



**FCDE**

Foundation for Community  
Development and Empowerment

# ANNUAL REPORT



2024



# OVERVIEW OF FCDE

## OUR MISSION

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

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.

Recognizing the interconnections of community development required to yield broad based impact, FCDE partners with grassroots organizations 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 women

## OUR VISION

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**Locally led development transforms lives.**



# LOCAL PARTNER ORGANIZATIONS

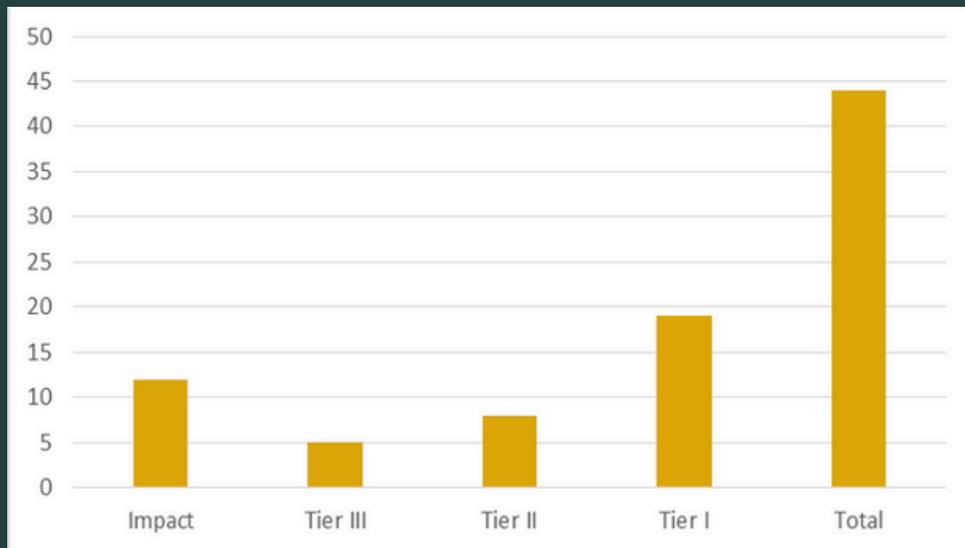
FCDE’s capacity strengthening methodology curates individualized support to our local partner organizations (LPOs) that target organization-specific performance gaps. Our approach is distinguished by three levels of support (Tiers 1-3) that involve increasingly specialized training and coaching. Working 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.

Tiers	Kasese Site Partners (27)	Rukungiri Site Partners (17)
<b>Tier 1</b>	<ol style="list-style-type: none"> <li>1. Skills Centrum Rwenzori</li> <li>2. Gender Environment and Development Action Uganda</li> <li>3. Worth A Haven Foundation</li> <li>4. Kibaale Rural Development Foundation</li> <li>5. World of Hope</li> <li>6. Creation Forum Africa</li> <li>7. Family Fit for Children</li> <li>8. Help Me to Grow (HEMTOG)</li> <li>9. Front for Climate Change</li> <li>10. Sure Care Initiative Uganda</li> <li>11. Alliance for Community Health Education</li> <li>12. New Life Foundation for Community Rural Development</li> <li>13. Rwenzori Rural Empowerment Foundation</li> </ol>	<ol style="list-style-type: none"> <li>1. Integrated Social Development Organization (SIDO)</li> <li>2. Ministries Opportunities Responsiveness (MORE)</li> <li>3. Our Father’s House Ministries (FHM)</li> <li>4. Bwambara Harvest</li> <li>5. Chilli Children</li> <li>6. Pull Up Development Initiative (PUDI)</li> </ol>

<p><b>Tier 2</b></p>	<ol style="list-style-type: none"> <li>1. Rwenzori Organization of Children Living Under Difficult Circumstances</li> <li>2. Rwenzori Environment &amp; Agriculture Development Technologies</li> <li>3. Persons with Disabilities Centre for Social Development</li> </ol>	<ol style="list-style-type: none"> <li>1. Katenga Youth Group</li> <li>2. Rubabo Community Initiative to Promote Health (RUCOHE)</li> <li>3. Rwakabengo Sports Academy (RWAKSA)</li> <li>4. Yamba Child Care</li> <li>5. Biodiversity Conservation for Rural Development (BCRD)</li> </ol>
<p><b>Tier 3</b></p>	<ol style="list-style-type: none"> <li>1. Community Hope Development Foundation</li> <li>2. Ndongo Herbalist United</li> <li>3. Anasi Farmers Association</li> </ol>	<ol style="list-style-type: none"> <li>1. Nyabikuuku Women In Development (NUWID)</li> <li>2. Bwambara Advocacy Development Foundation (BADEF)</li> </ol>
<p><b>Impact Partners</b></p>	<ol style="list-style-type: none"> <li>1. Karambi Action for Life Improvement (KALI)</li> <li>2. KIIMA Foods</li> <li>3. Karambi Group of Persons with Disabilities</li> <li>4. Agape of Hope Female Youth Development Organization.</li> <li>5. Rwenzori Rural Health Services (RRHS)</li> <li>6. Youth Partnership Uganda (YPU)</li> <li>7. Kasese District Union of Persons with Disabilities (KADUPEDI)</li> <li>8. Amaha We Uganda</li> </ol>	<ol style="list-style-type: none"> <li>1. Agape Nyakibale</li> <li>2. The Purple Ray</li> <li>3. Hope for the innocent Child Development Foundation</li> <li>4. Kadoth Reproductive and Child Health Initiative</li> </ol>

**LOCAL PARTNERS BY TIER**



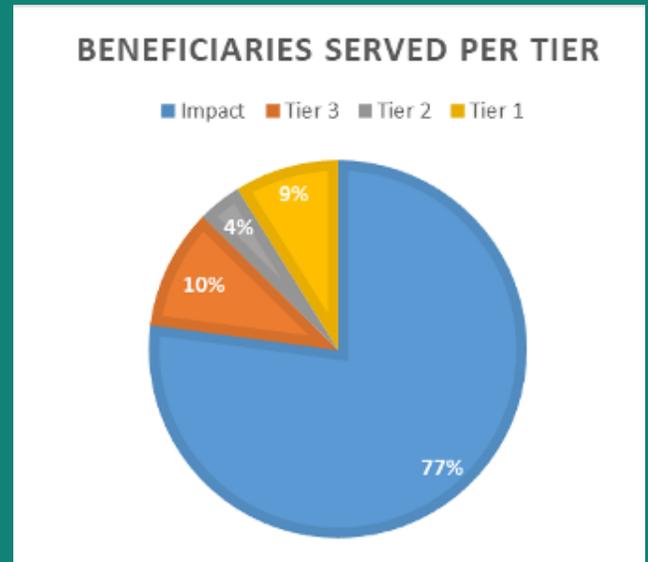
# 2024: A YEAR OF INCREDIBLE GROWTH

In 2024, our partner-driven approach responded directly to the evolving needs of local organizations. Our teams delivered high-impact support through personalized mentorship sessions, strategic discussions, and targeted online training—creating a foundation for the remarkable growth reflected in this year's data.

## REACHING COMMUNITIES THROUGH STRONG PARTNERS

In 2024, our Local Partner Organizations reached **49,125 beneficiaries** with critical services across both Kasese and Rukungiri districts. This impressive reach demonstrates the growing capacity of our partners to deliver meaningful change in their communities.

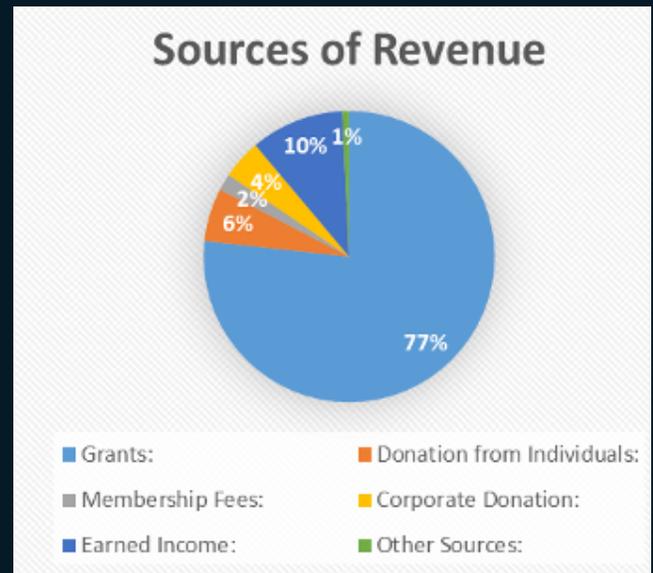
Our Impact Partners led the way, **servicing 77% of the total beneficiaries** – a testament to the effectiveness of our tiered approach to capacity building. This data clearly shows that as organizations progress through our support system, their ability to create meaningful community impact grows substantially.



## FINANCIAL GROWTH AND STABILITY

Our partners demonstrated remarkable financial resilience in 2024, collectively raising UGX 3,781,086,254 in revenue. This funding came from diverse sources:

- Grants: 77%
- Earned Income: 10%
- Individual Donations: 6%
- Corporate Donations: 4%
- Membership Fees: 2%
- Other Sources: 1%



The continued dominance of grant funding (77%) highlights an area for future development as we work toward our strategic goal of helping partners achieve greater revenue diversification by 2027.

# ORGANIZATIONAL DEVELOPMENT MILESTONES

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Our monitoring data reveals significant progress in organizational capacity:

- **100% of LPOs now utilize Mission, Vision, and Values** statements and Board constitutions
- **63% have strategic plans in place**, guiding their long-term development
- **83% operate with annual budgets**, demonstrating improved financial planning
- **93% have implemented finance guidelines**, showing strong financial management practices

These metrics reflect the success of our capacity-building approach in establishing core organizational systems that support sustainable growth.

## UNLOCK RESOURCES

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As part of FCDE's commitment to helping our partners unlock resources, in 2024, we awarded over US\$ 20,960 (UGX 76,504,000) in funding through 8 Hallmark grants.

Throughout the year, the LPOs collectively submitted 153 grant proposals, with 87% of the LPOs submitting at least one proposal. 58 proposals were successful, representing a 39% success rate – a strong indicator of our partners' growing fundraising capabilities.

FCDE supported the writing of 27 proposals, which represents over 17% of the submitted proposals by the LPOs. This indicates reduced reliance on FCDE and increased independence and skills gained by the Local Partner Organizations in resource mobilization.

26 LPOs responded to RFPs from a range of funders including Feed the Mind, the Japanese Embassy, Girls not Brides Network, International Tree Foundation, Disability Rights Fund, WWF, Roddenberry Foundation, The Millenia Foundation, Jewish Hands, The Giving Exchange, Luena Foundation, The Pollination Project and Japan Water Fund. 22 LPOs won external grant awards ranging from \$800-\$40,000 USD with 28 more proposals still pending. We anticipate they will hear back soon.

*"The mentorship from FCDE has enabled us to rethink our resource mobilization, especially reaching out to funders to understand our work better and streamlining our grant proposal to suit the current needs of the funders."*

- Gideon Thembo, Executive Director, Rwenzori Environment and Agriculture Development Technologies (READT)

## GROW LOCAL SOLUTIONS

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Our capacity-building approach supports partner organizations through targeted expertise in fundraising, marketing, grant writing, and leadership development. By blending our staff's contextual knowledge with insights from external experts, we create learning experiences that are both locally relevant and globally informed.

In 2024, we worked with our partners to capture their most impactful work, opening doors to new funding relationships. The results are evident in successes like Anasi Farmers Association securing \$2,500 for rural women's gardening initiatives and Kiima Foods implementing their farmer's camp through Agro-ecology funding.



*"With our learning and networking with the Agro-ecology Consortium Organizations, we were able to learn how to develop organic pesticides and these are currently being utilized in home gardens. These are not only environmentally friendly but also cost friendly compared to the non-organic pesticides. This has greatly helped us to grow our local initiatives,"*

- Rev. Joseph Muhwezi,  
Executive Director, Bwambara  
Advocacy Development  
Foundation(BADEF)

# BUILD SKILLS AND KNOWLEDGE

Our Resource Centers in Rukungiri and Kasese serve as vibrant hubs for capacity building, where in 2024 we delivered targeted training programs that addressed critical organizational needs:

Our Resource Centers in Rukungiri and Kasese serve as vibrant hubs for capacity building, where in 2024 we delivered targeted training programs that addressed critical organizational needs:

- **13 LPOs** learned about key marketing and communication strategies to amplify their community impact
- **6 LPOs** strengthened their monitoring and evaluation systems to better track and demonstrate results
- **32 women leaders** across 3 cohorts participated in our Elevating Women Leadership program
- **17 LPOs** enhanced their digital capabilities through practical IT training in virtual collaboration tools, data security, and digital survey methods

These focused interventions equipped our partners with practical skills that immediately translated to improved organizational performance and program delivery.

*"The zoom and google meets training have enabled me to engage with the Partners and other stakeholders online with ease. Thank you Foundation for Community Development and Empowerment for building skills and closing the gap on our Information and Technology needs."*

- Bajjo Masereka, Executive Director  
CESODE



*The impact of our women's leadership program extends beyond professional skills to personal growth and confidence. As Joy, Executive Director of Biodiversity Conservation for Rural Development, reflects: "The Elevating Women Leadership Initiative's comprehensive approach which combined training, mentorship, and networking opportunities helped me develop a stronger sense of self-awareness, confidence, and leadership skills. One of the most significant areas of growth for me was in assertive communication and having a work life balance. Through the program's training sessions and coaching, I learned how to express myself more effectively, set clear boundaries, and negotiate with confidence."*

# CREATE CONNECTIONS

## *Catalyzing Collaboration: FCDE's November Knowledge Exchange*

In November, we brought together over 40 partner organizations for a dynamic Knowledge Exchange that transcended traditional networking. Grassroots leaders shared breakthrough programming approaches and tackled common challenges through collaborative problem-solving sessions.

Our intensive Resource Mobilization workshop revealed critical skills gaps while simultaneously building the collective fundraising capacity of our partner network. The event's design intentionally balanced structured learning with organic networking spaces, creating an environment where meaningful connections formed naturally and new collaborative opportunities emerged.



The success of this event reinforces our commitment to creating platforms where partners can learn from each other's experiences while building relationships that strengthen the entire network.

## *Building Bridges: FCDE's Strategic Networking Impact*

During the year, in-country leadership teams participated in Regional, District and National level meetings. By actively participating in regional, district, and national forums, we positioned our partners at the center of critical conversations about sustainable funding and systems strengthening. These strategic connections yielded tangible benefits for our LPOs, who gained access to influential networks like the Food Alliance Network and Africa Climate Action Network. These relationships opened doors to new resources, collaborative opportunities, and knowledge exchange that directly strengthened grassroots initiatives.

Our digital engagement strategy complemented these in-person efforts, with the FCDE team facilitating meaningful connections between funders and implementing partners through Connective Impact's online platform. These conversations not only highlighted best practices in community-led development but also uncovered targeted funding opportunities that we matched with our most suitable partner organizations.

# INVESTING IN OUR TEAM: BUILDING INTERNAL CAPACITY



In 2024, we prioritized strengthening our own organizational foundation through strategic staff development initiatives. Our team enhanced their expertise through specialized training in resource mobilization, strategic planning, and DISC assessments.

This intentional investment yielded immediate returns, with 100% of staff successfully integrating new approaches into their daily work. The impact was particularly evident during our two cross-continental staff retreats, where Ugandan and US teams collaborated to evaluate our three-year accomplishments and chart our future course.

These collaborative sessions culminated in FCDE's ambitious 2025-2027 Strategic Plan—a roadmap developed by the entire team that balances bold expansion goals with practical implementation strategies. This plan not only guides our future work but also embodies our belief that effective capacity building begins with our own continuous learning and growth.

# LOOKING FORWARD: 2025-2027 STRATEGIC PRIORITIES

As we celebrate our 2024 achievements, we're excited about the path ahead. Our new Strategic Plan for 2025-2027 builds on these successes with four key goals:

1. **Expand Programs and Support for LPOs** - Including establishing a fully operational site in Mbale District with 20 active partners by 2027
2. **Strengthen Operations** - Upgrading our M&E systems to better track and demonstrate impact
3. **Cultivate Strategic Partnerships** - Formalizing relationships with four key organizations by the end of 2025
4. **Expand and Diversify Fund Development** - Working toward 33% revenue diversification by 2027

These strategic priorities will guide our work as we continue to build local capacity for community-led development across Uganda.

