



**FCDE**  
Foundation for Community  
Development and Empowerment

## ANNUAL REPORT 2019

### Overview of FCDE:

**Mission:** The Foundation for Community Development and Empowerment builds local capacity to lead community change in rural East Africa.

**Vision:** Locally led development transforms lives.

The Foundation for Community Development and Empowerment (FCDE) empowers communities in the Western Uganda districts of Kasese and Rukungiri to direct and achieve their own development by increasing the effectiveness and sustainability of 55 local organisations. We draw upon a number of tools, processes and collaborative initiatives to help our grassroots partners identify and achieve organisational targets to drive community change.

Together, this is how we do it:

- ❖ **Unlock Resources**  
*We link partners to funding, technology, work space and skilled support.*
- ❖ **Grow Local Solutions**  
*We lead collaborative initiatives that build upon local development solutions.*
- ❖ **Build Skills & Knowledge**  
*We deliver customized training and coaching.*
- ❖ **Create Connections**  
*We foster networks and strategic relationships to fuel ideas and partnerships.*



### Community Development Priorities:

Recognizing the interconnections of community development required to yield broad-based impact, FCDE partners with grassroots organisations working within our six priorities:

- ❖ **Agriculture, Energy & Environment**  
*Climate-smart agriculture and clean household energy*
- ❖ **Health**  
*Primary healthcare, HIV/AIDS awareness and advocacy, nutrition and WASH*
- ❖ **Livelihoods**  
*Small business development, vocational training, smallholder farming and social enterprise*

❖ **Youth & Education**

*Quality education and youth development*

❖ **Women's Empowerment**

*Rights-based approach to increased opportunities and resources for women and girls*

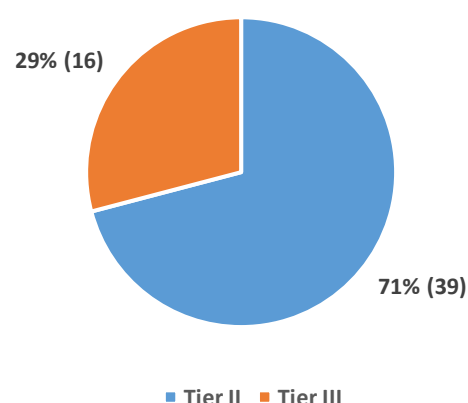
❖ **Social Justice**

*Advocacy and inclusion for people with disabilities and marginalized populations*

**Local Partner Organisations:**

FCDE's case management approach towards capacity building enables individualized support to our Local Partner Organisations that targets organisation-specific performance gaps. Our approach is distinguished by three levels of support (Tiers I-III) that involves increasingly specialized training and coaching. Working hand-in-hand, we regularly assess partners' growth using best practice criteria to facilitate a stepwise graduation to the next tier. Ultimately, our goal is to achieve a peer relationship we call "Impact Partnership". Over the years we have had a tremendously positive impact on our grassroots partners' organisational development and growth. In 2019, all of our Local Partner Organisations had attained Tier II or Tier III status with several on the cusp of becoming Impact Partners. Overall 29% were in Tier III and 71% were in Tier II.

**Local Partner Organizations**



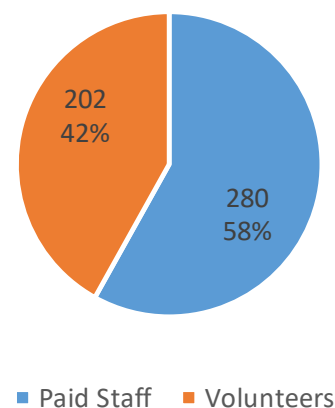
| Kasese Site Grassroots Partners (32) |  | Rukungiri Site Grassroots Partners (23)                                 |  |
|--------------------------------------|--|---|--|
| Tier III                             | Agape of Hope Female Development Association                                     | Agape Nyakibale   |  |
|                                      | Amaha We Uganda  | Buyanja SACCO   |  |
|                                      | Karambi Action for Life Improvement (KALI)                                       | Bwambara Modern Vocational Secondary School                             |  |
|                                      | Karambi Group of People with Disabilities (KaGPWDs)                              | Kadoth Reproductive and Child Health Initiative                         |  |
|                                      | Kasese District Union of Persons with Disabilities (KADUPEDI)                    | Literacy Action and Development Agency                                  |  |
|                                      | Kiima Foods  | Peerlink Initiative Uganda  |  |
|                                      | Rwenzori Rural Health Services (RRHS)  | Rukungiri District Network of People Living with HIV/AIDS (RUDINET)     |  |
|                                      | Young and Powerful Initiative  |   |  |
|                                      | Youth Partnership Uganda (YPU)   |   |  |
| Tier II                              | Adventist Foundation for Integrated Rural Development (ADFORD)                   | Agrobiz – Uganda  |  |
|                                      | Anasi Farmers Association  | Bwambara Advocacy for Development Foundation (BADEF)                    |  |
|                                      | Bio Gardens  | Hope for the Innocent Child Development Foundation (HICDEF)             |  |
|                                      | Cancer and AIDS Relief Organization (CARO)                                       | Josiah Health Promotion Consultancy (JOHEPCO)                           |  |
|                                      | Community Hope Development Foundation  | Karangaro Uweso Tukire Group  |  |
|                                      | Give a Goat Africa   | Katenga Youth Group   |  |
|                                      | HOSFORD Foundation Limited   | Nyabikuuku Women in Development (NUWID)                                 |  |
|                                      | Kasese District Youth Focus on AIDS (KADYFA)                                     | Nyarushanje Women's Development Association (NWODA)                     |  |
|                                      | Kasese People's SACCO  | Revival Mission of Uganda (RMU)   |  |
|                                      | Kathasenda Child Development Centre  | Rubabo Community Initiative to Promote Health                           |  |
|                                      | Kazigha Action for Rural Development   | Rukungiri Association of Persons with Disabilities                      |  |
|                                      | Muhokya Farmers Umbrella Network (MUFUNET)                                       | Rukungiri Civil Society Forum   |  |
|                                      | Munkunyu Joint Microfinance Cooperative Society                                  | Rukungiri Council Municipal Veterans Group                              |  |
|                                      | Ndongo United Herbalist Association  | Rukungiri District Farmers Association (RUDFA)                          |  |
|                                      | New Eden Christian Foundation  | Rukungiri Integrated Community Based Health Promoters Initiative (RICH) |  |
|                                      | Nyakasanga Community Development Foundation (NYAKU)                              | The Purple Ray  |  |
|                                      | Persons with Disabilities Centre for Social Development                          |   |  |
|                                      | Rwenzori Association of Parents of Children with Disabilities (RAP-CD)           |   |  |
|                                      | Rwenzori Coffee Farmers' Cooperative Society                                     |   |  |
|                                      | Rwenzori Environment and Agricultural Development Technologies (READT)           |   |  |
|                                      | Rwenzori Organization for Children Living under Difficult Circumstances (ROCLDC) |   |  |
|                                      | Saluti Malaria Fighters Association (SMAFA)                                      |   |  |
|                                      | Snow Rural Community Development Organization                                    |   |  |

## FCDE's Impact

Strong organisations operate strong programs that change lives. To prove this, FCDE annually tracks the number of direct beneficiaries served by our grassroots partners. Fifty-three partners surveyed reported more than **86,000 direct beneficiaries** in the districts of Kasese and Rukungiri. When one outlier was removed, the median number of direct beneficiaries served by an organisation was 470 (with a minimum of 14 beneficiaries reported by one organisation and a maximum of 12,393 reported by another).

FCDE's programming affected a total of **482 paid and volunteer staff** working for our local partners. Over half (58%) were paid staff, while volunteers comprised an important portion of the workforce (42%).

Staffing Profile



## Unlock Resources

As part of FCDE's commitment to helping our partners unlock resources, in 2019 we awarded approximately 134,526,000 UGX (\$35,600 USD) to fund community projects led by 20 Local Partner Organisations. Through the year, we also researched and distributed 53 Requests for Proposals to our grassroots partners.

- **82%** (45/55) of our Local Partner Organisations submitted grant proposals.
- **Over half** (24/45) **received funding**, often with the support of FCDE coaching.

*"I appreciate FCDE for its timely sharing with us potential calls for proposals! Last year 2019, [they] shared with us a call for proposal from Peartree Development Fund and we were able to submit the final proposal and we are very happy that the grant was awarded to us. We attribute this success to FCDE Team's support in the process of writing and recommending us to the donors. Our revenue has increased tremendously. Thank you FCDE."*

- Bwambale Godfrey, Program Coordinator, Karambi Group of Persons with Disabilities

## Grow Local Solutions

FCDE's commitment to capacity building with organisations that work across a range of development sectors sometimes requires specialized technical support to help partners advance to a new level of organisational performance and impact. When there is a groundswell of local interest, we collaborate with external experts to connect grassroots partners to significant growth opportunities that combine technical training with FCDE coaching, networking and support for resource mobilization.

In 2019, FCDE launched the Small Business Initiative (SBI), which builds the capacity of our grassroots partners to effectively engage community members in small business

development. With training partner, Street Business School, SBI provided nine local organisations the opportunities and tools to drive measurable, impactful economic change within their communities through entrepreneurial, small business and social enterprise projects.

- **100%** of the 18 participants from Local Partner Organisations completed the custom 8-Day Immersion Workshop.
- **89%** (16/18) were certified by Street Business School as Lead Coaches in December. On average, 75% complete the training plan but when two more Lead Coaches graduated in early 2020, **FCDE achieved a 100% success rate.**
- **202 beneficiaries** from local communities engaged in the 6-month small business training delivered by Lead Coaches.
- **Half (101/202) successfully established or grew businesses** within 9 months.

***“The training helped both coaches and beneficiaries to know that anyone can change [their] own circumstances rather than being a victim of it.”***

- Peerlink Initiative Uganda (SBI partner with two staff certified as Lead Coaches)

***“Before the training [delivered by Lead Coaches from Ndongo United Herbalists Association], my family had domestic violence because I was totally a dependent to my husband but now we jointly contribute to the domestic welfare budget. My two children are now in a good school and I paid their school fees at once at the beginning of the term.”***

- Muhindo Rahabu (beneficiary, Munkunyu sub-county, Kasese District)

## **Build Skills and Knowledge**

FCDE offers a variety of services to the Local Partner Organisations to strengthen their capacities and one of these avenues is through the Resource Centres at each of our two regional sites in Kasese and Rukungiri. In 2019:

- **87%** (48/55) of Local Partner Organisations participated in FCDE hosted or sponsored workshops and meetings with **174 counts of staff participation.**
- **84%** of our local partners accessed other FCDE Resource Centres services.
- **35 staff were trained in computer skills**, representing more than one third of our local partners.
- **9 organisational websites were created** with the support of FCDE staff.
- **7 organisations** were coached in developing marketing and communication strategies.

***“I joined KIIMA Foods as field staff without any computer skills, but now I can competently respond to my emails, write field reports, official documents, search for potential donors and write to them quality proposals for funding using the computer knowledge and skills acquired from FCDE’s Resource Centre.”***

- Masereka Able, Kiima Foods

## Create Connections

In line with our capacity-building model, FCDE strategically connects grassroots organisations to networks, external institutions, international NGOs and other local partners to further their missions and provide collective solutions to community challenges. In 2019:

- Through SBI, FCDE connected **9 of our Local Partner Organisation** to our technical training partner, Street Business School. Through this relationship, all have become Global Catalyst Partners in their network and FCDE has supported a third to gain technical skills using Street Business School's online data reporting tool.
- FCDE's application to **host a Princeton in Africa Fellow** was accepted and we await placement of a skilled Fellow who will support our capacity-building work with Local Partner Organisations.

## Staff Capacity Building Initiatives

FCDE was thrilled to promote Sylvia Kabugho to the role of FCDE's first Country Director in March 2019. Sylvia has been with FCDE since first opening our offices in Kasese early in the decade. Sylvia taking the helm as Country Director has enhanced FCDE's momentum, unified site teams, increased FCDE's profile as a regional thought leader, and engaged additional strategic partners to increase impact.

- **Sylvia was selected as a Perennial Fellow** and granted a scholarship to attend a two-week fellowship program in the U.S. This support enabled her to participate in the Segal Family Foundation Annual General Meeting and FCDE's Executive Team Retreat, which were also held in the U.S.
- Staff attended a Theory of Change M&E workshop and participated in Street Business School's Immersion Workshop as part of FCDE's Small Business Initiative.
- Two retreats were held during the year to physically unite site teams from Kasese and Rukungiri to assess progress and plan for the future.
- FCDE hosted two Global Health Corps Fellows at the Kasese site for the 2018/2019 term and one Peace Corps Volunteer, who was posted in Rukungiri. All three completed their tenure with FCDE in summer 2019, having supported numerous Local Partner Organisations and FCDE with marketing and communications, monitoring and evaluation and small business/agribusiness activities.