



2021 Annual Report

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 development by increasing the effectiveness and sustainability of more than 50 local organizations. We draw upon a number of tools, processes and collaborative initiatives to help our grassroots partners identify and achieve organizational 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

Impact of the Pandemic

Like many non-profit organizations across the world, the COVID-19 pandemic impacted FCDE's programming. However, the team adapted quickly to pandemic-related disruptions to ensure that the new priorities of the partner organizations could be addressed immediately.

In May 2021, FCDE conducted an Emergency Needs assessment with our local partner organizations (LPOs) to determine what additional support may be needed. For immediate impact in the community, FCDE awarded 19 grants totaling US\$11,000 in Emergency Response Funds. The projects funded included economic empowerment for people with disabilities, increased access to ARVs, care and treatment for youth living with HIV, facilitation of home-based learning, and food relief during the lockdown.

"The Emergency Funds have come in time as our communities needed this support at this critical time. Thank you, FCDE, for standing with the communities through this generous support that has enabled us to provide food and reach out to individuals and families with psychosocial support," said Imelda Mutimba, Executive Director, Rwenzori Organization of Children Living Under Difficult Circumstances.

At the beginning of the pandemic, in 2020, 28 partner organizations were trained in anxiety and stress management to mitigate the impact of COVID-19 on mental and emotional wellbeing. Since then, the COVID-19 pandemic and subsequent economic fallout have exacerbated vulnerabilities and taken a significant toll on family wellness as caregivers and children face increased stress about safety, livelihoods, and access to services. The districts of Kasese and Rukungiri have been acutely affected as caregivers struggle to cope with the loss of income and in many cases, the loss of loved ones while caring for children who remain out of school. A survey conducted by FCDE in June 2021 revealed that these continuous stressors have resulted in increased anxiety and depression among caregivers and a spike in child maltreatment and neglect. In light of these urgent issues, FCDE and partners Finemind and Utopia Foundation developed a pilot project to increase family resiliency in Kasese and Rukungiri districts through economic empowerment and psychosocial support. FCDE has received US\$12,000 for pilot funding and the project is currently being implemented by four LPOs, acting in a consortium.

Local Partner Organizations

FCDE's capacity strengthening methodology curates individualized support to our local partner organisations that target organization-specific performance gaps. Our approach is distinguished by

three levels of support (Tiers 1-3) that involve increasingly specialized training and coaching. Working hand-in-hand, we regularly assess partners' growth using best practice criteria to facilitate stepwise graduation to the next tier.

After Tier-3 graduation, an LPO attains the "Impact Partner" status, where the organization transitions into more of a peer-coaching model. We consider these organizations as partners in development where we jointly identify key areas of collaboration that may include mentoring other organizations, increasing visibility, expanding strategic networks, and developing joint initiatives.

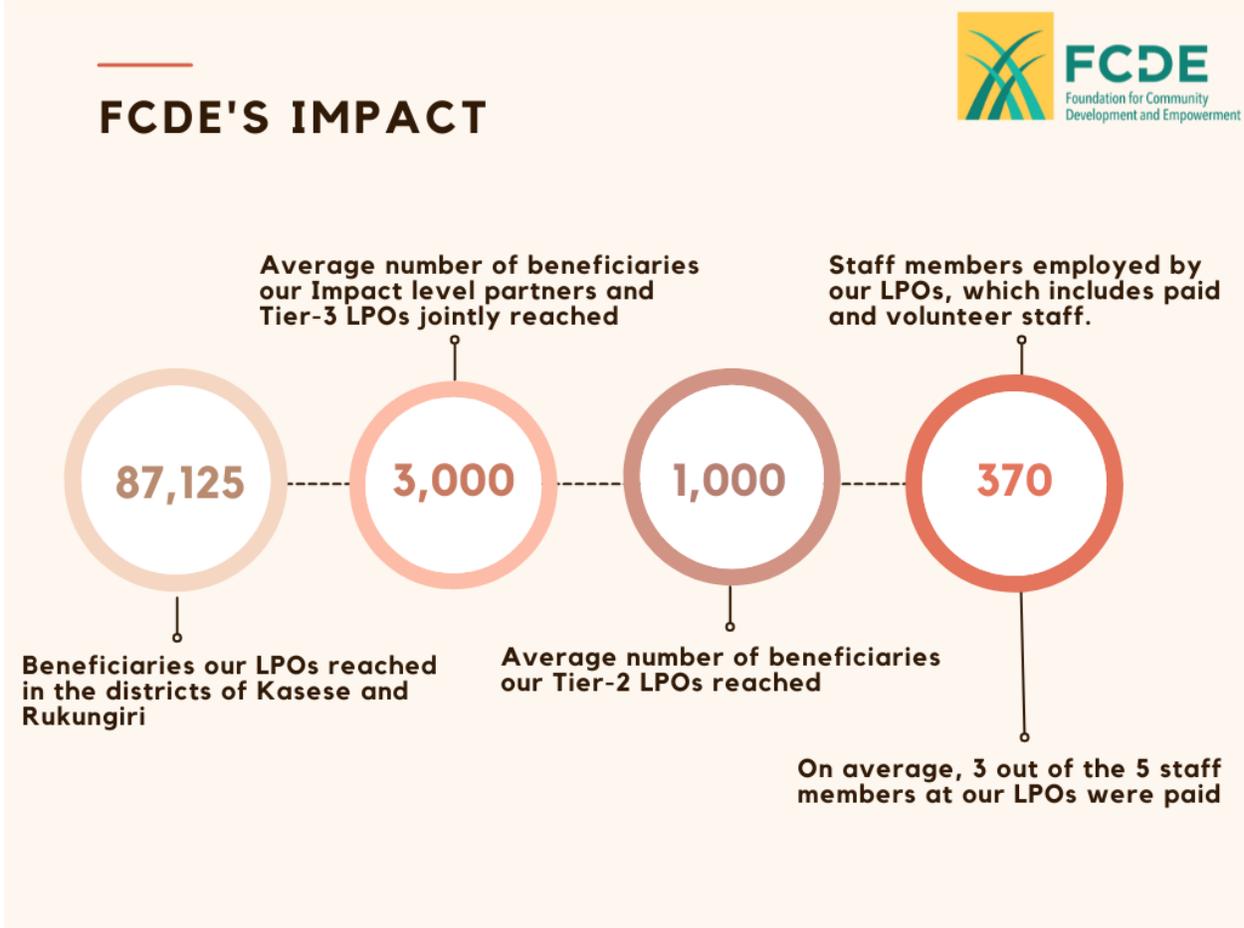
In 2021, the majority of our partners were Tier-2 (46%), while 34% were Impact level partners and 10% were Tier-3. No LPO was recorded as Tier-1. Impact level partners and Tier-3 LPOs increased in count from a combined 5 in 2019 to 18 in 2020 and now 27 in 2021.

| Tiers | Kasese Site Grassroots Partners (30) | Rukungiri Site Grassroots Partners (21) |
|--------------|--|---|
| Tier-2 | <ol style="list-style-type: none"> 1. Muhokya Farmers' Cooperative 2. Rwenzori Organization of Children Living Under Difficult Circumstances 3. Rwenzori Coffee Farmers 4. Rwenzori Environment & Agriculture Development Technologies 5. Rwenzori Association of Parents of Children with Disabilities 6. Persons with Disabilities Centre for Social Development 7. Saluti Malaria Fighters Association 8. Cancer and Aids Relief Organization (CARO) 9. New Eden 10. Anasi Farmers 11. Munkunyu Joint Farmers 12. HOSFORD Foundation Limited 13. Adventist Foundation for Integrated Rural Development (ADFORD) 14. Snow Rural 15. Kathasenda CDC 16. Kasigha Youth 17. Kasese Peoples SACCO | <ol style="list-style-type: none"> 1. Hope for the Innocent Child Development Foundation (HICDEF) 2. Revival Mission of Uganda 3. Nyabikuuku Women in Development (NUWID) 4. Nyarushanje Women's Development Association (NWODA) 5. Josiah Health Promotion Consultancy (JOHEPCO) 6. Rukungiri Integrated Community Based Health Promoters Initiative (RICH) 7. Katenga Youth Group 8. Rukungiri District Farmers Association (RUDFA) 9. Rukungiri Association of People Living with Disabilities (RAPD) 10. Rubabo Community Initiative to Promote Health (RUCOHE) 11. Rukungiri Veterans Group 12. Rukungiri Civil Society(RCS) |
| Tier-3 | <ol style="list-style-type: none"> 1. Community Hope Development Foundation 2. Ndongo Herbalist United 3. Give a Goat 4. Kasese District Youth Focus on HIV/AIDS | <ol style="list-style-type: none"> 1. The Purple Ray 2. Kadoth Reproductive and Child Health Initiative 3. Bwambara Modern Vocational Secondary School 4. Bwambara Advocacy for Development Foundation (BADEF) |

| | | |
|-----------------|--|--|
| Impact Partners | <ol style="list-style-type: none"> 1. Karambi Action for Life Improvement (KALI) 2. Young and Powerful Initiative (YAPI) 3. KIIMA Foods 4. Karambi Group of Persons with Disabilities 5. Agape of Hope 6. Rwenzori Rural Health Services (RRHS) 7. Youth Partnership Uganda (YPU) 8. Kasese District Union of Persons with Disabilities (KADUPEDI) 9. Amaha We Uganda | <ol style="list-style-type: none"> 1. Rukungiri District Network of People Living with HIV/AIDS(RUDINET) 2. Literacy Action and Development Agency (LADA) 3. Buyanja SACCO 4. Peerlink Initiative Uganda 5. Agape Nyakibale |
|-----------------|--|--|

FCDE's Impact

Several times in 2021, country-wide lockdowns were imposed by the Ugandan government to combat the spread of COVID-19. Despite the interruptions, the LPOs were able to serve their communities and beneficiaries effectively.



Annual Revenue



FCDE

Foundation for Community
Development and Empowerment

UGX 7.524 Billion

Combined total annual revenue of our LPOs in 2021.

8%

Increase from the total revenue reported for 2020.

Funding sources for all partner organizations were largely from grants, individuals and earned income.

Unlock Resources

As part of FCDE's commitment to helping our partners unlock resources, in 2021, we awarded over US\$35,000 (UGX 123,355,995) in funding through 16 Hallmark grants, 4 Small Business Initiative (SBI) grants and 11 Emergency Funds grants.

Throughout the year, the LPOs collectively submitted 101 grant proposals in 2021, with 80% of the LPOs submitting at least one proposal.

- LPOs reported a 66% success rate for grant funding proposals for 2021, representing an improvement from 55% in 2020.
- FCDE supported the writing of 61 proposals, which represents over 60% of the submitted proposals by the LPOs.
- 76% of LPOs responded to RFPs from a range of funders including Feed the Mind, the Japanese Embassy, Disability Rights Fund, Feed for the Future, the Millenia Foundation, Jewish Hands, In Mission, and Japan Water Fund. 18 LPOs won external grant awards ranging from \$400 -\$22,000 USD with 15 more proposals still pending. We anticipate they will hear back soon.

"We are grateful to the FCDE team for strengthening our skills through their capacity building programs since 2014 and for training us in proposal writing and continuing to share potential calls for

proposals. Our proposal writing skills have significantly improved and by securing this new grant worth 90,000 Euros from the Enabel Belgium Development Agency for skilling younger persons with Disabilities, we can now serve more beneficiaries,” said Emmanuel Buhaka, Project Officer, Kasese District Union of Persons with Disabilities (KADUPEDI).

Grow Local Solutions

FCDE is deeply committed to building the capacity of its partner organizations so that they advance to a new level of organizational performance and impact. This includes providing training in various areas such as fundraising, marketing and communication, grant writing, resource mobilization, fundraising, and leadership development, to name a few. We rely on the expertise of our staff members and at times invite external experts/organizations to provide technical sessions to our LPOs. At the beginning of the pandemic, in 2020, FCDE sprung into action and provided extensive training in Zoom to all our partner organizations to ensure that they can continue to operate and gain knowledge as well as serve their communities during this crucial time.

- Catchafire volunteers assisted us in updating our curriculum and workshops into dynamic virtual presentations.
- In response to a rapid needs assessment with our local partners, 8 Emergency Response Grants totaling \$5,500 were successfully awarded to organizations implementing COVID-related projects.
- In-person Street Business School (SBS) sessions were not held for safety reasons, however, 2 LPOs attended the SBS virtual pilot program and graduated 4 SBS Coaches in April.
- Of those who had previously graduated from the SBS Immersion workshop, 100% are implementing the SBS training program in their communities.

Peace Natukunda, a mother and a primary teacher, who attended the session for “Finding Capital and Starting Small” (delivered by NUWID, our LPO in Rukungiri that has received training from SBS) said she gained confidence and overcame fear to start her business. “I started my retail shop with a capital of UGX 300,000 that I borrowed from the group VSLA and I earn around UGX 100,000 monthly from the profit. I can now meet my household expenditure and save some money,” she added.

In 2021, we launched Cultural Connections, a pilot project conducted in collaboration with the FCDE and Historically Black College and University (HBCU) Fayetteville State University (FSU) in North Carolina. The program placed American and Ugandan university students in service-learning internships with rural Ugandan nonprofits in Kasese and Rukungiri. To implement this program, we received seed funding from Lisle International and a matching grant from the Confluence Institute.

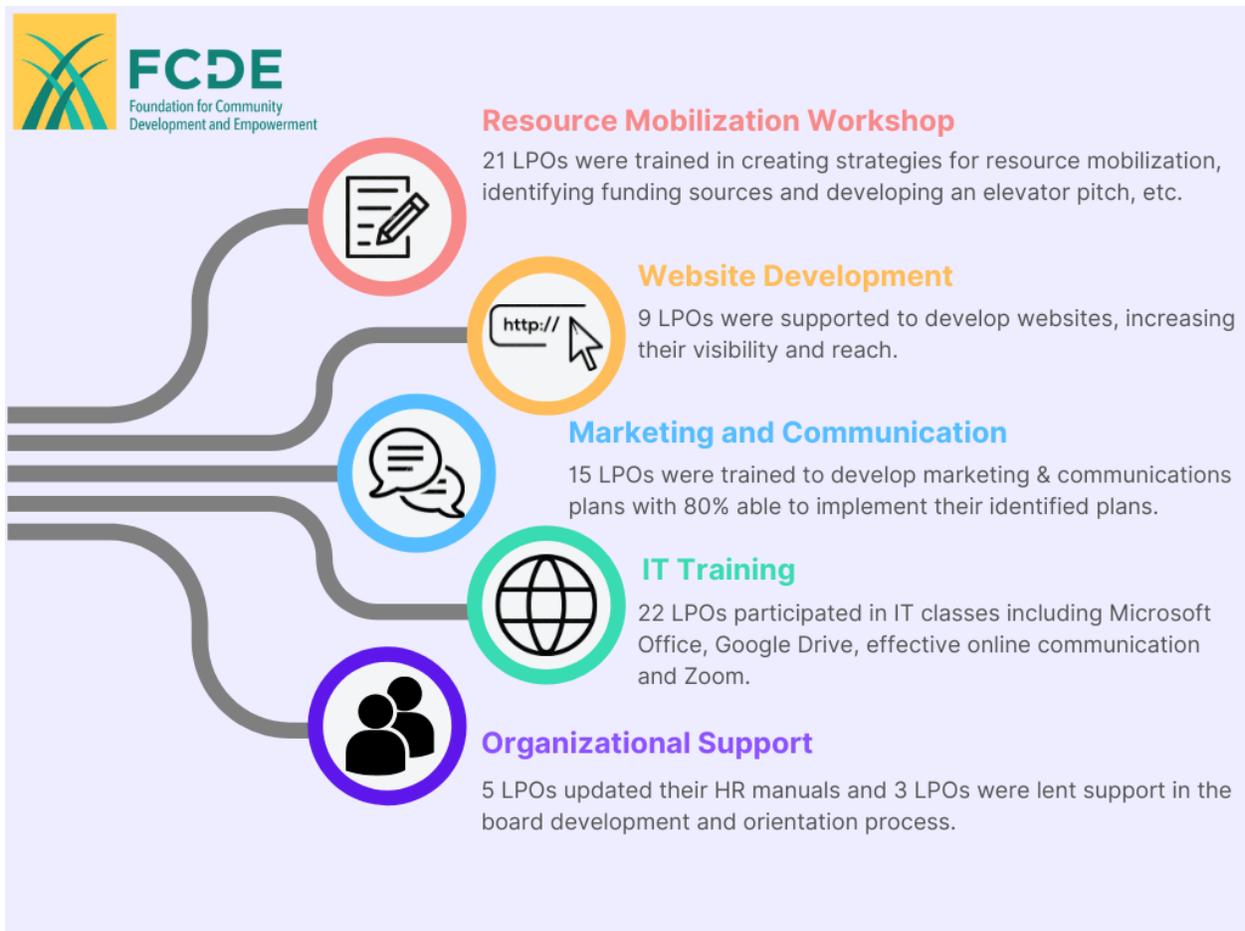
- We welcomed 9 students who served 5 LPOs and reached 480 beneficiaries, surpassing our target by almost 400%.
- The program achieved 100% satisfaction with all LPOs expressing a willingness to participate again.

- 100% of interns reported having met their objectives with 84.4% of the projects meeting their goals.
- The cohort expressed deepened knowledge and understanding of local needs and community-based solutions by working with their host and counterparts.
- In Spring 2022, we will welcome the second cohort for the program in association with California State University, a Minority Serving Institution (MSI).

One of our participating LPOs, Rwenzori Rural Health Services, said that the most exciting accomplishment by the interns during the Cultural Connections program was “the development of a Community Health Promotion Strategy. The findings have been utilized to reach out to development partners for support in areas of health promotion and building the capacity of the village health team members on maternal neonatal and child health.”

Build Skills and Knowledge

One of the ways we build the capacity of our LPOs is through our Resource Centres at our sites in Rukungiri and Kasese. In 2021:



In 2021, Daphine, a nursery teacher, started volunteering with our partner organization, Rukungiri Municipal Veterans Group. She realized that she needed to enhance her computer skills to support the program effectively. She said, "Thanks to the FCDE Resource Center I can now utilize the acquired computer knowledge and skills to produce content with ease, especially using Microsoft Word."

FCDE has also successfully integrated no-cost technology for online data collection using Google Forms for the Cultural Connections, staff retreats, Emergency Funds Needs Assessment, and LPO surveys. Our staff is encouraging our LPOs to use these tools to collect feedback from beneficiaries and other stakeholders to measure the effectiveness of their programs/projects.

Create Connections

Through a variety of networks, forums, and partners, FCDE staff have created new relationships with a diverse range of foundations, implementing organizations, government bodies, technical service providers, and/or other regional partners. These networks and partnerships will enhance the capacity of FCDE and the LPOs. Some of these include: Blood:Water; Finemind; Shockwave; Fayetteville State University; Thousand Currents; Opportunity Collaboration; TekeGlobal; Emanate International; Girls not Brides Network; Uganda National Coalition of Human Rights Defenders; Akina Mama Wa Africa; Ending Violence Against Children Network; Cal State University San Marcos; Abraham Consulting; Rukungiri and Kasese District Environmental Officers; World Wildlife Foundation; and TASO.

Shockwave Foundation has partnered with the Confluence Institute to co-fund FCDE to enable us to identify, strengthen and network three locally-led, high-potential climate resilience organizations with proven track records in rural Ugandan communities. Two of our partner organizations, Karambi Group of Persons with Disabilities and Kiima Foods, have received unrestricted funding through this initiative to implement projects on climate change mitigation and resilience.

Our partnership with Princeton in Africa (PiAf) has only strengthened with time. In 2021, we welcomed our second PiAf Fellow this year, who is working with our partner organizations to build their capacity in various arenas including fundraising, grant writing and budgeting.

Create Connections: Representing FCDE at External Events

In Spring 2021, at OC365, FCDE's Country Director, led a discussion on "How Best to Support Staff During Times of Uncertainty." Some of the questions touched upon included: How have you been able to lift your staff and keep morale high during the pandemic? What have been the most common challenges staff have faced? What are some innovative tools and practices that you have used to mitigate negative outcomes and increase team-building and team well-being?

In November, FCDE's Communications and Research Manager presented "Ethical Engagement During Virtual Fellowships" at the Impact Fellowships Summit organized by IREX. The presentation

included a case study detailing the success of the Cultural Connections pilot program. This summit is a forum that supports leaders to drive positive change in communities.

In October, our Country Director and Director of Operations participated in a virtual interview with Emanate International to discuss FCDE's work in the community and our unique model for partnership building and grassroots impact. The interview was published on their website and shared across social media platforms and relevant networks.

Staff Capacity Building Initiatives

Even though most of the staff capacity building initiatives were conducted online due to the ongoing pandemic, it was still impactful and kept our team engaged throughout the year.

- The staff engaged in participatory strategic sessions with the FCDE founder, culminating in a new 3-year inclusive Strategic Plan for the organization.
- The staff development gaps identified at the beginning of the year have been addressed with 100% of the staff reporting that they have been able to incorporate their learnings into their everyday work.
- 12 staff development plans were created and FCDE staff attended trainings in the following areas: storytelling, creating a memorable elevator pitch, leadership development, proposal writing and reporting, strategic planning, crafting dynamic PowerPoint presentations, and effective facilitation skills.
- The staff attended six sessions on public speaking to enhance their oratory skills. Through the trainings, they learned about different speaking styles, creating a speech outline and delivering a prepared as well as an impromptu speech.
- Site teams participated in two virtual staff retreats this year to reflect on their collaborative achievements and to engage with each other through icebreaker activities and breakout Zoom sessions.
- FCDE hosted a Princeton in Africa Fellow virtually for the 2020-21 term, who was hired as a staff member after the completion of the fellowship in September. The fellow supported FCDE and numerous LPOs with marketing and communications, developing capacity building workshops and co-leading the Cultural Connections pilot program.
- The staff participated in global, regional and local networking groups such as Opportunity Collaboration (OC), the Thousand Currents Academy, Perennial Fellowship group, and Street Business School's Global Catalysts, to name a few.
- To improve the capacity building workshops for our LPOs, the staff participated in resource mobilization trainings from a variety of global institutions such as the Segal Family Foundation, Philanthropia, North County Philanthropy Council, Opportunity Collaboration and FundsforNGOs.