of change;
- reflect on and theorise about how change might unfold and what roles various stakeholders can play in it;
- build a common understanding within the BOCONGO team and strengthen critical or evaluative thinking which is vital for effective advocacy and campaigning;
- remain focused on the change BOCONGO is working towards and how various interventions will make a difference, so when the context changes the organization does not lose strategic direction.
- strengthen BOCONGO's understanding of its progress and results and stakeholders' contribution to change.

THEORY OF CHANGE

Resource Mobilization for BOCONGO

GOAL:

To enhance the financial sustainability and operational capacity of BOCONGO through strategic resource mobilization

IMPACT:

A unified, empowered, and sustainable civil society sector that drives inclusive national development, influences policy at the highest levels, and delivers tangible benefits to communities across Botswana

Outcomes

- Increased internal capacity for resource mobilization
- Diversified and sustainable funding streams (grants, memberships, social enterprise)
- Strengthened strategic partnerships and collaborations
- Elevated organizational profile and credibility

Outcomes

- Improved fund-raising capacity among member NGOs
- Strengthened Visibility of BOCONGO
- Increased stakeholder engagement and retention

Outputs (Capacity & Systems)

- Trained staff and members in fundraising and grant-writing
- Developed comprehensive resource mobilization strategy and systems
- Established formal partnerships with government, private sector, and donors Implemented membership engagement programs and social enterprise initiatives

Outputs (Engagement & Action)

- Number of donor profiles created
- Number of proposals submitted
- Number of member NGOs trained
- Number of fundraising events held
- Number of impact reports shared

Activities (Capacity Development)

- Develop a resource mobilization strategy integrated with organizational planning
- Conduct capacity-building workshops on fundraising, proposal writing, and partnership development
- Launch social enterprise initiatives (e.g. training & services only)
- Establish a CRM system to manage donor and partner relationships
- Conduct ongoing monitoring and evaluation of resource mobilization efforts

Activities (Visibility & Advocacy)

- Develop and implement donor engagement strategy
- Map and engage potential funding sources (donors, private sector, social enterprises)
- Organize Funding networking events and impact showcases
- Regularly organize advocacy events to strengthen partnerships
- Create and distribute impact reports and success stories

Assumptions

- Organizational leadership is committed to financial sustainability
- BOCONGO Stuff are willing to build new skills and adopt new approaches
- Donors & Private Sectors remain interested in supporting NGO development in Botswana
- The economic environment allows for social enterprise development

Inputs

- Skilled fundraising and communications staff
- Donor database and CRM system
- Digital platforms (website, social media, email tools)
- Strategic partnerships with private sector, parastatals, donors and development agencies
- Training materials and facilitators

Problem Statement: Many NGOs lack reliable funding, strategic donor engagement and capacity for resource mobilization, resulting in limited impact, reduced sustainability, and weakened ability to deliver inclusive development and advocacy services.

4.Resource Landscape and Opportunity Scoping

(a)Funding Landscape Analysis

Major Funding Sources

Botswana NGOs derive most of their funding from international donors, with a shift toward targeted, project-based grants amid broader aid reductions. Below is a breakdown of key categories, including estimated contributions and examples of active opportunities as of November 2025.

1. International Donors (70-80% of Total Funding)

International aid remains the dominant source, channeled through multilateral, bilateral, and philanthropic mechanisms. Flows are modest but targeted, often aligning with SDGs in conservation, human rights, and digital/green transitions. Challenges include short-term grants that limit long-term planning and high competition.

Source Type	Key Providers	Estimated Share/Amounts	Themes/Focus
Multilateral Organizations	UN Agencies (UNICEF, UNDP, Joint SDG Fund); Global Environment Facility (GEF)	30-40% (~P150-200M annually); GEF-9 replenishment emphasizes CSO roles with commitments from donors like Australia, Canada, Belgium, Germany, Sweden, Switzerland, and UK.	SDGs, environment, child rights, digital skills.
Bilateral Aid	US (USAID, US Embassy); EU; UK (via Commonwealth)	25-30% (~P125-150M); EU allocated €1.47M specifically for Botswana CSOs in 2025.	Health (HIV/AIDS), democracy, green/digital transformation.
Foundations & Philanthropy	Commonwealth Foundation; Nexans Foundation; Global Giving	10-15% (~P50-75M); Philanthropic flows via NGOs focus on niche areas.	Civic engagement, energy access, community projects.

2. Domestic and Regional Sources (15-20% of Total Funding)

Local funding is growing but remains underdeveloped, with government contributions tied to national plans and CSR from mining/finance sectors. Regional bodies like SADC provide occasional support. Opportunities lie in public-private partnerships (PPPs) and CSR alignment with SDGs, as outlined in the Botswana Sustainable Financing Strategy (BSFS) 2023-2030.

Source Type	Key Providers	Estimated Share/Amounts	Themes/Focus
Government Grants	Ministry of Nationality, Immigration & Gender Affairs; Other line ministries	8-10% (~P40-50M); Limited due to perceptions of NGO-government overlap.	Social services, gender, youth.
Corporate Social Responsibility (CSR)	Mining companies (Debswana, Lucara); Banks (Stanbic, FNB)	5-7% (~P25-35M); Often in-kind or project-specific.	Environment, economic justice, community development.
Regional Funds	SADC; African Development Bank (AfDB)	2-3% (~P10-15M); Modest but increasing for cross-border issues.	Governance, natural resources.

3. Innovative and Alternative Sources (<10% of Total Funding)

These are emerging to address donor dependency, including crowdfunding, social enterprises, and remittances/philanthropy. The BSFS highlights potential in blended finance (e.g., green bonds) and impact investing, but uptake is low due to capacity gaps.

- **Crowdfunding & Individual Donations**: Platforms like GlobalGiving and local equivalents; ~3-5% (~P15-25M). Focus: Community-driven projects (e.g., youth empowerment).
- **Social Enterprises & Revenue Generation**: NGO-led consultancies or events; <2%. Encouraged via training programs.
- **Remittances & Diaspora**: ~2%; High transaction costs (6-12%) hinder efficiency.

5.Partner/Donor Targeting and Segmentation

(a) Pillars of the Resource Mobilization Strategy

The BOCONGO Resource Mobilization strategy is founded on five (5) interconnected pillars. These pillars are critical because they ensure sustainability, credibility, collective impact and the ability to attract both financial and non-financial resources to support collective advocacy and service delivery.

Pillar 1: Institutional Funding & Grant Seeking

Objective: Secure large-scale, multi-year grants from institutional donors.

- **Interventions:**
  - **Donor Mapping & Intelligence:** The organization will maintain a dynamic database of current and potential donors, their strategies, and key contacts.
  - **Consortium Building:** Lead or participate in consortium bids for large calls for proposals, strategically sub-granting to member NGOs. This positions the BOCONGO as a strategic partner.
  - **Proposal Development Unit:** Establish a small, agile team (or task force) comprising staff and thematic experts from member NGOs to develop high-quality proposals.
  - **Relationship Management:** Schedule regular check-ins with program officers at donor agencies, even when not applying, to stay informed of priorities.

Pillar 2: Local Resource Mobilization & Partnerships

Objective: Develop a sustainable stream of funding and in-kind support from within Botswana.

- **Interventions:**
  - **Corporate Partnership Program:**
    - **CSI/ESG Partnerships:** Develop tailored partnership packages for companies in mining, finance, and retail, aligning with their ESG goals (e.g., environment with mining, economic justice with banks).
    - **In-Kind Support:** Secure pro-bono services (legal, audit, marketing, IT) from professional firms.
  - **High-Net-Worth Individuals (HNWIs) & Philanthropy:** Cultivate relationships with local philanthropists through private briefings and exclusive events showcasing impact.
  - **Public Fundraising (Pilot):** Launch a low-scale, digital fundraising campaign around a specific, emotive issue (e.g., supporting young creatives or gender-based violence survivors) to test public giving.

Pillar 3: Member-Based & Earned Income Models

Objective: Generate reliable, unrestricted income from the Council's own activities and services.

- **Interventions:**
    - **Tiered Membership Fees:** Review and structure membership fees to be fair but reflective of the value provided, potentially offering premium tiers with enhanced services.
    - **Fee-for-Service Offerings:**
        - **Certified Training Courses:** Offer certified courses on NGO management, financial literacy, M&E, and advocacy, open to members and non-members for a fee.
        - **Consultancy Services:** Market BOCONGO and its member experts as a consultancy firm to government, UN, and private sector on issues of civil society, policy, and thematic expertise.
        - **Research & Policy Analysis:** Commission and sell high-quality research reports on key development issues in Botswana.
    - **Events & Knowledge Products:** Host annual national NGO conferences, thematic workshops, and publish premium reports for a registration fee or sale.

Pillar 4: Strengthening Internal Capacity & Systems

Objective: Ensure the Council has the internal systems and skills to manage a diversified funding portfolio effectively.

Interventions:

- **Dedicated Resource Mobilization Officer:** Hire or designate a staff member to lead and coordinate this strategy.
- **CRM & Knowledge Management:** Implement a Customer Relationship Management (CRM) system to track donor interactions, deadlines, and proposals.
- **Financial Management:** Strengthen financial systems to ensure they can handle diverse funding streams and meet all donor reporting requirements seamlessly.
- **Capacity Building for Members:** Run workshops for member NGOs on resource mobilization, enhancing the entire sector's ability to attract funds.

Pillar 5: Strategic Communication for Fundraising

Objective: Use compelling storytelling and data to demonstrate impact and attract resources.

Interventions:

- **Impact Report:** Produce an annual, high-quality impact report showcasing collective achievements across all themes.
- **Digital Presence:** Review the BOCONGO website with a dedicated "Partners & Donors" section, success stories, and clear calls to action for support.

(b) Thematic Resource Mobilization Frameworks

Thematic Resource Mobilization Frameworks	
Thematic Group	**Key Funding Opportunities & Positioning**
Inclusive Social Policy	**Positioning:** "Ensuring no one is left behind in Botswana's development." **Funders:** UN Agencies (UNDP, UNICEF, WHO), Government Ministries (Health, Local Govt.), Foundations focused on poverty, disability, and social protection
Sustainable Environment & NRM	**Positioning:** "Safeguarding Botswana's natural heritage for people and prosperity." **Funders:** Global Environment Facility (GEF), Green Climate Fund (GCF), EU Delegation, Conservation NGOs (WWF), Tourism Levy Fund, Mining companies for offset projects.
Democratic Governance	**Positioning:** "Strengthening citizen participation and accountable institutions." **Funders:** Democracy and governance donors (USAID, FCDO, SIDA), UN Democracy Fund, Open Society Foundations, Embassies
Economic Justice	**Positioning:** "Promoting equitable and inclusive economic growth." **Funders:** ILO, UNDP, EU, Foundations focused on fair trade, youth unemployment, and enterprise development.
Arts & Creative Industries	**Positioning:** "Catalysing Botswana's creative economy and cultural heritage." **Funders:** UNESCO, EU ACP Cultures Programme, National Arts Council, Local corporates (Banks, Telcos), Tourism sector
Gender & Human Rights	**Positioning:** "Championing a just and equitable Botswana for all." **Funders:** UN Women, Global Fund for Women, Human Rights donors, Embassies (e.g., Canada, Netherlands, Sweden).

(c)Scenario Planning

Scenario planning in resource mobilization means preparing for multiple possible futures to ensure NGOs remain resilient, adaptable, and sustainable. Its importance lies in risk management, strategic flexibility, donor confidence, and sustainability. For BOCONGO, scenario planning will ensure that the organization can continue to thrive even when funding landscapes shift. BOCONGO will employ scenario planning as a strategic foresight tool to imagine and prepare for different possible future situations (scenarios) that could affect its ability to mobilize resources through asking itself and its members *"What if donor funding decreases? What if government support increases? What if new corporate partnerships emerge?"* BOCONGO will then design resource mobilization strategies that are flexible enough to adapt to these different futures; summarily: anticipating uncertainty and preparing multiple pathways for sustaining resources.

(i) Scenario Matrix Overview

The Scenario Matrix will assist BOCONGO and member NGOs to visualize how different levels of funding certainity and partnership diversity could shape their strategic options. The organizations will assess their current quadrant to ascertain *"where does my NGO sit today?"*. The members will then have to plan their transitions by utilizing strategic interventions to move toward "Stable Expansion" whilst concurrently monitoring risks to guard against over-reliance or fragmentation.

Funding Certainty ↓	Low Partnership Diversity ←	High Partnership Diversity →
Low	**Survival Mode** Heavy reliance on one donor, limited flexibility. Focus on emergency fundraising and cost-cutting.	**Growth Opportunity** Multiple small partnerships, but unstable funding. Invest in donor cultivation and pilot programs.
High	**Risk of Dependency** Stable funding from few sources. Vulnerable to donor exit. Diversify partnerships.	**Stable Expansion** Strong funding and diverse partners. Scale programs, invest in innovation and reserves.

(ii) Scenario Planning Matrix

Once BOCONGO and members understand their Scenario Matrix overview, they can then develop a scenario-based action plan.

Scenario	Funding Certainty	Partnership Diversity	Strategic Focus
Survival Mode	Low	Low	Emergency fundraising, cost control, internal capacity building
Growth Opportunity	Low	High	Cultivate new partners, pilot innovative funding models
Risk of Dependency	High	Low	Diversify partnerships, reduce reliance on few donors
Stable Expansion	High	High	Scale programs, invest in reserves, deepen strategic alliances

(iii) BOCONGO's Scenario-Based Action Plan

SCENARIO	TRIGGER	ACTIONS
Survival Mode	Major donor exits, weak internal systems	• Launch emergency fundraising • Cut non-essential programs and services • Invest in financial controls and Monitoring, Evaluation, and Learning (MEL) systems
Growth Opportunity	Many small partners, but unstable funding	• Create donor cultivation strategy • Pilot social enterprise or fee-for-services models • Build consortium bids with Member NGOs
Risk of Dependency	One or two large donors dominate funding	• Map potential CSR and government partners • Develop exit strategies with current donors • Train staff in resource mobilization and partnership development
Stable Expansion	Strong funding and diverse partnerships	• Build endowment or reserve fund • Expand into new thematic areas or regions

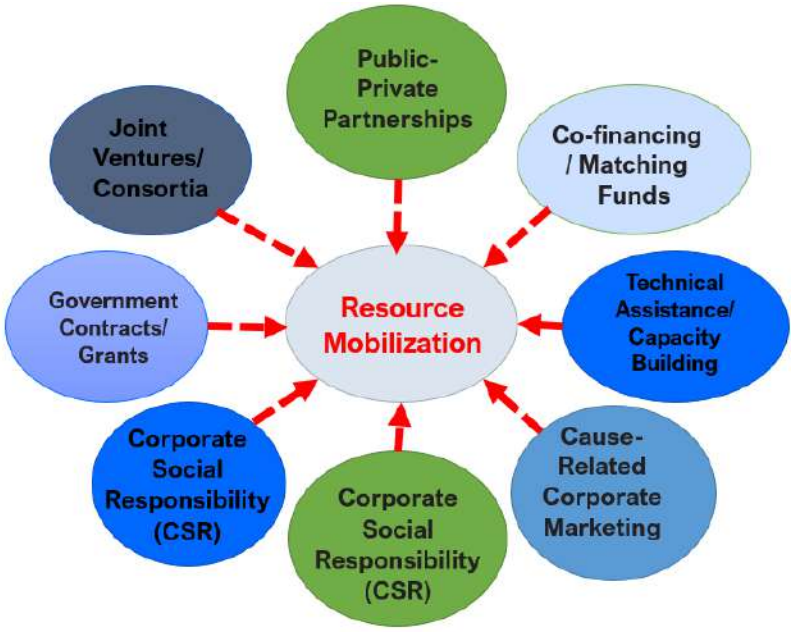
(d) Resource Modelling Mix

Resource mix modelling is the process of designing a *diverse and balanced portfolio* of resources that an NGO mobilizes to achieve its mission. BOCONGO will strategically combine different types of resources: financial and human resources, partnerships and networks into a balanced portfolio to guarantee sustainability, resilience, and alignment with the organization's resource mobilization goals. This will be done to avoid BOCONGO being overly dependent on one funding source and ensure agilityto adapt to changing donor landscapes. BOCONGO resource mix modelling will not only be about fund raising, but will also encapsulate mapping, forecasting, and balancing different resource streams to ensure long-term sustainability.



(e)Collaboration and Partnership Models

BOCONGO will mobilize resources through multi-stakeholder partnerships (government + NGOs + donors), corporate social responsibility collaborations, community-based alliances, and international donor consortia. These models combine financial support, technical expertise, and in-kind contributions to strengthen sustainability.



6.Strategic Funding Priorities

Strategic funding priorities are the deliberate choices an organization makes about which areas, programs, or outcomes to focus its fundraising efforts on. For BOCONGO, they are very important because they ensure that limited resources are mobilized toward the most impactful goals, align donor interests with national development agendas, and strengthen sustainability by avoiding scattered or reactive fundraising. BOCONGO will equally prioritize all thematic groups when pursuing funding opportunities and ensure that all member NGOs are positioned to benefit from the organization's efforts.

(i)Strategic Non-Financial Resource Mobilization

BOCONGO's resource mobilization efforts will go beyond money. It will entail leveraging human, material, and intellectual capital as listed below:

- **In-Kind Contributions:**
    - **Pro-Bono Services:** Secure pro-bono services from legal firms, accounting/audit firms, and marketing/PR/Media agencies to support BOCONGO and mentor member NGOs, especially in areas like governance and compliance.
    - **Venue/Facilities:** Partner with universities or corporate entities to secure free or low-cost venues for training, workshops, and high-level policy dialogues.
- **Human Capital Mobilization:**
    - **Volunteer & Internship Program:** Establish a formalized, high-value program to attract skilled volunteers (local and international) and university interns to support BOCONGO's work in data management, communications, and proposal writing.
    - **NGO Mentorship:** Formalize the mentorship value proposition by pairing high-capacity member NGOs with lower-capacity ones to share expertise in financial management, proposal writing, and donor compliance.

(ii) Strategies and Tactics guiding resource mobilization

Drawing from best practices in African NGO resource mobilization, the following nine core strategies will be adapted from established guides and adopted to the BOCONGO context.

1. **Membership Fees and Dues**: Implement tiered membership fees on a sliding scale (to contribute to core operating costs), with clear benefits, based on NGO size, aiming for 15% of total resources.

   Tactics:

   - Annual reviews, incentives like priority capacity building

   - Automate reminders and offer flexible payment options

   - Recognize compliant members publicly and offer exclusive benefits

2. **Grant Applications and Proposals**: Target thematic focused opportunities as outlined in the Resource Mobilization Links Documents.

   Tactics:

   - Form a proposal-writing team; use thematic groups for tailored bids.
   - Resource Members on compliance requirements of all probable funders and partners.
   - Develop tailored concept notes and proposals
   - Host Partner and Donor Round Tables and Learning Events

   Targeted Funding Sources

   (i) International Development Partners
   - Bilateral Donors (USAID, GIZ, SIDA, FCDO, Irish Aid)
   - Multilateral Agencies (UNDP, UNICEF, UNEP, UN Women, African Development Bank)
   - Global Thematic Funds (Green Climate Fund (environment), Globla Fund for Women (gender), Open Society Foundations (governance and rights)
   - International Foundations (Bill & Melinda Gates Foundation, Ford Foundation)

3. **Strategic Alliances and Partnerships**: Collaborate with other umbrellas bodies and regional networks.

   Tactics:

   - Joint events, co-funding with private sector (e.g., mining tech for environment theme).

4. **Individual and Community Donations**: Launch campaigns via social media and events.

   Tactics:

   - Digital platforms for small donations; diaspora engagement.

5. **Corporate Sponsorships and CSR**: Approach Botswana's mining and finance sectors.

6. Tactics:

   - Pitch value proposition for thematic alignments (e.g., economic justice).

   Targeted Funding Sources

   (ii) Botswana-Based Corporates: DTC, BTC, Stanbic, Gambling Authority,
   (iii) Regional Corporate Foundations: MTN Foundation, FNB Foundation, Allan Gray Foundation
   (iv) Cause-related marketing in partnership with Members and Brands

7. **Non-Financial Support**: Mobilize volunteers, pro-bono services, and in-kind donations (e.g., office space).

   Tactics:

   - Mentorship programs linking members with experts.
   - Facilitate formalized partnerships with Accounting Firms to secure accounting services support for Members
   - Facilitate formalized partnerships with Auditing Firms to secure auditing services support for Members
   - Facilitate formalized partnerships with academic institutions to secure research collaborations support for Members

8. **Fundraising Events and Social Enterprises**: Host galas or arts festivals tied to creative industries theme.

   Tactics:

   - Develop income-generating ventures like consultancy services:
   - Paid Consultancy services (training, facilitation, policy research)
   - Offer paid training and certification programs
   - Offer subsidized Accounting services
   - Offer subsidized Auditing services
   - Publish and sell research and proposal writing tool kits

9. **Cost Sharing and Grant Matching**: Require member contributions for joint projects.

   Tactics: Align with local trends in Botswana and Southern Africa.

10. **Capacity Building for Mobilization**: Train BOCONGO staff and members on grant writing and donor mapping.

    Tactics:

    - Workshops with tools from AWDF and UNAIDS guides
    - Establish a Resource Mobilization Unit within BOCONGO
    - Train BOCONGO staff in:
      1. Fundraising
      2. Proposal/Grant writing and donor reporting
      3. Strategy Development
      4. Research
      5. Corporate Governance
      6. Marketing and Communications
      7. Book keeping
    - Provide subsidized capacity building on the above to member NGOs guided by tiers members are subscribing for.

7. BOCONGO's Value Proposition: "Why Support BOCONGO?"

(i)BOCONGO Value Proposition

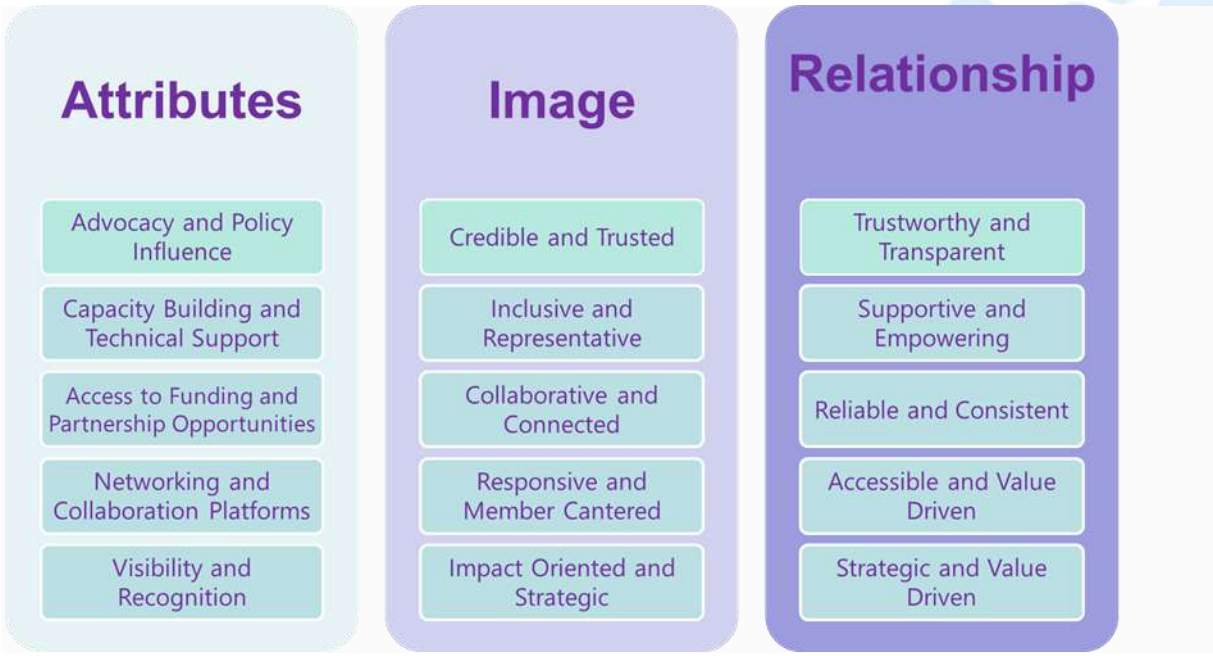
In the extremely competitive environment of Botswana's NGO sector, where hundreds of NGOs are competing for resources from a very small private sector, a strong value proposition is essential to articulate BOCONGO's product and services' benefits as well as reasons why private sector institutions should partner with BOCONGO.

BOCONGO is already recognized as the Trusted Voice and Advocate for the NGOs sector, Capacity builder and network integrator, facilitator of policy dialogue, catalyst for sustainable development initiatives with a proven track record of project implementation.

The Council's **value proposition** is founded on its ability to:

- Coordinate and unify the NGO sector's voice
- Build capacity and strengthen institutional systems
- Facilitate networking and partnerships
- Disseminate timely and relevant information
- Advocate and engage in policy processes
- Mobilize resources for collective and individual NGO initiatives
- Mentor emerging NGOs
- Raise public awareness and foster civic engagement

(ii)BOCONGO Value Proposition in terms of Attributes, Image & Relationships



(iii)BOCONGO Value Proposition to Potential Funding Partners

VALUE PROPOSITION TO FUNDING PARTNERS	
Benefits to Private Sector Companies	**Benefits to the Country**
1. **Enhanced Corporate Image:** Supporting a range of critical social issues enhances the company's corporate social responsibility reputation, attracting customers who value socially responsible businesses.	1. **Strengthening Civil Society:** A well-resourced NGO council can enhance civil society's ability to represent diverse voices and advocate for policies that benefit the public, fostering a robust democratic environment.
2. **Strategic Partnerships:** Collaborating with an established network of NGOs enables businesses to engage with multiple sectors, creating opportunities for collaboration and innovation.	2. **Effective Advocacy and Change:** With funding, the council can enhance its advocacy work on key issues, leading to more effective policy changes in areas such as social policy, gender rights, and environmental management.
3. **Increased Employee Engagement:** Employees may feel more empowered and motivated when working for a company that supports meaningful social causes, improving retention rates and productivity.	3. **Capacity Building:** Funding can support capacity building for member organizations, leading to stronger local entities that can better serve their communities and drive collective impact.
4. **Access to Expertise:** NGOs often have specialized knowledge in their thematic areas. Companies can leverage this expertise for social impact initiatives, aligning their goals with community needs.	4. **Economic Development:** Focus on economic justice and the arts can stimulate local economies through job creation and the promotion of local culture and innovation.
5. **Networking Opportunities:**	5. **Social Cohesion:**

Being involved with an NGO council provides companies access to a broad network of stakeholders, including government, other businesses, and civil society, which can lead to valuable partnerships.	Thematic areas like Inclusive Social Policy and Gender & Human Rights promote equality and social justice, leading to a more harmonious society.
6. **Market Insights:** Participation in discussions around social policy, governance, and economic justice can provide valuable insights into consumer behavior and market trends.	6. **Sustainability Initiatives:** Funding for sustainable environmental practices helps ensure natural resources are managed responsibly, addressing climate change and promoting long-term prosperity.
7. Talent Attraction and Retention: A commitment to social causes attracts employees who prioritize corporate responsibility, leading to enhanced job satisfaction, retention, and overall workforce performance	7. **Crisis Resilience:** A well-funded NGO council can respond more effectively to crises, whether they are social, environmental, or economic, ensuring community resilience.
8. Brand Differentiation and Loyalty: Partnering with an NGO council allows companies to differentiate themselves in the marketplace as socially responsible entities, enhancing customer loyalty and attracting socially conscious consumers.	**8. Empowered Civil Society:** A strong NGO sector, reinforced by funding, acts as a counterbalance to government and business power, enhancing democratic governance and ensuring a diverse representation of voices.
9. Strategic Policy Influence: By supporting advocacy efforts within the NGO council, companies gain a voice in shaping policies that affect their industry, securing a favourable regulatory environment	**9.Economic Resilience and Growth:** By fostering Economic Justice and Arts & Creative Industries, the country can drive inclusive economic development, creating jobs and opportunities for marginalized communities.
10. Collective Impact Strategy: Parastatals can leverage the collective efforts of over 300 NGOs to amplify their impact on social issues, achieving results that would be more challenging to secure independently	**10. Social Cohesion and Stability:** Investment in Inclusive Social Policy and Gender & Human Rights initiatives promotes social cohesion, reducing inequality and potential conflict, and contributing to a more stable society.

However, the current funding landscape in Botswana and globally is increasingly competitive, with donors seeking measurable impact, strong governance, and alignment with both **national priorities** (Vision 2036, National Development Plan 12) and **global frameworks** (SDGs, AU Agenda 2063).

This strategy aims to position the Council as a **credible, innovative, and indispensable partner** for sustainable development.

8. Resource Mobilization Abbridged Activity Plan (2026 -2028)

Phase	Activities	Timeline	Responsible Party
Preparation (Q1-Q3 2026)	▪ Conduct donor mapping; form mobilization team. ▪ Conduct comprehensive Needs & Capacity Assessment of NGOs ▪ Develop Tiered Members Subscription System ▪ Facilitate setting up of partnerships with private sector partners to support BOCONGO Operations ▪ Undertake negotiations with private sector partners for volunteer expertise, pro bono services, in kind donations and subsidized services in provision of Accounting and Auditing services ▪ Train BOCONGO staff in modern fundraising and revenue diversification techniques ▪ Facilitate development of funding unsolicited and solicited proposals for domestic sources, regional/African Funds and International Donors ▪ Create specialized units in partnership with Thematic Teams to identify and apply for international thematic based development grants. ▪ Develop a structured CSR engagement plan (target major Botswana Companies to fund: - BOCONGO Operations - Thematic Consortia - Regularization of member compliance documentation - Capacity building programs for staff - Subsidized book keeping and audits - Subsidized strategy development for members - Subsidized training on governance for Boards of members	Jan-Sept 2026	BOCONGO Secretariat supported by Board

	- Support of member events		
Launch (Q4 2026-27)	▪ Roll out capacity building program for members ▪ Roll out Low Cost Tiered Membership Structure ▪ Submit initial grant proposals	Jan - March 2027	Secretariat Thematic Group Leads Members
Scaling (Q1-Q4 2027-28)	▪ Host events ▪ secure partnerships; ▪ monitor progress	April 27 - March 2028	Full Membership
Sustainability (2028 – 2031)	Annual reviews; diversify to 50% non-grant sources.	March 2028 – April 2031	Board and Secretariat

BOCONGO FINANCE SCORECARD (ABBRIDGED)

PERSPECTIVE	STRATEGIC GOAL	STRATEGIC OBJECTIVE	STRATEGIC INITIATIVES
FINANCE	**Increase and diversify revenue streams**	**Increase the number of strategic private sector partnerships**	Conduct a comprehensive donor mapping exercise & identify high-return sectors for PPP arrangements.
			Develop a comprehensive CSR engagement plan
			Facilitate setting of partnerships with private sector partners to support BOCONGO Operations
			Partner with private corporations and other NGOs to sponsor high-profile national events.
		Strengthen collection of annual subscription fees from Member NGOs	Conduct a comprehensive needs and capacity assessment and NGOs
			Develop and set up a tiered Membership Subscription System
			Conduct differentiated capacity building initiatives (Governance, Strategic Planning, Digital Literacy, M & E, Resource Mobilization, Safe guarding for members at different tiers
			Set up digital platform for service delivery and fees submission
		Increase non-financial resources	Undertake negotiations with private sector partners for volunteer expertise, pro bono services, in kind donations and subsidized services in provision of Accounting and Auditing services
			Bundle non-monetary benefits with membership tiers, such as workshops or policy briefings
			Implement e-learning platforms for civic education and capacity-building programs
		Increase number of proposals submitted for funding	Train BOCONGO staff in modern fundraising and revenue diversification techniques
			Facilitate development of funding unsolicited and solicited proposals for domestic sources, regional/African Funds and International Donors
			Create specialized units in partnership with Thematic Teams to identify and apply for international thematic based development grants.

PERSPECTIVE	STRATEGIC GOAL	STRATEGIC OBJECTIVE	STRATEGIC INITIATIVES

PERSPECTIVE	STRATEGIC GOAL	STRATEGIC OBJECTIVE	STRATEGIC INITIATIVES
FINANCE	**Improve Resource Utilization**	**Improve Cost Management**	Establish an internal reserve fund policy to retain a percentage of unrestricted income
			Review and update of BOCONGO finance Manual
			Introduce mandatory pre-approval for budget reallocations.
			Align project budgets with achievable timelines and capacity
			Develop costed monitoring and evaluation work plans to ensure funds are tied to deliverables.
			Regular reviews and negotiation of supplier contracts to reduce recurring costs.
			Implement monthly budget monitoring reports reviewed by finance committee
			Set clear expenditure ceilings for administrative costs.
			Conduct quarterly variance analysis with corrective action plans
			Enforce pre-approval for budget reallocations to avoid unauthorized spending
			Produce variance analysis reports for both organizational and project budgets.
			Align internal processes with donor compliance requirements to avoid penalties.

PERSPECTIVE	STRATEGIC GOAL	STRATEGIC OBJECTIVE	STRATEGIC INITIATIVES
			Conduct mandatory fraud awareness training for finance and project staff