

# HARNESSING THE POWER OF COMMUNITY PHILANTHROPY

An analysis of Community Foundations  
in Kampala and Wakiso districts in  
Central Uganda.

# ABOUT CIVSOURCE AFRICA

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CivSource Africa is a philanthropy advisory firm committed to nurturing a more sustainable, effective and connected civil society that advances the dignity and voices of all people. We do this through promoting reflective, responsive and accountable philanthropic practice.

CivSource Africa is also passionate about promoting African philanthropy and telling the stories of African giving and generosity.


Our interventions span the areas of developing and supporting grantee relationships, grantmaking, and providing space for conversations on cutting edge development issues.


We foster collaboration among Civil Society Organizations and facilitate leadership strengthening. We provide technical advice for resourcing models that place a premium on the dignity of both stewards and intended beneficiaries. In so doing, we champion good stewardship of entrusted resources for civil society.

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# BACKGROUND

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CivSource Africa's maiden research on local philanthropy in Uganda presents evidence of existence of Community Foundations in Uganda. The findings show that i) there is no networking among these community philanthropic actors ii) There is no database of these actors or their foci, iii) Even though a simple google search of community foundations in Uganda is proof that they exist, their functionality remains unclear. Additionally, there is a research gap on these institutions, and this is a first effort to produce related evidence.

Whereas communities are the fabric from which African societies are made, development is seen to be done to communities rather than with them and by them. Problems are identified by experts and so are the solutions. Such approaches have been seen to register minimal successes despite the numerous efforts and investments across the continent. The COVID-19 pandemic of 2020, where significant amounts of money were either withheld or pulled out of Africa so that the global North could manage their own communities in a time of crisis, birthed an even greater need for local communities to hold the fort and provide local/ homegrown solutions to their people in a critical time. a

Very limited information is available on Community Foundations in Uganda and even less for community foundation support organisations. This research aims to support CivSource Africa in creating a body of knowledge which would serve as a framework to support community foundations in Uganda. As an organization committed to fostering and bolstering local philanthropy, we know that the scaffolding for building the nascent philanthropy sector in Uganda is hinged on the availability of data to inform the next steps of action.

We invite you on our journey to Harness the Power of Community Philanthropy in Uganda.

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## ACKNOWLEDGEMENTS

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**When the webs of a spider join, they can trap a lion.**

**- African proverb.**

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## LIST OF ACRONYMS

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BUCADEF	Buganda Cultural and Development Foundation
CAO	Chief Administrative Officer
CAF	Charities Aid Foundation
CDOs	Community Development Officers
CFs	Community Foundations
COVID-19	Coronavirus Disease-19
CSA	CivSource-Africa
DEO	District Education Officer
FGDs	Focus Group Discussions
LC	Local Council
KIIs	Key Informant Interviews
ODK	Open Data Kit
SPSS	Statistical Package for the Social Sciences
WASH	Water and Sanitation
VSLA	Village Savings and Loans Associations

## DEFINITIONS OF KEY TERMS

1. **Charity** - In its traditional meaning, “charity” encompasses religion, education, assistance to the government, promotion of health, relief of poverty or distress, and other purposes that benefit the community.
2. **Community** – refers to a social unit larger than a household of interacting people living in a common geographic area and may share norms, religion, values, customs, or identity.
3. **Community Foundations** – refers to public charity organisations that are dedicated to improving people’s lives in a defined local geographic area through financial resources of individuals, families, and businesses that support effective non-profits in their communities.
4. **Community development** – is defined as a process where community members are supported by agencies to identify and take collective action on issues relevant to them in their geographic area.
5. **Philanthropy** – is defined as an act of doing charitable work or an activity designed to improve human welfare through giving money, time, or volunteering.
6. **Philanthropic behaviour** – is a form of social behaviour that provides direct expression of social involvement in terms of redistribution of wealth.
7. **Philanthropic organisations** – these are non-profit, non-governmental entities that utilise donated assets and income to support good causes.
8. **Philanthropic activities** – are acts that include donating money to a worthy cause or volunteering time, effort, and other forms of altruism.
9. **Self-representation** – the image an organisation has about itself based on its own interpretation.

# EXECUTIVE SUMMARY

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**C**ommunity Foundations (CFs) are charity organizations that are founded and devoted to improving the lives of people in a given geographic area. They are identified and operate differently, Globally. In Uganda, the CFs bring together financial resources of individuals, families, and businesses to support effective non-profit/charitable works in the communities where they operate. As is the case in many African societies, the idea of a community at its core also includes norms and different forms of solidarity. Besides these community-based norms, many large philanthropic initiatives established by local entrepreneurs, society icons including, but not limited to members of royal families have emerged in Uganda. . These initiatives focus on specific areas such as education, healthcare, children, youth, women, and community empowerment among others. Many Ugandans have either established foundations or are actively engaged in giving towards various charities. The culture of giving or generosity in Uganda is predominantly informal and largely focuses on addressing immediate needs such as food, healthcare, education, and empowerment of vulnerable groups.

Despite the unprecedented growth of CFs in Uganda in the past decade, there is limited literature and conceptual discussion about them and their impact on the lives of the people they serve. To contribute to the body of knowledge regarding CFs in a local context, CSA commissioned this research on CFs in Kampala and Wakiso districts. The goal of the research was to identify organisations that fit in the definition of a Community Foundation in two districts; how they define themselves, how they operate, and the role they play in the lives of the people in the communities among other things.

The two districts were chosen because as a metropolitan area, Kampala and Wakiso have the largest concentration of CFs in the country. During the study, the research team collected qualitative data from both primary and secondary sources. Primary sources of data collection involved interviews with key stakeholders: leaders of CFs, beneficiaries, community elders, local authorities, and Community Development Officers (CDOs). Due to the COVID-19 restrictions in place, the research team as much as possible observed the Ministry of Health guidelines where physical interviews were conducted. Secondary data sources involved desk review of available literature relating to giving or generosity and community foundations.

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Findings from the study in Kampala and Wakiso identified 172 community foundations operating in the two districts. These CFs broadly describe themselves as organisations devoted to reaching out to vulnerable people in their communities, especially women, children, and the elderly. From the vision and mission analysis of these organisations, the study found an inherent desire for the vision-bearers to achieve community development modelled around education, poverty eradication, healthcare support, childcare, talent development, and spirituality among others. While there is no specific law on CFs in Uganda, the National NGO policy, 2010 and the National NGO Act 2016 (As amended) are the two available avenues through which CFs in the country can derive their legal status. Community foundations are broadly described in the law as community-based organisations regulated by the National NGO Bureau's monitoring committees established at district and sub-county levels.

The study also identified several challenges within the CFs that inhibit their operations. The challenges included limited human and financial resources, limited organisational capacity to enhance governance for sustainability, limited skills in resource mobilization, limited networking and information sharing, interference from local political elites among other challenges. These challenges notwithstanding, the CFs surveyed were able to register major successes in their communities.

The growth of CFs in Uganda, as institutionalised forms of philanthropy at the local level, needs a deliberate strategy by various stakeholders for the sector to contribute positively to community development. There is need for policymakers to review the current legal framework to recognize the uniqueness of philanthropy as a significant contributor to national development. There is also need for philanthropy support organisations and other stakeholders to build organisational capacity of viable CFs in resource mobilisation and enhance their governance for sustainability.

# CHAPTER 1:

Introduction



## 1.0 Community Foundations

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**A** Community foundation, as defined by the Council of Foundations (1988), is a tax-exempt, nonprofit, autonomous, publicly supported, philanthropic institution composed primarily of permanent funds established by many separate donors for long-term diverse charitable benefit of residents of a defined geographic area. Community Foundations (herein abbreviated as CFs) are a specific form of public charity founded and devoted toward improving the lives of people in a given geographic area. CFs by nature bring together financial resources of individuals, families, and businesses to support effective non-profit/charitable works in the communities where they operate. Community foundations as locally-based foundations, primarily mobilize local philanthropic contributions to support a variety of community development projects. These projects often mirror the needs of the community such as access to education, water, health, social protection, food, clothing and shelter. The concept of the Community Foundation was first conceived in 1914 by Frederick Goff, who was instrumental in creating the first community foundation named Cleveland Foundation, and the concept then began to spread worldwide. Community foundations serve a specific community, isolated from one another, and the local emphasis leads to community foundations custom tailored to their communities. Community foundations often play the roles of grant makers, fundraisers, and community leaders. As the number of community foundations continues to grow rapidly, other organisations sometimes adopt the name without knowing that they do not have the substance. Some organisations find both financial and psychological incentives to add the phrase “community foundation” to their name.

As Mesik and Owen (2008) note, community foundations are distinguishable from other forms of institutional philanthropy by a combination of characteristics. These characteristics define CFs as primarily grant-making foundations; with a broadly defined mission such as to improve quality of life in a community; serve geographically defined communities such as a city, district or region; supported by a broad range of private and public donors and seek giving contributions primarily from inside the community; are governed by multi-sectoral local boards reflecting the community; and build a capital endowment, an important element of sustainability.

While there exists a range of literature on what can be understood as philanthropic behavior globally, there is limited conceptual discussion on philanthropy in the local context. As the African Grantmakers Network (2013) report notes, almost all literature about philanthropic behavior is either external or Western-based. This tends to overshadow other institutional forms of philanthropy in Africa and Uganda, in particular, which are more difficult to track. The perception and definitions may also mask the extensive informal giving activities taking place that needs to be recognized and documented.

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This study, in part, contributes to broadening knowledge of philanthropy in a local context and community foundations as institutional forms of philanthropy in particular. The publication of the research findings will also inform future programming of stakeholders interested in the growth of giving and generosity in Uganda.

### 1.1 Statement of the Research Problem

Community foundations as a specific form of public charity is not fully understood. There is currently no standard definition that has been accepted by practitioners in this field. The available literature on philanthropic behaviour from various disciplines such as social psychology, management, public economic, sociology, and nonprofit or voluntary sector is too broad. This creates a need for a substantive and objective research on community foundations as an institutional form of philanthropy in a local context rather than relying on anecdotal evidence. Community foundations were identified as vehicles through which local philanthropy can be nurtured. However, there was a dearth of information on operations and the impact of CFs in Uganda. This made it difficult to develop appropriate strategies and programmes to harness their potential and broaden the growth of generosity in the country. This context formed the basis on which CSA undertook to study the self-representation of CFs as community leaders in Uganda using Kampala and Wakiso districts as study areas.

### 1.2 Objectives of the Study

The overall objective of the study was to identify and profile organizations that fit the definition of Community Foundations operating within Kampala and Wakiso Districts.

Specifically, the study sought,

- i) To establish the existence of Community Foundations in Kampala and Wakiso districts.
- ii) To examine the modes of operation of Community Foundations in Wakiso and Kampala
- iii) To assess the impact of Community Foundations in the areas within which they operate.

The study examined the performance of Community Foundations in terms of impact on the communities, their sustainability, challenges and the nature of support required. The study also examined the implications of organisational aspects in terms of leadership and managerial structure, operational environment, and the legal and policy framework governing CFs in Uganda. Specifically, the study sought to answer the following research questions:

- i. Which CFs exist in Kampala and Wakiso?
  - a. *How do they define themselves?*
  - b. *How long they have been in existence?*

- c. *Operational status of the CFs (Are they Active? /Focal points of operation)*
- d. *Ownership*
- e. *What is the size of these CFs?*
- ii. *How do CFs operate in Kampala and Wakiso?*
  - a. *What is the visions and mission of the CFs?*
  - b. *Who are the beneficiaries of CFs?*
  - c. *What activities do they implement in pursuance of their objectives?*
  - d. *Managerial practices of CFs – leadership structure/how leaders are selected, record keeping*
  - e. *Financing of CFs – benefactors and how they finance CF projects*
- iii. *What is the impact of these CFs in the communities?*
  - a. *What is the level of awareness of CFs in the communities they serve (are they known, are they online, are they registered with local authorities)?*
  - b. *What are their successes?*
  - c. *What challenges are they faced with?*
  - d. *How can these challenges be overcome or alleviated?*
  - e. *Are these based on their transactional/transformational identity?*

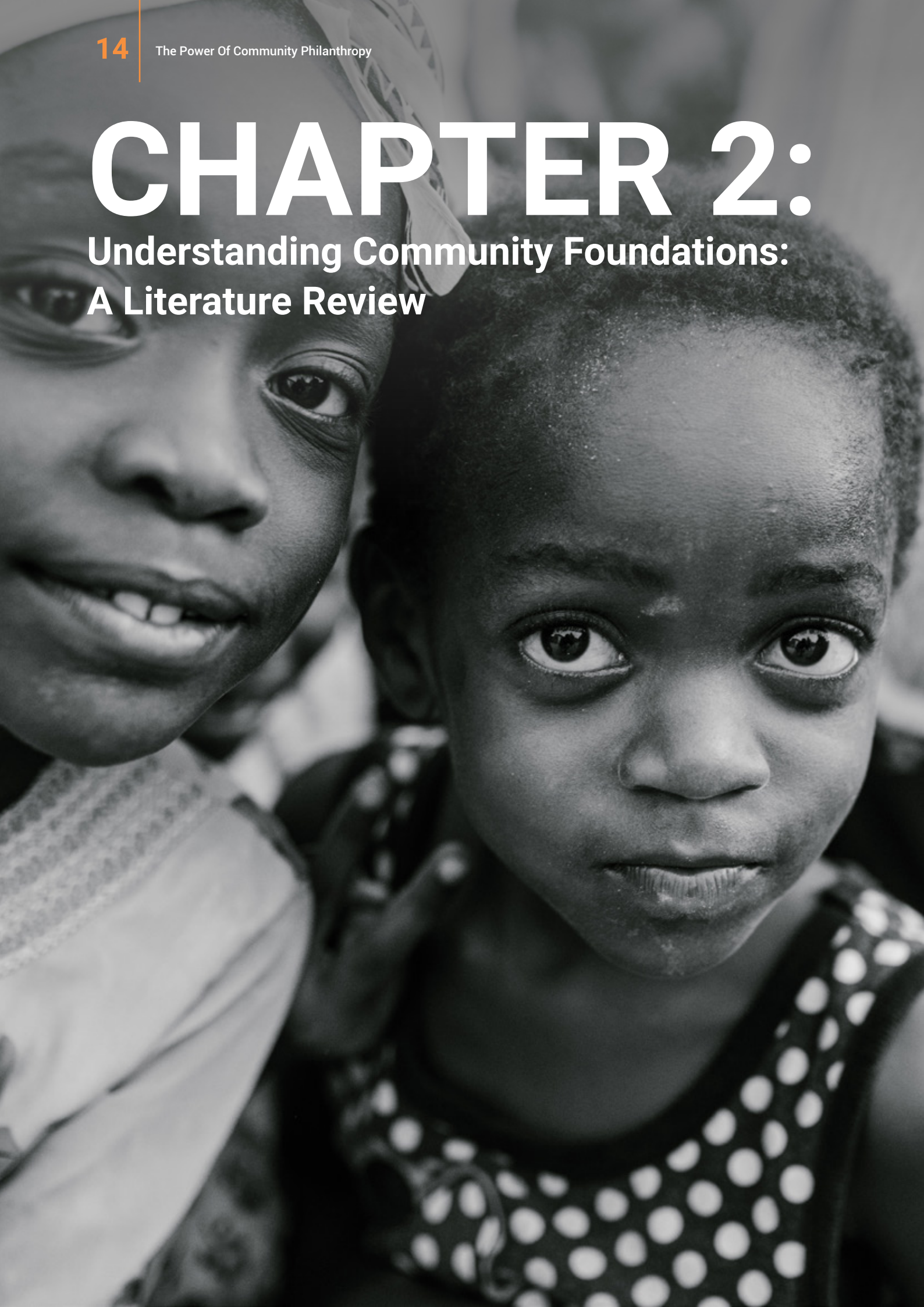
### **1.3 Justification for the study**

Self-representation and community leadership are vital characteristics in understanding community foundations, however, existing research on the topics is quite limited, and the vast majority of literature notwithstanding, there is limited conceptual discussion that fit in the local context. To understand the concept and operations of community foundations, the study sought to understand their characteristics and the different dynamics relating to operational environment, legal and policy framework and how it affects their performance. The findings from this study form the basis for developing appropriate support strategies and programmes to harness the potential and sustainability of CFs and the growth of generosity in community development.

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# CHAPTER 2:

## Understanding Community Foundations: A Literature Review



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**C**ommunity foundations are a specific form of public charity founded and devoted to improving the lives of people in a given geographic area. Community foundations as locally-based organizations, mobilize local philanthropic contributions to support a variety of community development projects in their areas of jurisdiction. These projects often mirror the needs of the community such as access to education, water, health, social protection, food, clothing and shelter.

Community foundations are considered institutional forms of philanthropy designed to promote philanthropy at a local level (Mazany and Perry, 2014). They play a valuable role in assisting local development, strengthening resourcefulness and capacities, attracting new resources and cultivating growth of giving from local donors for community-based and community-driven development (Mesik and Owen, 2008). They bring together the resources of individuals, families, and businesses to support effective non-profits in their communities and these foundations have enjoyed considerable growth in recent years both in number and character (Hodgson, et.al, 2012).

The rapid growth in number and size of community foundations across the world is happening within a larger context of other emerging forms of social solidarity movements such as rural development philanthropy, member-based and other hybrid forms of citizen-led actions. Community foundations are often cited as playing three distinct roles in the communities: grantmaking, fundraising, and community leadership. While the first two roles have been extensively explored, there has been a gap in literature in regard to the role of community foundations as community leaders. Although the concept of community leadership has been explored throughout the academic literature, there appears to be no consensus on whether community leadership applies to a single individual, a collective of individuals working together to create change, or simply leadership found in a particular community.

## **2.1 Conceptualisation of Community and the Role of Community Foundations**

In a globalised world, the word community evokes a multitude of meanings. Wilkinson (1979, 1991) describes community as an interactional approach where community is built on the principle that the community acts as a whole within a social field that seeks to fulfil needs of residents. Hillary (1995) describes 94 different variations of community showing a wide spectrum of the concept. In the various definitions, Milofsky (2019) includes individuals who share the same profession seeking emotional or spiritual connection, or elite groups of individuals. There are four dimensions that create a sense of community and they include a sense of belonging [membership], making a difference [influence], reinforcement, and sharing strong bonds [emotional connection] with others (McMillan and Chavis, 1986). Sociologists consider community to be bound within a geographic area such as towns, counties or neighbourhoods. Others define community geographically by examining various characteristics and disparities such as topics on poverty (Harding, 2003), crime (Kling, Ludwig, and Kratz, 2005). While other types of communities are explored in the social science literature such as faith, identity, and other attributes (Milofsky, 2019), the concept of community within the non-profit and philanthropic studies is predominantly geographical which appears to be the standard definition of community.

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Community foundations have three distinct operational functions which include: fundraising, grantmaking, and community leadership. The first two are relative basic concepts in the nonprofit sector. Fundraising is soliciting monetary contributions from individuals, corporation, or foundations. In contrast, grantmaking is the distribution of funds to support a particular purpose or cause. On the other hand, community leadership is not yet clearly defined within the community foundation sector. Although community foundations have determined their operational definition of community, that is, geographic, there appears no agreement on the definition of community leadership as a role and how a community foundation pursues that role. As community foundations take on leadership roles in their communities, this requires a specific type of leadership. While the concept of leadership has various theories, the community leadership role is based on a specific framework and principles. Within community foundations, community leadership is realised when they engage individuals or groups in the community to collectively establish goals and guide them toward the achievement of those goals. Community leadership therefore becomes a process by which individual community foundations can pursue to make positive changes in the community.

## **2.2 The Historical Perspective**

The conceptualisation of a community foundation first appeared in 1914 when Frederick Goff championed creation of the Cleveland Foundation, the first known community foundation, before the idea began to expand globally (Sacks, 2014). Established as an alternative to a trust company designed to accept and manage charitable contributions, the model offered a structure through which generous individuals could make a lasting impact in their communities. Community foundations uniquely serve three publics: donors, the nonprofit sector, and the community as a whole (Council on Foundations, 1988). While individual community foundations may focus on one of these publics over the other, by structure and regulation the community foundation must serve all three.

To fully understand the concept of community foundations, they must be placed within the broader context of philanthropy and its relations with both the public and private sectors. As Hall (1992) argues, modern philanthropy originated during the late nineteenth century as a private sector concession to socialist ideals. Majority of the oldest foundations can be traced in the major population centers, that were once heavily reliant on industry, that sustain substantial old wealth and civic culture of relatively high involvement by nonprofits (Hammack, 1989). For instance, the Cleveland Foundation, the oldest community foundation established in 1914, has a history of working with the public, private, and nonprofit sectors in the communities throughout Cleveland, Ohio (Tittle, 1992).

As Mesik and Owen (2008) note, community foundations as independent organizations that provide grants to support a variety of projects by local residents, are distinguishable from other forms of local independent nonprofit organizations

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by a combination of characteristics. These characteristics define CFs as primarily grant-making foundations; with a broadly defined mission such as to improve quality of life in a community; serve geographically defined communities such as a city, district or region; supported by a broad range of private and public donors and seek giving contributions primarily from inside the community; are governed by multi-sectoral local boards reflecting the community; and build a capital endowment, an important element of sustainability.

The role of community foundations in confronting challenges facing community development at local level has been increasing in significance since the early 1980s with encouragement from national foundations who believed that community foundations have a better understanding of local needs with substantial social networks that could produce better impact. This was the case between 1980s and early 2000s when the Ford Foundation teamed up with John D. and Catherine T. McArthur Foundation to introduce a leadership program for community foundation to build their capacity and growth (Mayer, 1984).

Over the years, foundations have come to engage community problem-solving through more than just grant-making. They have embraced diverse activities including programs on community capacity building, modes of advocacy among others. As community foundations enter the second century of their existence since the formation of the first foundation in Cleveland in 1914 (Mazany and Perry 2014), the need for knowledge and best practices has never been greater in addressing the challenges they must overcome in order to make a foundational contribution to their communities. The roles of community foundations have largely remained the same over the last 100 years – accumulating and managing funds to work to improve the quality of life in their areas by doing what other sectors cannot do. Now a global philanthropic movement operating in over 1,800 communities worldwide, they are the most identifiable form of structured community philanthropy.<sup>1</sup>

According to the 2021 Community Philanthropy Directory<sup>2</sup>, there were approximately 2,240 community foundations worldwide. These foundations contribute billions of dollars in grants annually to the global economy, impacting lives in their specific communities. Data from the Directory shows that majority (1,061) of these community foundations are based in the United States alone.

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<sup>1</sup> <https://www.cfsurrey.org.uk/blog-post/the-history-of-community-foundations/>

<sup>2</sup> The Community Philanthropy Directory is a global database of community philanthropy organizations. It's a resource for seasoned community philanthropy practitioners, researchers, philanthropy support organizations, funders, or anyone wanting to learn more about community philanthropy – available at <https://maps.foundation-center.org>

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### 2.3 The African Context

The perception and definition of the term “philanthropy” may mask the extensive informal giving activities taking place around the African continent that need to be recognized and documented. Conceptual difficulties notwithstanding, there is no doubt that giving and philanthropy are deeply-rooted in African tradition and cultural values of social solidarity, human dignity, and inter-personal connectedness

Data from the Community Philanthropy Directory indicates that there are 31 community foundations in Africa. This implies that many community foundations operating in Africa are largely informal and undocumented. The availability of a wide range of literature on what can be understood as philanthropic behaviour notwithstanding, there is limited conceptual discussion on what constitutes philanthropy in African contexts. As the African Grantmakers Network (2013) report notes, almost every literature about philanthropy on the African continent is concerned with either external or Western-based philanthropy directed towards the continent. While some African-based organizations have attempted to cast light on philanthropy on the continent more broadly, majority of this literature focuses on South Africa.

This tends to overshadow other forms of philanthropy in Africa which are more difficult to track.

Giving or philanthropic behaviour is a phenomenon manifesting in different forms, expressions, and models. This illustrates a complex plurality of actions that fall under cultures and practices of giving in Africa. These include the giving of money, time, knowledge, influence, and visibility in support of a cause, valuable goods, and in some cases even body organs to save a life or save lives. While some of these actions conform to the Western forms of philanthropy, many of them are purely African. According to Mati (2017), what motivates people to give is based on mutuality, solidarity, and counter-obligation inherent in collectivist and humanistic African philosophies of life. Additionally, other motivations are drawn from religious obligations, institutional requirements on corporate bodies and institutional arrangements.

Much of the philanthropy literature suggests that a great deal of giving is inspired by religious beliefs. Giving is associated with a deep sense of responsibility, duty, and commitment in order to realize spiritual salvation. Charity for instance, is one of the three basic virtues after faith and hope in Christianity. The spirit of giving therefore infuses Christian scriptures and is captured in the New Testament adage “better to give than to receive” (see Acts 20:35 KJV) just as the Old Testament commands giving of 10% (see Malachi 3:10 KJV) of a believer’s income in form of a *tithe* to the church. Additionally, contributing to charity is one of the tenets of Islam. All Muslims are obliged to contribute 2.5% of their annual income toward community improvement in form of *Zakaat* (see Qur’an 2:110) intended to address socioeconomic problems among Muslims. The principles of generosity, hospitality, philanthropy, and charity are also important hallmarks of Hinduism (see Parāśara Smṛiti 2:13).

African societies embrace giving as a way of life. Cultural philosophies like *Ubuntu*, *Ggwanga Mujje*, *Bulungibwansi*, *harambee*, etc. make generosity and giving a way of

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life. Archbishop Desmond Tutu, in describing Ubuntu, notes that it is looking at a person through the lenses of other persons. Emphasizing that no one comes into the world fully formed and therefore would not know how to think, or walk, or speak, or behave as human beings unless we learned it from other human beings.<sup>3</sup> This philosophy of life forms the basis of a number of CFs active in Africa.

In South Africa, giving is deeply entrenched in the culture and tradition that touches the country's citizens in countless ways, and provides resources for several important developmental activities. South Africa is richly resourced with a diverse and multicultural spectrum of giving behaviours, which are commonplace in everyday life. This spectrum of giving is so diverse in shape and form that it contradicts many basic assumptions of the philanthropic literature, which tend to locate the act of giving primarily in the domain of the wealthy and powerful. As Everatt, et.al (2005) points out, the existence of initiatives such as Daily News Milk Fund, Red Nose Day, Casual Day, and the activities of the ubiquitous Community Chest is evident. At an institutional level there exists professional vehicles of giving such as high-profile charitable organizations like Nelson Mandela Children's Fund and the Desmond Tutu Peace and Education Trust. A 2003 social giving survey conducted on behalf of Center for Civil Society, which recognized the heterogeneity of South African society argues that giving supersedes this diversity and is common to most citizens. The survey revealed that over 54% of the respondents gave money to charities or other causes; 31% gave food or goods to charities or other causes, while 17% volunteered time for a charity or cause. In addition to giving to formalized institutions or causes, 45% gave money and/or goods not to formal charities but directly to the poor.

In Tanzania, the concept of community foundation was first introduced by the Tanzania Social Action Fund (TASAF) to urban communities by organizing stakeholders' consultations and sensitization workshops between 2006 and 2007 in Mwanza City, Kinondoni, Morogoro and Arusha Municipalities (Manjolo, et. al, 2008). The selection of these areas was based on the availability of local wealth, vibrant economic activities, skilled individuals that would be able to govern and manage Community Foundations as well as readiness and commitment of these urban authorities to support these foundations. While TASAF introduced the idea and facilitated stakeholders' sensitization workshops, the Fund did not provide any money for CFs that came out of the process so as not to give wrong incentives for the communities to join these foundations. As a result, Kinondoni Community Foundation was launched in 2007 in Kinondoni Municipality as the first foundation in Tanzania. According to Manjolo, et.al (2008), the launch provided an opportunity to identify healthcare as a priority area of focus for the foundation and raise funds from stakeholders amounting to over US\$33,000. In the same year, other Community Foundations started opening up in different urban centers across the country with diverse priority areas of focus.

The World Giving Index named Kenya as the most generous country in Africa and second in the world with overall score of 58% (CAF, 2021). Kenya scored 76% on whether they have helped a stranger, and 49% on giving money and volunteering time. The Index that surveyed a total of 114 countries asks participants whether they have helped a stranger, given money or volunteered for a good cause over the past 30 days prior to the survey.

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3 Tutu, Desmond (1999). No Future Without Forgiveness

It offers a unique glimpse of global trends in generosity and provides answers to questions about where people are most likely to engage in social activities for the benefit of their communities and champion the growth of giving. The results which were compiled in June 2021 laid bare the effects of COVID-19 pandemic on charitable giving but that did not prevent Kenya from emerging second behind Indonesia which was ranked as the most generous country. Kenya has a long history of generosity with terms like *harambee* coined and used to express the intention of giving by Kenyans. The Country has in recent years taken an active role in engaging in acts of generosity and giving especially through charitable causes dubbed “Kenyans for Kenya” launched by the Red Cross to lobby individual Kenyans and local corporate bodies to contribute funds to help fight drought in Kenya. Kenya is also home to countless charitable organizations which are involved in acts of charity on an ongoing basis.

#### 2.4 Community Foundations in the Ugandan context

The conceptualization of community foundations in Uganda as formal institutions of philanthropy is still evolving notwithstanding the existence of fertile ground for community foundations to tap into for their growth. There are strong cultural norms and religious convictions that encourage generosity, although predominantly informal rather than formal. Culture, religion and personal attachment to a cause are strong drivers for individual giving with the most common form of charity going to faith-based organizations (CAF, 2020). In Ugandan dialects exist expressions such as ‘*Obuntu bulamu*’, a term that refers to the human characteristics of generosity, consideration and humaneness towards others in the community. ‘*Obuntu bulamu*’ is an accepted and consistent behaviour that signifies a shared set of values that promote well-being, togetherness, and unity (Bannink Mbazzi, et.al., 2020). This underpins a philosophy of reciprocity and mutual aid. Uganda ranked 4<sup>th</sup> among the most generous countries in Africa and 8<sup>th</sup> in the world with the overall score of 46% (CAF, 2021). According to CAF’s World Giving Index, Ugandans performs better at helping strangers (at 75%) compared to giving money (at 32%) and volunteering time (at 31%). As Owaraga (2018) notes, there is a lot of giving happening in Uganda within our respective communities, as well as between communities. Yet, most giving is not targeted toward nonprofits through which charitable initiatives are proclaimed, but instead are given toward events such as weddings and burials.

According to a recent survey carried out to understand trends and ways in which people were giving during the times of the COVID-19 pandemic, there was a tremendous increase in giving in Uganda. When Uganda first imposed a total lockdown in March 2020, the Ugandan President set up a national taskforce and appealed to “*anyone who has something to spare to donate it to the national COVID-19 task force.*” In response to that call, various individuals and companies made generous donations, both in-kind and cash and by April 2020, the COVID-19 national task force had collected in-country donations amounting to over USD 1.2 million. Besides local giving, Uganda is a recipient of global philanthropy resources from different foundations around the world.

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Uganda is also home to a number of private foundations that operate at the national level. These foundations are registered as trustees and governed under either *Trustees Incorporation Act, 1939* or as companies limited by guarantee under the *Companies Act, 2012*. Prominent among the private foundations include Madhvani Foundation, Nnabagereka Foundation, Kabaka Foundation, Patrick and Carol Bitature Foundation, Ruparelia Foundation, Soul Foundation, BUCADEF, MTN Foundation, among others. Religious and cultural institutions-based charities have also been established over the years. In the religious sector, every religious group develops its own development organisation that participates in charitable activities in the communities. Also, the role religious institutions play in the community is fundamental because Uganda is a highly religious country. Apart from the usual congregating, Churches have extended to the community and have played a major role in solving problems of society and improving the lives of people in the communities. The Christian teachings on giving, generosity, and good Samaritan and the pillars of Islam that emphasize helping those in need is an important factor in the development of community foundations. Watoto Church, for example, a Pentecostal Church highlights reaching out to the widow, orphans, the sick and those affected by HIV/AIDs. Through their 'Home Cell Program', believers are encouraged to reach out to those in need and solve community challenges as a beacon of hope to those around them<sup>4</sup>. For the Muslim faith, we take an example of Sheikh Zubair Kayongo Foundation that was started in kampala with the objective of furthering the cause of charitable education, health and religious activities in the community.

In the same way, cultural institutions have been an important pillar in establishment of organizations structured around ethnicity or region where people come together for collective development, (Ssewakiryanga, R., 2019). For instance, Buganda Kingdom, one of the cultural institutions features prominently in generosity and giving. Embedded in its tradition are terms such as '*bulungi bwansi*', and '*Ggwanga Mujje*' all encouraging generosity and giving. Through this, the *Kabaka (King)* encourages his subjects to take part in activities such as sanitation, cleaning of water sources, clearing the roads communally. This encourages the spirit of volunteerism and gives people a chance to make their communities more habitable. With '*bulungi bwansi*' communities do not wait for external resources or the government to improve their areas but make use of available resources as everyone contributes towards public good. With the advent of urbanization, this practice was slowly fading away but in recent times, the Kingdom has been leading campaigns to have this practice reinstated. This level of community engagement is a key ingredient in establishment of community foundations.

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4 <https://www.watotochurch.com/index.php?id=11>

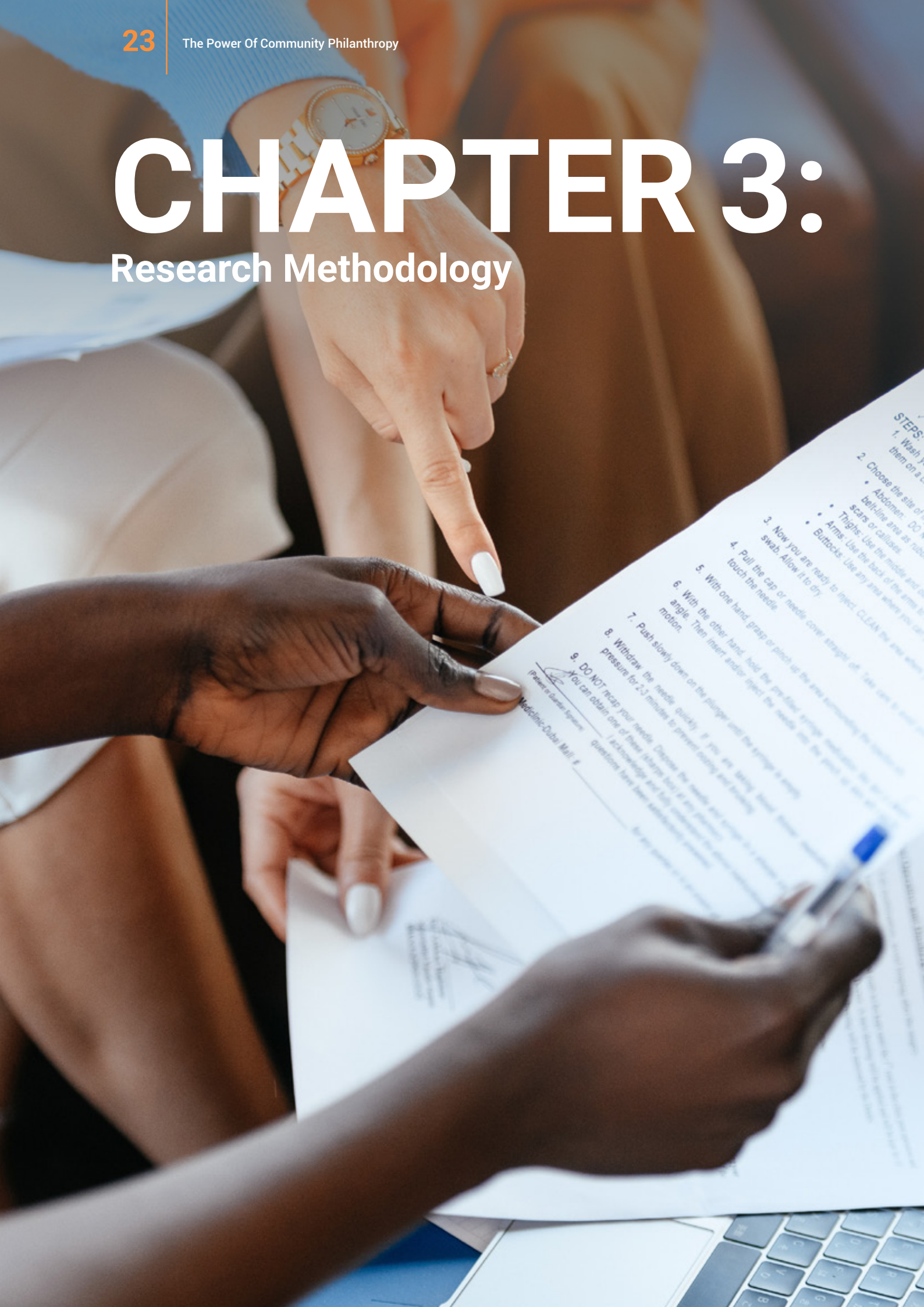
### 2.4.1 Legal and Regulatory Framework for Community Foundations in Uganda

Community foundations as institutional forms of philanthropy require legal grounds on which to base their operations. While Uganda is yet to have a specific law on community foundations, the current legal and policy framework provides for the establishment of a variety of nonprofit organisations. The National NGO Policy, 2010 and the NGO Act, 2016 are the two available frameworks through which community foundations can be recognized as legal entities. These non-profit organisations can be tax exempt, on qualification, under the Income Tax Act Cap 340. Community foundations are broadly recognized as Community Based Organizations (CBOs) and governed under the Non-Governmental Organisations Act, 2016 that replaced the Non-Governmental Organisations Registration Act, 1989 and the Non-Governmental Organisations Registration (Amendment) Act, 2006. Section 3 of The NGO Act, 2016 as it is known defines an 'organisation' as "a legally constituted non-governmental organization which may be a private voluntary grouping of individuals or associations established to provide voluntary services to the community or any part, but not for profit or commercial purposes."

The District Non-Governmental Organisations Monitoring Committee and Sub-County Non-Governmental Organisations Monitoring Committee offices established under Section 6 of the Act are given the mandate of registering CBOs at that level under the supervision of the National NGO Bureau. Upon fulfillment of the all requirements, the District Non-Governmental Monitoring Committee issues a certificate of registration and a permit to the CBO indicating among others; the name, objectives or activities of the CBO, date of registration, registration number and the geographical area of operation.

# CHAPTER 3:

## Research Methodology



**W**akiso and Kampala districts were selected for the study to identify organisations that fit the definition of a community foundation. The research is descriptive based on a cross-sectional analysis of 97 community foundations selected on a stratified random sampling basis. The rationale for selecting the study area was because, as a metropolitan area, Wakiso and Kampala is host to many organisations and people coming from different ethnicities, beliefs and cultures. The research collected qualitative and quantitative data from both primary and secondary sources. Qualitative data collection involved using FGDs, KIs, observations and document reviews while quantitative data collection involved the use of survey questionnaires, telephone and face-to-face interviews to answer objectives i, ii & iii.

Primary sources of data collection involved interviews with members of CFs involved in philanthropic activities and their beneficiaries, community elders, local government regulatory authorities, local journalists, and Community Development Officers (CDOs). Due to the COVID-19 restrictions currently in place, the research team observed the Ministry of Health guidelines where physical interviews (FGDs) were conducted and embraced virtual interviews using available technologies such as zoom and phone calls. FGDs were conducted in each of the Division/Sub-County where CFs operate. In addition, Key Informant Interviews with selected individuals from both CFs and Divisions/Sub-County leaders were conducted. These KIs included representatives of government institutions, district technical and political leaders, civil society organisations, beneficiaries, local community leaders, local media practitioners and selected sector players.

Secondary data sources involved desk review of available literature relating to philanthropy, giving or generosity, CFs, and philanthropic behaviour. The data was analysed based on the current operational environment, leadership and management structures of CFs, their performance, and the legal and policy framework.

### 3.1 Scope of the study

The study was conducted in Wakiso and Kampala districts in central Uganda to understand the self-representation of CFs as community leaders. The study identified 172 Organisations that fit the description of a community foundation as institutional forms of philanthropy within the five Divisions that make up Kampala City and six sub-counties, four municipalities, and nine town councils that make up Wakiso District.

### 3.2 Study population

The study's main target population included participants from the regulatory bodies, political and technical leaders, selected members of CFs and their beneficiaries, selected religious leaders, opinion leaders, society icons, and local media practitioners in the study area.

### 3.3 Study Design

The study employed a mixed methods approach comprising of quantitative and qualitative research methods. A comprehensive document review of relevant literature on CFs as vehicles of philanthropy was examined.



The study process involved three main activities: document review, stakeholder mapping, and field-based inquiry in the two selected districts. Training and orientation of data collectors on the study focus, the mixed methods approach, research ethics and pilot testing and refinement of research tools were conducted. Data processing, analysis and reporting included editing, coding and transcription of qualitative information from focus group discussions and key informant interviews undertaken.

### **3.4 Sample Selection**

A stakeholder mapping exercise was conducted in the study area and a list of CFs based on their program focus was generated with the help of CDOs. The CDOs estimated that there were 3,900 CBOs in Kampala and 4,200 in Wakiso. Of these 8,100 CBOs, 172 that met the description of a community foundation were selected. Out of the 172 selected, 98 were from Wakiso and 74 from Kampala. These CFs were then alphabetically grouped according to their areas of focus. This alphabetised list was used for an initial random selection. Five CFs were randomly and purposively selected from each group. The sampling procedure resulted in a list of 105 organisations contacted as part of the study from both districts (60 from Wakiso and 45 from Kampala).

### **3.5 Eligibility Criteria**

Study participants from selected organisations were required to have spent at least six months in their current roles. Participants that met this criterion but did not consent to the study were excluded from the study.

### **3.6 Data Collection and Validity**

The study used a mixed methods approach to collect primary and secondary data. The data was collected using four methodologies: 1) review of most recently published books, journal articles, newspapers, government documents, printed annual reports, and unpublished works, 2) brief written questionnaires, 3) focus group discussions, and 4) interviews as necessary. CFs are required by the National NGO Bureau to submit reports annually. The most recently available reports for each community foundation were received and the relevant data noted.

The FGD guide was used to shape the discussions on relevant issues including the operational environment, performance, leadership and management structures. Other questions elicited information on roles, impact and source of funding for CFs and challenges.

The guide also inquired into views on cultural beliefs, attitudes and practices that promote giving or generosity. The FGDs comprised of not more than eight individuals who included in each case, a local council leader, two CF beneficiaries, five community members with special emphasis to special interest groups such as Persons with Disability, women and elderly in selecting them.

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The meetings took between 30-45 minutes and all Standard Operating Procedures were followed to curb the spread of COVID-19.

Key Informant Interviews were also conducted using the KII guide to collect information from CFs and local government entities that regulate the operations of CFs to document their views and experiences. In addition, the guide sought views on the legal and policy framework, operational environment, available opportunities, and challenges faced by CFs.

### **3.7 Data Management and Analysis**

The data was prepared for computer processing and analysis using a codebook developed based on the research questions and objectives. The data was processed using SPSS for quantitative and Atlas.ti for qualitative analysis. The information was presented in form of descriptive statistics and graphs on key characteristics of CFs, access to resources among others. For the qualitative data, FGDs and KIIs were voice recorded with consent from the study participants, which were then transcribed into narrative transcripts. The transcribed information was coded into major themes guided by a codebook based on the research objectives.

### **3.8 Ethical Considerations**

The research obtained all the necessary approvals from the relevant authorities. The research team developed and submitted a research protocol and secured approval from the Uganda National Council for Science and Technology and processed ethical clearance to conduct the study in the two districts. Only study participants who consented to take part were included in the study. Clearance from the district authorities in Wakiso and Kampala was obtained prior to the commencement of data collection.

### **3.9 Quality Control Measures**

The study deployed experienced research assistants with exposure and experience in data collection techniques and interview notes transcription. The data collectors were supervised to enable them to appropriately administer the various interview guides as developed, and the transcribed notes were double-checked for accuracy.

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### 3.10 Study Limitations

The study was conducted within a limited period of six months which required speeding up all processes including data collection, analysis and report writing. The study examined 105 CFs of different ages and sizes randomly selected from the list. To find a community foundation without prior knowledge of its existence required the research team to browse through records of each organisation to determine those that fit in the description of a community foundation. Only organisations that are formally registered with District/Sub-County Non-Governmental Organisations Coordination Committees and CDOs were included in the analysis. Some community foundation leaders were suspicious of the research team divulging information about their organisations. They had preconceived ideas that they were being audited and pulled out of interviews. This study is a starting point for further research on CFs in Uganda especially on their role as community leaders.

# CHAPTER 4:

## PRESENTATION OF FINDINGS



In this chapter, we present findings of the study organized based on major themes derived from the objectives of the study. The research data provides answers to the questions: which community foundations exist in Wakiso and Kampala? how do they operate? What role do they play in the communities? and the impact of their work. This chapter begins with the initial findings related to identity of community foundations sampled in the study area. This is followed by findings relating to community foundations' operations, the impact they have registered in the communities and the challenges they face.

Data from CDOs show an estimate of 8,100 organisations. Out of this list, the study identified a total of 172 organisations, 98 from Wakiso and 74 from Kampala, that were described as community foundations. These were grouped in themes based on their area of focus and 5 were randomly selected from each group. The study selected and analysed a total of 105 community foundations, 45 in Kampala and 60 in Wakiso district, and obtained 100 per cent response. For each community foundation, key respondents were interviewed including the vision bearers, program staff, at least two beneficiaries, community leaders, Community Development Officers, Town clerks, Chief Administrative Officers, and District Education Officers among others.

#### 4.1 Synopsis of Districts Profile

The two districts in the study fall within the central region of Uganda, which is comprised of 24 districts. Kampala covers a total land area of 189.3 km<sup>2</sup> divided into five urban divisions: Kampala Central, Nakawa, Makindye, and Lubaga with a total of 96 parishes and 1,285 villages<sup>5</sup>. On the other hand, Wakiso district consists of 4 Municipalities: Makindye Ssabagabo, Entebbe, Nansana, and Kira; 15 Sub Counties; and 6 Town Councils with 146 Parishes and 704 Villages<sup>6</sup>. It covers a total land area of 1,907 km<sup>2</sup>. The Uganda Bureau of Statistics 2021 Population Projections<sup>7</sup> shows that Wakiso remains the most populated district estimated at 3,105,700 (1,469,700 males and 1,636,00 females) persons followed by Kampala with 1,709,900 (809,900 males and 900,000 females) persons.

#### 4.2 Community Foundations in Kampala and Wakiso

As indicated in Chapter 1 above, Uganda does not have a specific law governing the establishment of Community Foundations. The current legal and policy framework recognises both private and community foundations as trustees or companies limited by guarantee and Community Based Organisations (CBOs) respectively. Community foundations as institutional forms of philanthropy designed to promote philanthropy at local level are legally registered as CBOs<sup>8</sup> at the district level by the District NGO Monitoring Committees (DNMCs) on recommendation from the Sub-county NGO Monitoring Committees (SNMCs) under Section 3 of the National NGO Act, 2016 to operate in a defined geographic area. The operations of these community foundations are supervised by Community Development Officers in their respective areas of jurisdiction.

5 <https://www.kcca.go.ug/media/docs/Statistical-Abstract-2019.pdf>

6 <https://wakiso.go.ug/about-us/district-profile/>

7 <https://www.ubos.org/wp-content/uploads/statistics/Population-projections-by-district-2015-2021.xlsx>

8 See, <https://www.ngobureau.go.ug/~ngoburea/en/services/community-based-organisations>

The study obtained data from Community Development Officers in Wakiso and Kampala indicating an estimated 8,100 CBOs. From this database, the study identified a total of 172 CBOs that can be described as community foundations (see annex 1). Of these, 98 were in Wakiso and 74 in Kampala. Using the methodological procedures described in chapter 3, these community foundations were then grouped based on their areas of focus as articulated in their mission statements. Five Community Foundations were randomly selected from each thematic group to create a sample selection of 105 organisations.

**Table 1: Community Foundations operating in Kampala and Wakiso Districts**

From the data obtained, an analysis of their mission statements shows that community foundations primarily exist to serve a defined geographic area. The analysis indicates that 72 of the 172 (40%) community foundations in the study area were engaged in poverty eradication and 32 (17%) in education support. Other focus areas include; Healthcare (11%), Childcare (12%), talent development (4%), Faith (6%), and Finance (10%) as shown in Table 2.

**Table 1: CFs thematic area of focus in Kampala and Wakiso**

District		Area of focus							Total
		Education	Finance	Poverty Eradication	Child Care	Faith Based	Talent Development	Health care	
Kampala	Count	12	4	30	10	8	3	15	82
	% of Total	15%	5%	36%	12%	10%	4%	18%	100%
Wakiso	Count	20	14	42	12	3	5	6	102
	% of Total	20%	14%	41%	11%	3%	5%	6%	100%
Total	Count	32	18	72	22	11	8	21	184
	% of Total	17%	10%	40%	12%	6%	4%	11%	100%

**Source:** Field Data, (Nov, 2021), Multiple responses

#### 4.2.1 How Community Foundations define themselves

To understand how CFs define themselves, the study conducted a KAPs survey among the 105 organisations in the sample to establish their understanding of CFs and how they describe themselves. Responses were analysed and grouped in five major categories as shown in Table 2. Majority of the 105 organisations describe themselves as ‘a community foundation reaching out to the vulnerable people’ (38%). Similarly, others describe themselves as ‘an organisation for the vulnerable children (27%)’; ‘a group of women empowering fellow women (18%)’; ‘a foundation that empowers youth and elderly (12%)’; and the least as ‘an organisation for spiritual nourishment (5%)’. It was observed that a few categories shifted when comparing how a community foundation describes itself together with its mission and purpose statements. For example, Watoto Wasoka Foundation defines itself as ‘a football for community development organisation harnessing the potential of football in community development’ yet its mission statement speaks of mobilising, educating and empowering slum children while the purpose statement is specific to girls and not children in general.

**Table 2: How community foundations in Kampala and Wakiso define themselves**

		As a CF, how do you define yourself?					
District		A foundation that empowers youth and the elderly	A group of women empowering fellow women	An organization for vulnerable children	A CF reaching out to vulnerable people	An organization for spiritual nourishment	Total
Kampala	Count	6	10	12	14	3	45
	% of Total	13%	22%	27%	31%	7%	100%
Wakiso	Count	7	9	16	25	3	60
	% of Total	12%	15%	26%	42%	5%	100%
Total	Count	13	19	28	39	6	105
	% of Total	12%	18%	27%	38%	5%	100.0%

**Source:** Field Data, (Nov,2021)

#### 4.2.2 Operational status of community foundations surveyed

The study sought to ascertain the status of CFs operating in Kampala and Wakiso districts by documenting how long they have been in existence, whether they were active at the time of conducting this research, ownership, and size. The findings show that almost all of the CFs surveyed (98%) were found active in their areas of jurisdiction. As Table 3 shows, only two CFs were inactive.

**Table 3: Status of CFs in Kampala and Wakiso**

District		Is the CF Active (Yes/No)		Total
		Yes	No	
Kampala	Count	43	2	45
	% of Total	96%	4%	100%
Wakiso	Count	60	0	60
	% of Total	100%	0%	100%
Total	Count	103	2	105
	% of Total	98%	2%	100%

**Source:** Field Data, (Dec,2021)

The survey also shows that 90 per cent of community foundations visited have office premises from where they operate the organisation's activities. For example, in Kampala, 40 (89%) of active CFs were found to have offices in their respective areas and in Wakiso the number is higher at 55 (92%). The remaining 10 (10%) did not have base points as shown in *Table 4*.

**Table 4: CFs with Base / focal points for their operations**

District		Does the CF have a base / focal point for its operations (Yes/No)		Total
		Yes	No	
Kampala	Count	40	5	45
	% of Total	89%	11%	100%
Wakiso	Count	55	5	60
	% of Total	92%	8%	100%
Total	Count	95	10	105
	% of Total	90%	10%	100%

**Source:** Field Data, (Dec, 2021)

Records from table 5 below indicate that majority of the CFs in Kampala district operate from their office premises 26(40%), the same situation applies to Wakiso district with a statistical representation of 39%. However, a bigger percentage of CFs hold meetings/ operate from members' homes as indicated in Table 5. Other CFs operate from church grounds, community halls, vision bearers' homes or work-shops.

**Table 5: Where CFs meet/ Operate from in Kampala and Wakiso District**

District		Vision Bearer's Home	Members' Home	Office premises	Church grounds	Community hall/Space	Workshop/ School	Total
Kampala	Count	7	16	26	8	5	3	<b>65</b>
	% of Total	11%	25%	40%	12%	8%	4%	<b>100%</b>
Wakiso	Count	6	19	27	8	6	4	<b>70</b>
	% of Total	9%	27%	39%	10%	9%	6%	<b>100%</b>
	Count	13	35	53	16	11	7	<b>135</b>
Total	% of Total	10%	26%	39%	12%	8%	5%	<b>100%</b>

**Source:** Field Data, (Dec, 2021) *Multiple Responses allowed*

The study reveals that majority of the respondents 42 (38%) hold monthly meetings. A similar number, 42 (38%) of the CFs hold their meetings weekly while 15 (14%) hold their meetings on a quarterly basis and 12 (10%) bi-weekly as shown in Table 6. Respondents also indicated that other meetings are adhoc.



**Table 6: How Often CFs meet in Kampala and Wakiso**

		How often do you meet?				Total
		Weekly	Bi-Weekly	Monthly	Quarterly	
Kampala	Count	14	6	20	5	45
	% of Total	31%	13%	44%	12%	100%
Wakiso	Count	28	6	22	10	66
	% of Total	42%	10%	33%	15%	100%
Total	Count	42	12	42	15	111
	% of Total	38%	10%	38%	14%	100%

**Source:** Field Data, (Dec, 2021)

While decision-making in majority of the CFs surveyed in Kampala rests with the vision bearers (30%), it's a different case in Wakiso district where decisions are made mostly by the community foundations' oversight committees (35%) as Table 7 shows. Other CFs make their decisions through members' votes or governing boards. Overall, majority of CFs (31%) make their decisions through oversight committees.

**Table 7: How community foundations make their decisions**

District		Who makes decisions on behalf of the CFs				Total
		Vision Bearer	Oversight Committee	Members Vote	Governing board	
Kampala	Count	16	14	10	15	55
	% of Total	30%	25%	18%	27%	100%
Wakiso	Count	20	25	12	15	72
	Count % of Total	28%	35%	16%	21%	100%
Total		36	39	22	30	127
		28%	31%	17%	24%	100.0%

**Source:** Field Data, (Dec, 2021) Multiple Responses

Data on staffing shows that these CFs lack staff to support their operations. Majority of the CFs from Kampala (29.9%) and (35.1%) in Wakiso do not have staff. Some of these organisations are mostly run by their vision bearers as lone staff and rely on volunteers donating their time to execute their activities on an adhoc basis. Overall, as indicated in Table 8, only 41% of CFs in both districts have staff compared to 59%. This state of affairs, notwithstanding, majority of the CFs in both districts have more volunteers compared to permanent staff available to run their activities. results of this study show that majority of the CFs in Kampala 23(51%) and Wakiso 47(78%) have low numbers of volunteers ranging from 1 – 4. However, some CFs tend to drastically increase the number of volunteers on an adhoc basis especially whenever they have community fundraising drives or during major CF activities.

**Table 8: Existence of Staff in community foundations**

District		Do you have staff?		Total
		Yes	No	
Kampala	Count	22	23	45
	% of Total	49%	51%	100%
Wakiso	Count	21	39	60
	% of Total	35%	65%	100%
Total	Count	43	62	105
	% of Total	41%	59%	100.0%

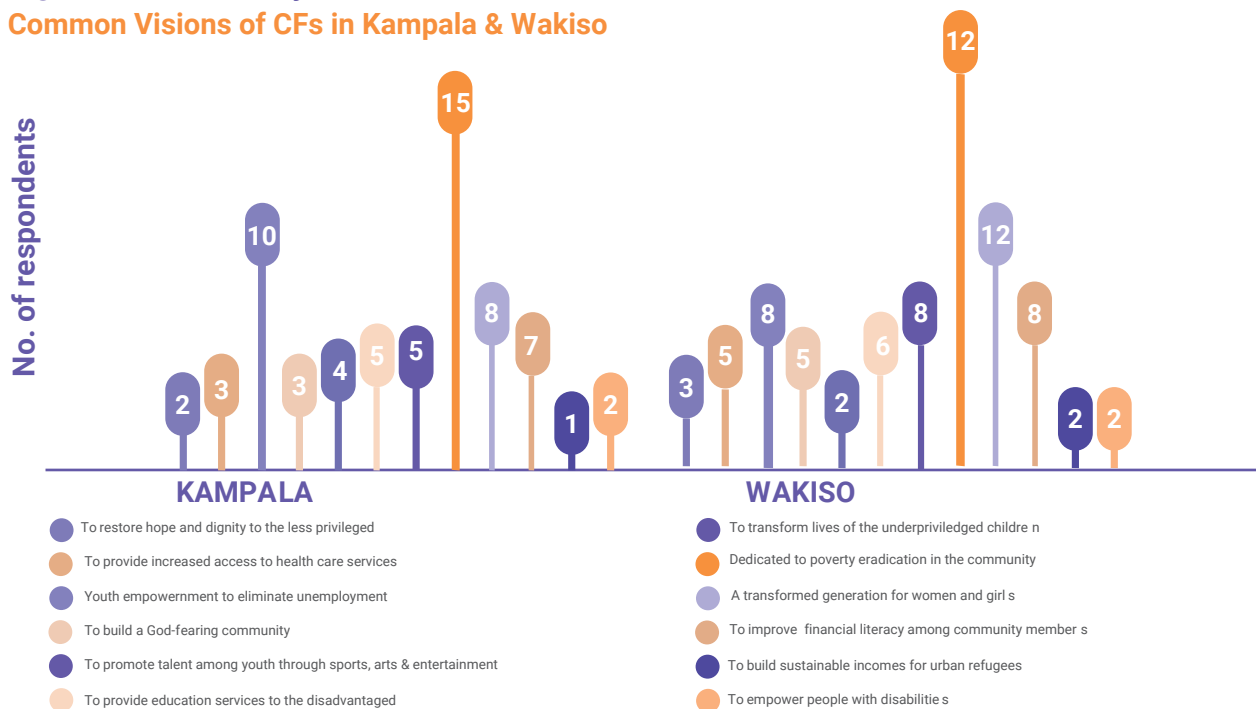
**Source:** Field Data, (Dec,2021)

### 4.3 Mission and Vision Statement Analysis

As earlier noted, CFs have three standard operational roles that include (i) fundraising, (ii) grantmaking, and (iii) community leadership. The study concluded that while fundraising and grantmaking functions are fairly understood, the third function relating to community leadership is not only unclear but is also yet to receive a clear definition within CFs. This has led CFs to adjust their operational roles, goals, and strategies toward fundraising and grantmaking while neglecting community leadership. By analysing their vision and purpose statements, the study examined how CFs identify their organisational values.

An organisation's vision statement, in contrast to mission statements, paints a desired picture of the future by answering two questions: What will be the difference in the world in, say, three to five years because the organisation exists? What role will the organisation play in creating that difference? The same is true in the field of CFs. As illustrated in Figure 1, the study analysed vision statements of CFs surveyed in Kampala and Wakiso and the data shows the desire for community development. These vision statements paint the desired picture of an empowered community especially regarding women, youth and children as the most vulnerable.

**Figure 1: Community foundations’ common mission statements**  
**Common Visions of CFs in Kampala & Wakiso**



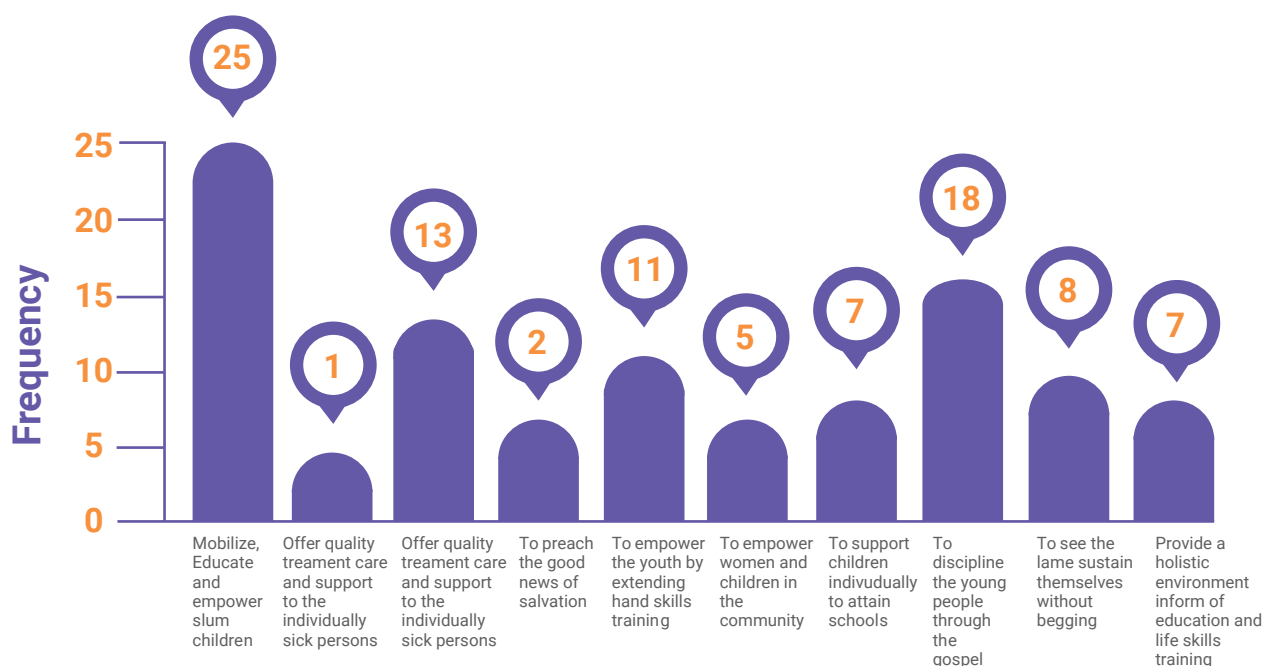
**Source:** Field Results (2022)

As data showed in Figure 1, majority of these community foundations’ vision and mission statements in Kampala (15) and Wakiso (18) focus on poverty eradication in the communities. This is closely followed by empowerment of the youth, women and girls.

**Mission Statement Analysis**

The mission statement communicates the organisation’s purpose, what groups it serves, and how it plans to do so. Like in many other fields, mission statements in the non-profit sector are used as a guide for the organisation and a promise to the community. As Angelica (2001) argues, a good mission statement is a short, snappy description of the purpose of the organization – easy to fit in at the bottom of the organization’s letterhead. It should be so memorable that it flows easily off the tongue of board members, staff, and volunteers and so clear that the average person will understand the mission without further explanation or definition. Angelica provides examples of mission and statements that can be regarded as good which include: “promote the social welfare of people in the metropolitan area”; “ensure all people with developmental disabilities have access to their civil, legal, and human rights”; “to empower people with disabilities to reach their full potential in every aspect of life, guided by a vision that “one day all people will live, work, learn, and play in a community based on abilities not disabilities” (Angelica, 2001). Under the NGO Act, 2016, the National NGO Bureau requires mission statements to be submitted as part of the application for registration of a non-profit organisation. This is to ensure that the organisation’s intended purpose meets the laid down qualifications under the law. As the study shows, CFs identified their mission statements toward poverty eradication, empowerment of women, youth and children, education, and healthcare support in their communities as illustrated in Figure 1.

Figure 2: Community Foundations' common mission statements



Source: Field Results (Dec,2021)

#### 4.4 Managerial Practices

There is need for proper management to ensure a smooth running of any organization. Community foundations, if not properly managed, planned, and controlled cannot achieve success. Human, material, and financial resources must be present to achieve goals and objectives (Eze, 2015). In order to gain insights into the management of CFs in the study area, respondents were asked whether their organisations have a clear leadership structure in place and how leaders are chosen. Results show that 94% of these CFs have a clearly defined leadership structure in place as indicated in Table 9.

Table 9: Community foundations' leadership structures

District		Do you have a clear leadership structure and how do you choose your leaders?			Total
		Yes	No	Not that clear	
Kampala	Count	43	2	0	45
	% of Total	96%	4%	.0%	44.3%
Wakiso	Count	56	2	2	60
	% of Total	94%	3%	3%	55.7%
Total	Count	99	4	2	105
	% of Total	94%	4%	2%	100.0%

Source: Field Data, (Dec, 2021)

### a. Records and Documentation Practices

The study revealed that 90 of 105 community foundations document their activities and have proper records of their members' contributions, expenditures, receipts, and grants disbursed. The remaining 15 Community Foundations did not show evidence of proper recordkeeping even though they all acknowledge the importance of documentation and recordkeeping as shown in *Table 10* for responses.

**Table 10: Documentation and recordkeeping in community foundations**

District		Does the CF Keep clear records of members' contributions, membership records, expenditures, receipts, grants disbursed etc?				Total
		Yes	No	Not that good	Used to have	
Kampala	Count	40	2	3	0	45
	% of Total	89%	4%	7%	0%	100%
Wakiso	Count	50	6	2	3	60
	% of Total	83%	10%	4%	5%	100%
Total	Count	90	8	5	3	105
	% of Total	86%	7%	5%	2%	100%

**Source:** Field Data, (Dec, 2021)

### b. Mode of Communication

When asked about how they communicate, 44% of the CFs identified phone calls as their main communication channel compared to other channels of communication such as websites (16%), and social media platforms (40%). A number of these CFs have an online presence with various social media pages through which they mostly showcase their activities as well as reach out to partners for funding and support. However, some do not have an online presence and therefore rely on phone calls to communicate, as shown in *Table 11*.

**Table 11: Community foundations' mode of communication**

		What are your communication channels? (Provide links)					Total
		Phone calls	Websites	Facebook	Twitter		
District	Kampala	Count	19	12	10	4	45
	% of Total	42%	27%	22%	9%	100%	
Wakiso	Count	27	6	16	11	60	
	% of Total	45%	10%	27%	18%	100%	
Total	Count	46	18	26	15	105	
	% of Total	44%	16%	25%	15%	100%	

**Source:** Field Data, (Dec, 2021)

### c. Resource Mobilization

Community foundations were asked how they raise funds to support their activities and as summarized in *Table 12*, majority in Kampala 18 (21%) and Wakiso 26 (28%) support their projects through membership contributions or fees. Others raise funds through sale of merchandise 42 (23%), charity drives or fundraising events (11%), proposal writing (13%) mobilizing for funds through local and international donors, savings as well as appealing to the public through social media.

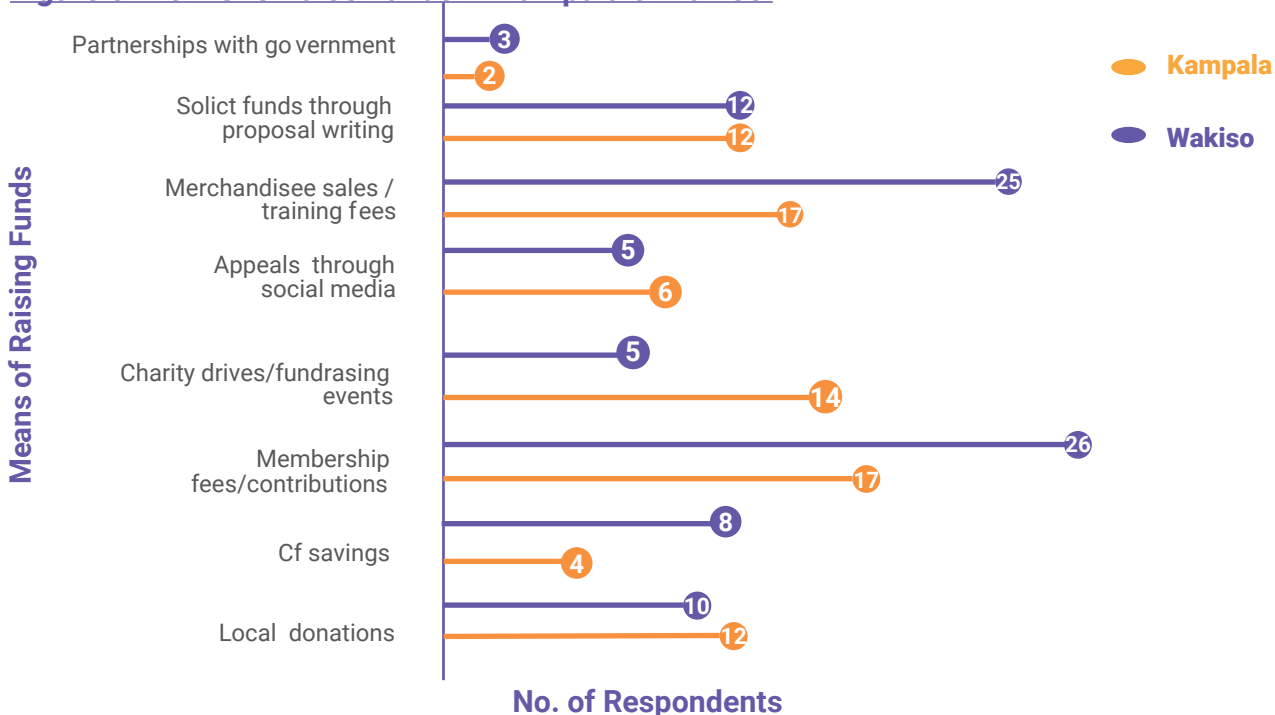
**Table 12: How community foundations raise funds for their activities**

District		Local Donations	CF Savings	Membership fees/ contributions	Charity drives/ Fundraising events	Appeals through social media	Merchandise sales/Training fees	Solicit funds through proposal writing	Partnerships with local government	Totals
Kampala	Count	12	4	18	14	6	17	12	2	85
	% of Total	14%	5%	21%	16%	7%	20%	14%	2%	100%
Wakiso	Count	10	8	26	5	5	25	12	3	94
	% of Total	11%	9%	28%	5%	5%	27%	13%	3%	100%
Total	Count	22	12	44	19	11	42	24	5	179
	% of Total	12%	7%	25%	11%	6%	23%	13%	3%	100%

**Source:** Field Data (Nov -Dec 2021)

The biggest portion of funds however, comes from members' contributions and only 3% indicated partnership with local governments as another source of funding.

**Figure 3: How CFs Raise Funds in Kampala & Wakiso**



**Source:** Field Data (Nov-Dec 2021)

There is limited knowledge of the existence of funding for community foundations at local governments.

*“KCCA is always willing to support CFs activities and provides grants to genuine CFs after conducting due diligence and assessing them based on the requirements. These grants include a special grant offer of 2m, National grant of min 5m, Youth Livelihood Program grant max 12.5, Loans for the women max 12.5m depending on their projects, etc. However, most CFs fail to access these grants due to the bureaucratic requirements, ignorance (unaware of these offers) or failure to qualify due to poor leadership structures and some are not genuine at all in their operations.” - CDO, Kampala Central Division*

Obtained data also shows that 23 per cent of these community foundations’ benefactors are majorly their vision bearers as indicated in *Table 13*. This is followed by the local business community (19%), international NGOs (14%), Faith-based organisations (9%) and local government (8%). Some of these community foundations have multiple sponsors.

**Table 13: Community foundations’ benefactors in Kampala and Wakiso**

Who are your Benefactors?							
District	Group members	Vision bearers	Local Government	International NGOs	Religious organizations	Local Business Community	Total
Kampala	12	7	8	12	8	16	63
	18%	10%	12%	18%	12%	24%	100%
Wakiso	16	22	3	6	4	8	59
	27%	37%	5%	10%	6%	13%	100%
Totals	28	29	11	18	12	24	128
	22%	23%	8%	14%	9%	19%	100%

**Source:** Field Data, (Dec, 2021)

Majority of community foundations’ benefactors get recruited during community events (20%), proposal writing (20%), and through soliciting support by mostly writing to generous individuals or companies. They also recruit their benefactors through friends, members’ recommendations, and International NGOs and donors with the interest of supporting their activities. *Table 14* highlights responses on how community foundations get their benefactors.

**Table 14: How community foundations get their benefactors**

		How CFs Choose Benefactors						
District		Members Recommend	Proposal writing	Donors reach out	Through Friends	Religious affiliation	Community Events/Drives	Total
Kampala	Count	4	13	3	11	11	16	58
	%Total	6%	22%	5%	17%	17%	25%	100%
Wakiso	Count	5	15	10	6	8	12	56
	%Total	7%	20%	13%	8%	10%	16%	100%
Totals		9	28	13	17	19	28	139
		6%	20%	10%	12%	14%	20%	100%

**Source:** Field Data, (Dec, 2021)

As Table 15 shows, majority (36%) of benefactors finance these community foundations' activities on an *ad hoc* basis. Others finance these activities on a monthly basis (20%), weekly (16%) or bi-weekly (4%), quarterly (11%), and bi-annually (13%). It was observed that benefactors are consistently involved in these community foundations' activities since majority of them double as vision bearers.

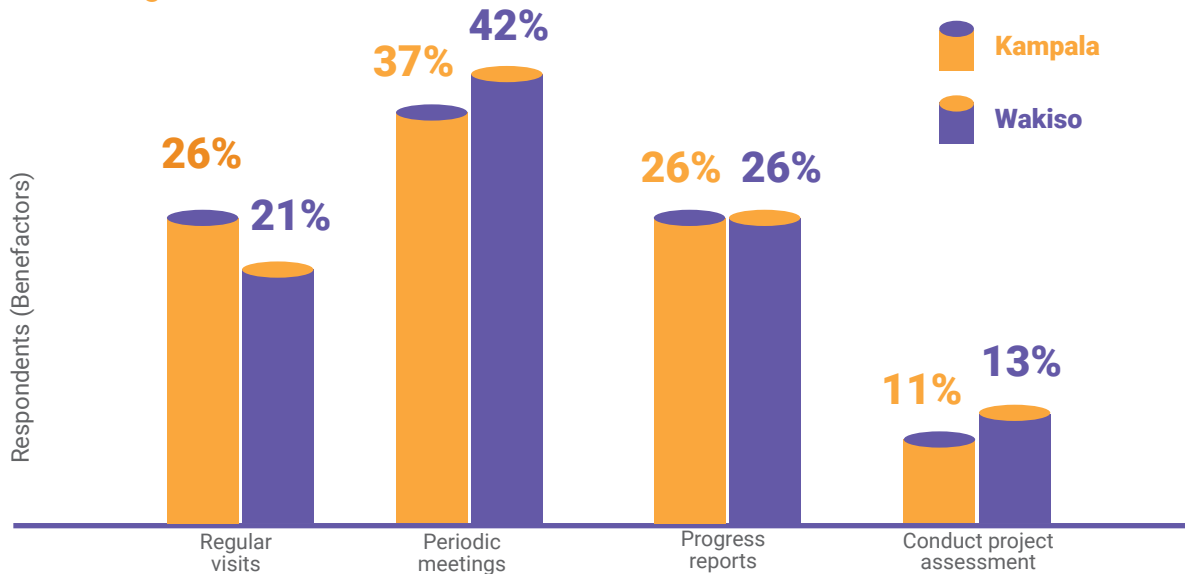
**Table 15: Frequency in financing CF activities**

		How often Benefactors Finance CF activities						
District		Weekly	Bi-Weekly	Monthly	Quarterly	Bi-Annually	Adhoc Basis	Totals
	Count	3	0	1	2	4	11	21
Kampala	% of Total	14%	0%	5%	10%	19%	52%	100%
	Count	4	2	8	3	2	5	24
Wakiso	% of Total	17%	8%	33%	13%	8%	21%	100%
	Count	7	2	9	5	6	16	45
Totals		16%	4%	20%	11%	13%	36%	100%

**Source:** Field Data (Nov-Dec 2021)

The activities of these community foundations are monitored by their benefactors through regular visits, periodic meetings, progress reports, and project assessments as Figure 4 illustrates. Overall, monitoring of community foundations' activities is still below 50 per cent.

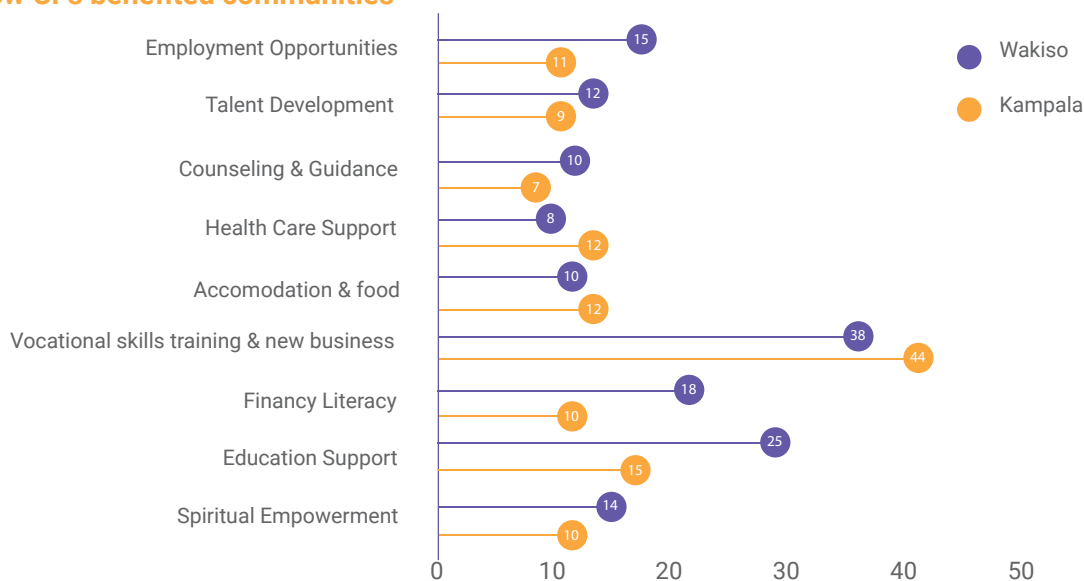


**Figure 4: How often benefactors monitor CF Activities****Monitoring CF Activities**

**Source:** Field Data, (Dec, 2021)

**d. Beneficiaries from Community Foundations' activities**

There is evidence that CFs have been beneficial to the communities where they operate. Results of the study show that several people have received assistance from CFs operating in their communities. These benefits include vocational skills (e.g., tailoring, hairdressing, urban farming, photography, soap-making, etc.), scholarships, financial literacy, accommodation for the homeless, food supplies, healthcare support, counselling/guidance, talent development, and in some cases spiritual nourishment. In Kampala, for example, Namuwongo Community Foundation that focuses on education, health, and livelihoods is a classic example of a community foundation that has benefited a lot of people in the community. According to its 2020 Annual Report, the organisation through its community emergency relief programme provided food relief to over 350 families during the lockdown imposed by government to contain the COVID-19 spread. Its education programme has also enrolled 278 children (150 girls and 128 boys) from nursery to primary seven and a total of 130 in secondary to higher learning institutions.

**Figure 5: How communities have benefited from Community Foundations****How CFs benefited communities****e. How Community Foundations choose their Beneficiaries**

When a question was posed to respondents on how they chose beneficiaries, the study showed that these foundations are open to potential beneficiaries in the communities. In Kampala, for instance, organisations recruit beneficiaries through community leaders (32%). In the case of Wakiso, CFs are open to all community members (40%) if they express interests and meet the requirements. Other means of recruitment include CF staff identifying potential beneficiaries (22%), networking and referrals (14%), and through affiliated religious centres (9%) as indicated in Table 16.

**Table 16: How CFs choose beneficiaries in Kampala and Wakiso District**

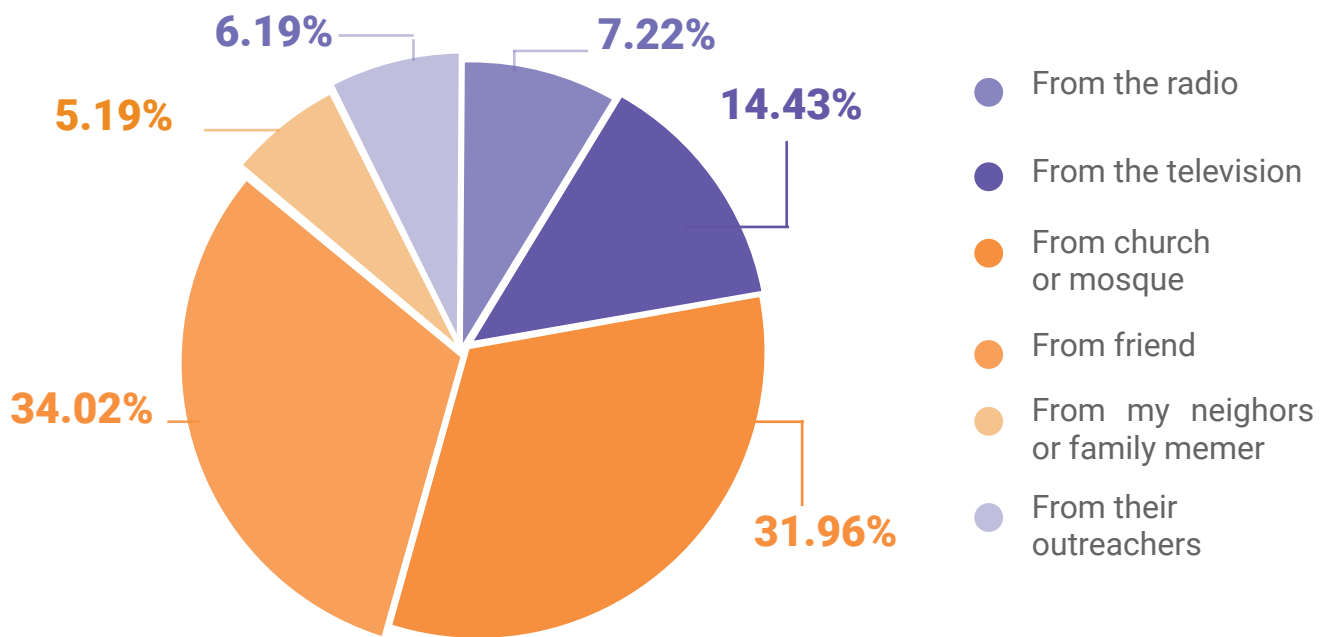
Recruitment of Beneficiaries						
District	Open to Community	Networking & Referrals	Announce through Community Leaders	Religious Centres	CF staff choose based on focus areas	Total
Kampala	15 25%	9 15%	20 32%	6 10%	11 18%	61 100%
Wakiso	36 40%	12 13%	13 14%	8 10%	22 22%	91 100%
<b>Totals</b>	<b>51 34%</b>	<b>21 14%</b>	<b>33 22%</b>	<b>14 9%</b>	<b>33 22%</b>	<b>152 100%</b>

Source: Field Data - Multiple Responses (Dec, 2021)

**f. How beneficiaries heard about CFs**

As illustrated in Figure 6, majority of the beneficiaries got to know about these community foundations' activities from friends (34%). Others heard about the CFs through religious institutions (32%), media outlets, neighbours or family members, and in some case through community outreaches conducted by these foundations.

Figure 6: How did beneficiaries hear about a community foundation



#### g. Major Activities implemented by CFs in the Communities

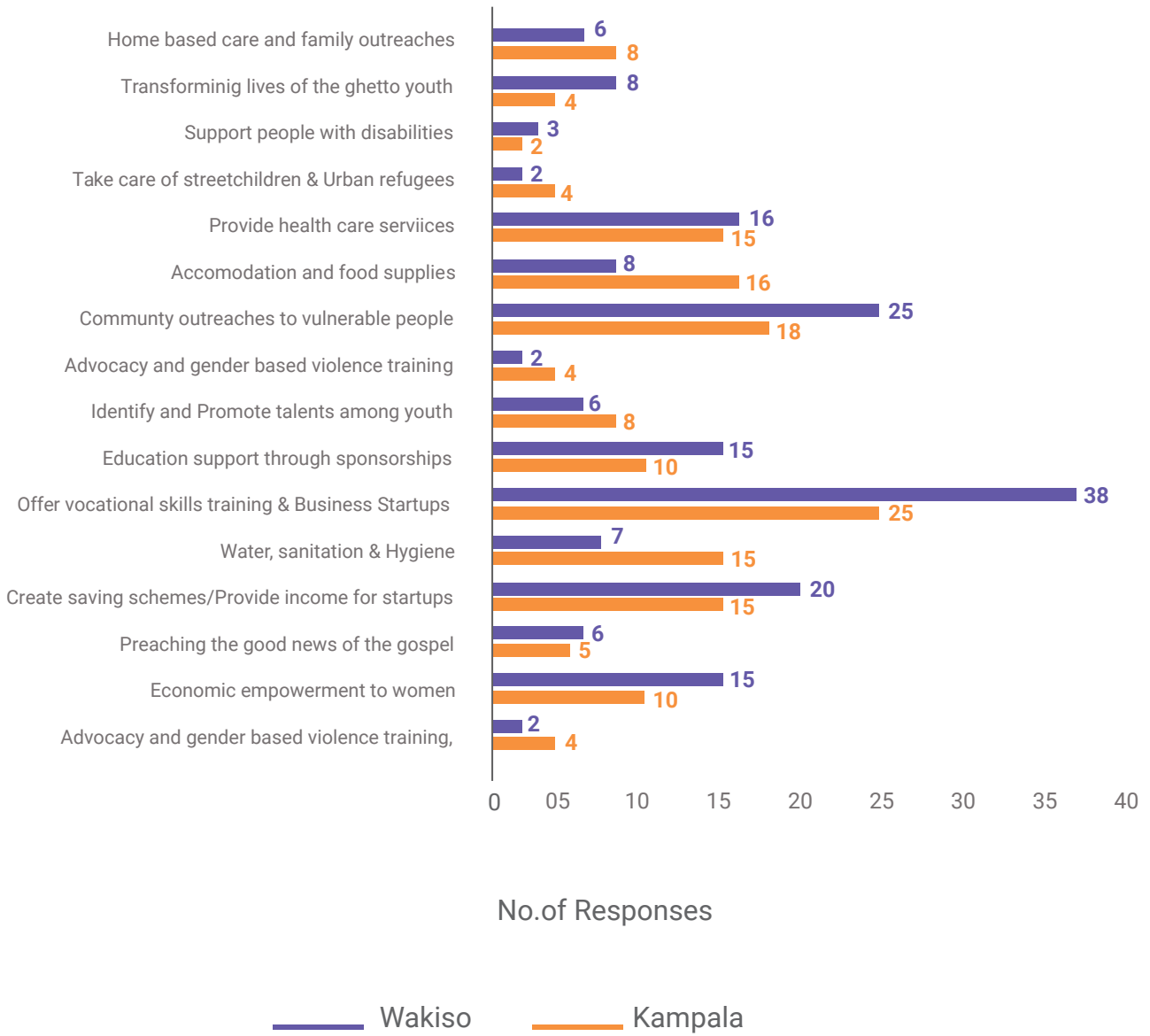
As Figure 6 illustrates, CFs surveyed in Kampala and Wakiso are involved in a number of activities that include; vocational skills trainings, community outreaches to vulnerable people, empowerment of women, youth, and children through financial support, saving schemes, education support, accommodation, food reliefs, enabling access to healthcare services, water and sanitation among others.

In an interview with the Wakiso District Education Officer, he stated that;

*"In education they offer capacity building, economic empowerment programs, psychosocial support, infrastructural development and health. In capacity building they offer curriculum simplification for teachers, training of school management committees, engage teachers in curriculum development and non-teaching staff in administrative skills. Under economic empowerment they run VSLAs like Namayumba village banking where prioritization of financial records is taught, instill a savings culture in the community even to teachers and startup capital. They also offer psychosocial support which includes counseling, financial support and guidance for child mothers to enable them go back to school. Sexual and reproductive health rights, sensitization of parents and communities on the needs of children with disability and training of teachers on management of special needs children. In the health sector, there activities involve vaccination campaigns for both children and the current ongoing vaccination against Covid Offer referrals "Seeing is believing" a local organization has a referral clinic for children with sight impairment at Wakiso Health Center IV. Under infrastructural activities involve renovation and construction of sanitation facilities for girls. Other activities include menstrual hygiene management"* – **District Technical Leader, Wakiso district**

Figure 7: Major Activities implemented by CFs in the Communities

Major Activities Implemented by CFs



Source: Field Data (Dec, 2021)

# Some of the Activities being implemented by CFs in both districts



3

Rabbit rearing - members are collectively involved in rabbit rearing



4

Piggery – People's choice VSLA CF in Kakiri Wakiso



1

Bricklaying done by People's choice VSLA in Wakiso



5

Goat and cattle keeping- another activity done by one of the CFs



2

Bags produced by Luzige zone Community Group



6

Plate 3: Members of Giving Hearts CF with Children as some of the beneficiaries that receive support from the foundation



7

Plate 4: A beneficiary of Glory Youth Knitting Embroidery CF projects makes her own knitted shoals and sweaters that she sells to earn an income.

# Staff members of Giving Hearts Community Foundation reaching out to communities with household items.



Bags produced by Luzige zone Community Group

## 4.5 Impact of Community Foundations

As earlier discussed in the previous chapters, CFs as institutional forms of philanthropy are dedicated to three core roles: grant making, fundraising, and community leadership. The impact of any community foundation in the lives of people in their communities depends on how these foundations succeed in these roles. How these foundations succeed also varies depending on how potential sponsors and the communities perceive these organisations, especially on issues of accountability.

As observed from the findings, there is noticeable cooperation between CFs and leaders within Kampala and Wakiso districts. Several leaders interviewed for this study spoke highly of these foundations as agents of community transformation. CFs often involve local leaders in their periodic events and fundraising campaigns. For instance, when the research team attended a Giving Hearts Foundation event in Kiwatule, the LCI chairperson actively participated in mobilising the community and fellow local leaders to attend the event.

Among the 105 CFs surveyed, the study shows the organisations have endeared themselves to the people in the communities. Data from KIIs indicates that over 95% of the CFs are well known in their communities. For example, the LCI Chairperson in Kamwokya in Kampala during interaction with the research team indicated that:

*“Community foundations in my area are known due to the transformation in the community and community members, KCCA and NGOs support them always in their activities sometimes by giving them a hand. Eg. The Sewage in Kamwokya is now fairly managed. They have successfully opened drainage systems in Kifumbira although they still lack adequate funds to impact the bigger part of the community.”* – **District Technical Leader, Kamwokya.**

The impact of community foundations can be measured by the number of lives they have transformed. As the study shows, there is visible improvement in these communities as beneficiaries have been supported to start income generating projects. There have been improvements in basic education and literacy, healthcare services, and community livelihood courtesy of community foundations’ programs. Respondents indicated that many lives have been transformed through youth empowerment, vocational skills training, education, healthcare support, water and sanitation.

### Voices from the field

The study undertook a number of focus group discussions with different communities to gain insights into how they perceive community foundations operating in their areas. The research team recorded these responses from the different segments of the communities. For example, in one of the FGDs held in Makindye - Kampala, one participant narrated.

*“Katiti women integrated into women forum which has helped women a lot. Using the forum, we have constructed a protected well in this village and also people from the group have built good houses from these groups. Our children are all studying with no fear of being chased from school. Katiti Muslim community built katiti nuru primary school. Women have bought plots of land which is a sign of improved livelihood.”* - **Women from Katiti Women Group**

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During an FGD meeting with another women's group in Rubaga, one participant noted;



Members of Katiti community gather for a focused group discussion



Katiti Community mosque that was a donation to Katiti Muslim community from Motara family.



The Motara family also renovated the school's old buildings and expanded the primary school with another block (far left and below) as shown in the photos below.



The new classroom block built by the Motara family.



*"Divine Grace has been able to train young women and men and they have been able to open up their personal income generating businesses. One member called Barungi opened up a business in decoration which is thriving very well. Another member started a business in gomesi hiring and she was always supported by the members in the group who had decoration business. She was able to open up another business from the profits she made from gomesi hiring."* - **Woman from Rubaga**

*"This group has been very instrumental in fostering a loving and caring community. In a world where people live in gated houses and don't care what happens to their neighbor, this support group has broken that tradition. We have stood by each other when members have lost their spouses, children and loved ones. We travel for burial and give mabugo. We have cared for one another when sick. We are involved in our children's lives. We support members who are in business. We buy from each other. We help those who need jobs. Just stand by members during all phases of life. As a group we offer career guidance to other children. Members come from different walks of life, some haven't gone far with education, others are housewives and so this is like our safe space where we talk about our challenges without fear of being judged."* - **Abaali Awaamu Women's Support Group**

*"I heard about the foundation in 2016 as I participated in their soccer camps and tournaments. The CF pays for me school fees and feeds me. I stay within the foundation home. One of the successes is a number of soccer players who have been in the hands of Watoto Wasoka have been scouted and are now playing abroad. For example, Mustafa Kiiza, Moses Waiswa and Kezron Kizito are now international players and they now support the foundation."* - **Watoto Wasoka**

*"In March 2020, I was invited by a friend. When I came, they were very hospitable and very welcoming. They taught us how to bake bread, cakes, and cookies. I also learnt how to keep poultry and I started a poultry business at home where I even supply eggs to the nearby shops. The skill of baking that has made me financially independent. I get some orders for birthday cakes and even supply some shops with my products. Being part of this community has also helped me to be very confident. I used to be a very shy individual now am bold and can speak very well in public. The foundation helps me to get treatment. They offer medical care for anyone who walks in. Many times, I and my family have really benefited from the medical side of the CF. Within the community the CF has really helped us when it comes to health care. They have been instrumental in HIV/AIDs testing and counseling. Offering immunization drives for children and during the COVID-19 pandemic last year they gave out sanitizers, face masks and sensitized the community on how to prevent the spread of the disease."* **Hope for Community Lunguja**

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*“The foundation focuses on talent development as a means reaching out and influencing children. Talent has really been groomed in among these kids. One child here managed to record a song that is being played on different FM stations. Some of the children we have looked after have been abandoned. For example, someone comes and leaves a child in the pretext they are going to work and will come back and pick the child, and they never return. We end up looking after such children and offering them hope and joy. Education wise, we have encouraged a number of them to continue with education despite hardships like lack of fees. We have had girls from here who have reached S.4 and have plans of going further.” -*

#### **Mutungo Down Kids**

*“The skills they have taught us as girls are very helpful. Hairdressing skills and tailoring for us who did not go far with education. These skills have helped us to be employed and to have a source of income. The CF has also taught us about urban farming. We can grow vegetables within small spaces. “Before I joined the foundation, I was in a very helpless state. I had given up on life. Poverty had its grip on me. I was desperate and I had given up on life. As a refugee, life here in Uganda was becoming very difficult. I couldn’t feed my family. Last year, they counseled me, and built my confidence. I saw a different ray of hope and with the skills; I am more empowered as a parent. I am also enlightened spiritually.” During the 2020 lockdown, the foundation gave us food support and they also called the girls and taught them baking skills. The girls passed the skills to us the parents and we now started this as a business. We make pastries that we sale to the nearby shops and this has improved our financial status. Through the organization provision of confidence skills among the children, some children who have been in the foundation have learnt how to socialize, how to say no to peer pressure. The children have taken leadership at home, leading prayers, leading their young ones and at school. This is as a result of the skills that they have been given from the foundation.”*

#### **- Bethsaida Community**

While appearing on BBS Terefayina- Program “Embeera Yomugotteko” (Life in a Slum), Slum Life Survival’s Mulangira Kavulu Kenneth also an International Journalist Handling Community affair noted thus;

*“We have Transformed over 200 youth and the elderly in over 48 slum zone areas in Kampala district, some have since been resettled into other areas. A woman in a slum area whose was house swamped in water was very depressed and almost committed suicide, A leader under the Slum life survival identified her and rescued her. Provided her counselling and guidance as well as hand skills training. At the moment she owns a Saloon and has built her own home. The Program has won an international award due to a WASH slum story covered in Feb 2020. It also won African Wash Award in Senegal. The team decided to open up a charity organization “Slum Life Survival” that runs different programs in areas of Childcare, youth empowerment, PWDs, Single mothers and Widows, the girl child and Wash awareness programs in Slum Zone areas.*

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*Another success story of a boy who was picked from the slum after he was identified to be redundant by slum life survival. They provided him with entrepreneurship training and he was able to start up his own business with a capital of 5,000 ugx to roast maize. His business later picked up, he kept re-investing and has since included selling charcoal and sugar cane. From his business proceeds, he has been able to buy a plot of land worth 3m. He also joined some saving groups within his community area. His life has truly been transformed. Slum life survival, a charity Organization has many success stories that are truly Inspirational!!”*

In our interaction with the Patron and Vision Bearer of Giving Hearts Foundation, while speaking about his foundation noted that:

*“The desire to help Community members inspired me to start Giving Hearts Foundations. Community people used to approach me every day with problems requesting for support, some with very sad stories at the verge of giving up on life. I was compassionate towards them and through friends, charity drives and family, we raised funds to start this foundation. We have impacted over 1,000 community members, the elderly and young children. Part of Giving Hearts CF charity drive is now providing school fees to a number of children at St. Mbaaga Tuzinde Primary School in Kiwaatule.” - FR. Julius Kanyike– Vision Bearer Giving Hearts Foundations.*


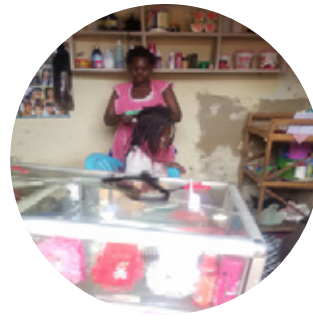


Plate 6: FR. Julius Kanyike, the Patron and Vision Bearer of Giving Hearts Foundation speaking to the research team member during our field visit.



Arapha aged 30yrs was living in a slum area, HIV positive was very depressed and almost committed suicide



Arapha was later rescued by slum life survival that equipped her with business skills now runs a saloon and has since left the slum, built her new home



Some of the other Slum dwellers showing off their Entrepreneurship certificates- Identified and trained by Slum life survival



Arapha in her newly constructed home with Mr. Mulangira Kenneth Vison bearer Slum Life Survival CF

#### 4.6 Challenges CFs face in Kampala and Wakiso District

Despite the registered accomplishments by CFs, there are still immense challenges that need to be tackled. The major challenges faced in community foundations' line of work largely relate to limited human and financial resources. As public charities, these organisations' ability to attract funds from generous individuals and companies is limited by internal weakness. There is limited collaboration and networking among CFs which confines their ability to share information, technical support necessary to build synergies and avoid duplication of projects. From the analysis of their organisations' mission statements, the study shows the lack of clarity in communicating a sense of direction and purpose as control mechanisms to keep them on track, inspire and motivate. CFs also face limited organisational capacity to enhance governance and management practices for sustainability. They lack adequate information on the availability of funding opportunity from both internal and external sources.

The existence of these challenges is corroborated by the respondents as the study shows. Majority of CFs in Kampala? (21%) and Wakiso (26%) reported to limited resources as their biggest challenge. Respondents also cited COVID-19 and its attendant restrictions as another challenge that has affected their programs. Other challenges include; political interference from government officials, poor leadership skills among some CFs, inadequate staffing, misuse of available funds, non-committed members, lack of office space, and equipment. Table 17 provides a summary of challenges as identified in the study area.

**Table 17: Summary of Challenges CFs face**

Challenged faced by CFs	District		
	Kampala	Wakiso	Total
Lack of adequate funds to implement most of the activities.	20	34	54
	21%	26%	24%
Political influence (Interference from government authorities)	5	6	11
	5%	5%	5%
Covid-19 greatly affected us in lockdown	12	20	32
	13%	16%	14%
Negative attitude from the community	7	9	16
	7%	7%	7%
Lack of moral support from Community Leaders	7	6	13
	7%	5%	6%
Lack of space for activities	8	8	16
	8%	6%	7%
Non-Committed Members (Inconsistencies)	8	10	18
	8%	8%	8%
Inadequate skilled staff with overwhelming community response	8	9	17
	8%	7%	8%
Poor Leadership skills	3	4	7
	4%	3%	3%
Misuse of funds among some beneficiaries	6	5	11
	6%	4%	5%
Lack of adequate tools to operate	8	12	20
	8%	9%	9%
Language Barrier/Illiteracy levels	4	5	9
	5%	4%	4%
<b>Total</b>	<b>96</b>	<b>128</b>	<b>224</b>
	<b>100%</b>	<b>100%</b>	<b>100%</b>

**Source:** Field Data, (Dec, 2021)

In our FGD meetings with beneficiaries from Nabweru, a participant narrated that;

*“The center is a bit far away from some of our homes, so if one has no transport, they have to walk or likely miss class because of this, Others said the fact that they have to not only cater for transport but also something to eat. We stay at the center from Morning to evening so if one has no money or has not packed what to eat, they will stay hungry till they head back home. Another added that the machines for sewing are few. The center currently has 2 machines and there was a time where one got spoilt, so the whole team had to work on one machine which was a big challenge. Inadequate materials were another challenge mentioned. We do not have enough materials like reams of paper, cloth materials, threads for tailoring. Another stated that time management is still an issue. Because some people stay far, we have to wait for them so they do not miss out on that lesson and because of this, learning is slowed down. Our center is small and yet the demand for learning the skill is high.” - FGD Participant 5, Nabweru-Wakiso District*

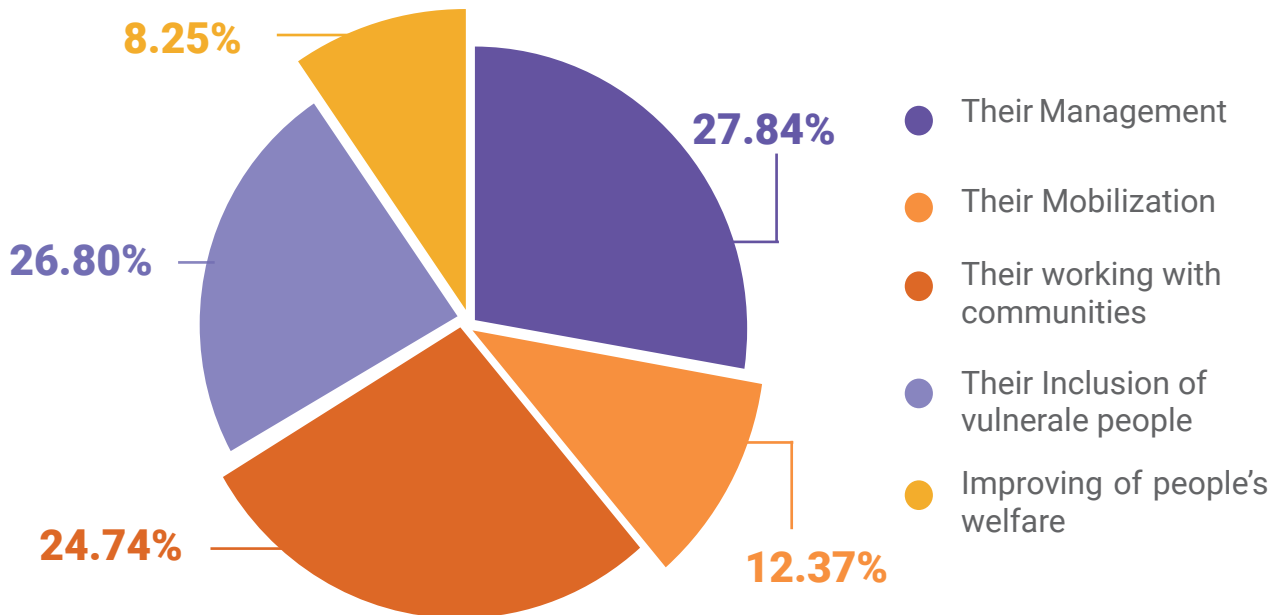
*“We are faced with many challenges in supporting slum life zones however the biggest challenges are WASH related and many slum dwellers are greatly affected by Unemployment.” - Local media Journalist.*

During the Interviews with beneficiaries of CFs, (27.84%) point out the need to improve on the management skills within the organizations. Others highlight inclusion of vulnerable people, working relationships with communities and building mobilization skills. That notwithstanding, respondents acknowledge the impact these CFs have created in their communities as Figure 10 shows.

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**Figure 10: Areas that beneficiaries would like to see improved upon by CFs**

Which areas would you like to see improved upon by these CFs?



**Source:** Field Data (Dec, 2021)

In an interview with some of the beneficiaries in Kampala district, one beneficiary observed;

*.. "As a beneficiary, I would like to see more community engagements especially during community cleanliness drives. The issue of medical care needs more attention and focus as well as the need to sensitize community members on dangers of HIV/AIDs especially among the youth"- Interview Beneficiary from Kamwokya Envirocare Foundation.*

On the issue of community foundation goals and objectives, a local media personality observed that:

*"Most of the CFs in the Slum zone areas lack clear goals and objectives. They just work for survival purposes. They need to be trained on how to set clear goals and objectives that are sustainable" -Local media journalist.*

#### **Perspectives on how challenges can be overcome.**

There is need to build the capacity of community foundations in resource mobilization, accountability, and management skills. Majority of interviewed respondents suggested that securing multiple sources of funding and partnering with local governments as well as like-minded organisations would help community foundations' activities in the communities. *Table 18* captures some of the suggestions made by respondents.

**Table 18: Summary of Suggested mechanisms to overcome challenges.**

Mechanisms of overcoming Challenges	Districts		
	Kampala	Wakiso	Total
Partnering with local Government to finance some of CF projects	12	18	30
	14%	20%	18%
Fostering improved working relationships with the community	8	5	13
	10%	6%	8%
Partnership with local leaders for improved community outreaches	14	15	29
	18%	18%	18%
Secure multiple sources of funding	30	25	55
	38%	30%	33%
Project proposal writing to donors for grants	10	12	22
	12%	14%	13%
Capacity Building in Leadership skills	6	10	16
	8%	12%	10%
<b>Total</b>	<b>80</b>	<b>85</b>	<b>165</b>
	100%	100%	100%

**Source:** Field Data, (Nov-Dec, 2022)

*“Government should help these community foundations, they really lack KCCA support. So much can still be achieved by these CFs if government provides them with funding and the necessary resources needed to perform their activities.” - LC leader, Kampala district*



# CHAPTER 5:

## CONCLUSION AND RECOMMENDATIONS



## 5.1 Conclusion

The study sought to identify and profile community foundations operating in Kampala and Wakiso districts. Based on the field data collected, a total of 172 organisations were identified as community foundations (see *annex 1*) and grouped according to thematic areas of focus. As described in the methodology and procedures section of this report, 5 community foundations were randomly selected from each theme and invited to participate in the study. A total of 105 community foundations took part in the study.

The study employing the conceptual framework described in chapter one, examined the operational environment of these organisations and analysed their vision and mission statements to understand why they exist, their overall goals and objectives, the kinds of services they provide, their target and geographic coverage. Many respondents highlighted the role community foundations have played, the impact of their existence, and the challenges they face while executing their mandates in the communities they serve.

Whereas CFs have registered commendable achievements in the communities, the major challenge they highlighted relates to limited resources. However, there are a number of challenges faced by CFs beyond financial resources such as limited organisational capacity to enhance governance and management for sustainability; collaboration and networking, compliance with statutory requirements, and lack of clarity in vision and mission statements that have a bearing on performance.

## 5.2 Recommendations To Government

1. Review the current legal framework to recognise philanthropy as a unique sector from other Non-Governmental Organisations in the country.
2. Recognize philanthropy and its contribution to national development agenda in public policy formulation especially the parish development model, among others.
3. Encourage local philanthropy through the revision of the current Income Tax Act on exemptions.

### To the community foundations

1. There is a need to build capacity in resource mobilisation for sustainability.
2. CFs should improve organisational capacity to enhance the governance and management structures of the organisations. This will also ensure the sustainability of these CFs.
3. CFs should comply with statutory requirements on operational permits, filing returns to relevant authorities.
4. There is a need for collaboration and networking in form of information sharing, technical support, and joint implementation of projects to build synergies for efficiency and effectiveness.
5. CFs should refine the organisations' vision and mission statements to communicate a sense of organisational direction and purpose as control mechanisms to keep track, inspire, and motivate.
6. They should also build strong internal mechanisms for financial management and accountability to earn the trust of the communities, government, and potential donors.

### To Philanthropy Support Organisations

1. PSOs should provide technical support to CFs in developing appropriate resource mobilisation strategies to ensure organisational sustainability.
  2. They should design appropriate organisational development interventions geared towards strengthening the management of these CFs for efficiency and effectiveness.
  3. PSOs need to create a national platform designed to facilitate networking and experience sharing for learning among CFs and the philanthropic community.
  4. PSOs should build an online portal on philanthropy in the country to facilitate access to information to bridge the current knowledge gap.
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# ANNEXES

## Annex 1; List of community foundations operating in Kampala and Wakiso District

No.	Name of CF	Founding Year	District	Legal Status	Vision	Mission	Purpose Statement
1.	Watoto Wasoka Foundation	2009	Kampala	Registered	To change the lives of slum children through football	Mobilize, educate and empower slum children	Educate and empower girls through menstration
2.	African Child Development Trust	2011	Kampala	Registered	To give hope to the disadvantaged among us	To enable the disadvantaged child achieve their purpose in life	To provide education support
3.	Students Support and Philanthropy Program	2014	Kampala	Registered	To give leading solutions to young people in health	Working with young people in marginalized groups to achieve equity and equality for all in public health	Working with young people in marginalized groups to achieve equity and equality for all in public health
4.	Lungujja Community Health Caring Organization	2005	Kampala	Registered	To empower a community that can effectively participate in HIV treatment care and support	Offer quality treatment care and support to the individually sick persons, vulnerable and minority groups in the society	To provide health care support to minority groups within the community
5.	Bethsaida Community Church	2008	Kampala	Registered	To build the happiest God-fearing community with opportunities to achieve other full opportunities	Mission is guided by the "refugees and multi-partners to enhance new responses to poor communities	To promote the well being for all
6.	Sydney Bridge Foundation	2015	Kampala	Registered	To create economic stability among our members	To empower the youth by extending hand skills training and tackle the unemployment problem	To uplift the standards of living. Do community work to improve sanitation
7.	Kampala Deaf Association	2005	Kampala	Registered	Dedicated to supporting the youth and children with disabilities	Provide education, health care, food and job opportunities to people with disabilities	Improve the lives of people with special needs in our community
8.	Mutungo Down Kids	2008	Kampala	Registered	To provide education services to needy kids in the community	To help the needy kids in the community with education services, scholastic materials, clothings, etc	Helping children within the community by promoting their talents and cleaning the community
9.	Kukiriza United Foundation		Kampala	Registered	Empowering women and youth through savings	Provide a platform that encourages a saving culture	Generate new businesses through small support loans to members
10.	Kyebando Community Foundation	2017	Kampala	Registered	To create sustainability for local women	To empower women and children in the community by giving them small loans for business purposes	Impact the lives of women in the community to improve their standards of living
11.	Focus Mulago Project	1991	Kampala	Registered	To nurture the children in areas of Mulago, Kalerwe, Kavule, Katanga and bring them up in christ centred ways	To support children individually to attain school and provide them basic needs.	Provide training and ministry opportunities to students and graduates Impact children holistically
12.	Abayuti Community group	2020	Kampala	Registered	To create an environmentally conscious community	To create a sustainable environment	Provide trees to harness the environment Preparing the young generation for a better future
13.	Bethel Youth Hub	2018	Kampala	Not Registered	Raise transformed leaders to impact the mountains of influence (Family, Government, media, economy, religion, Justice)	1.To discipline the young people through the gospel. Love, lead and disciple . 2. To reach out to young people and train them in leadership, care for them spiritually, physicall and emotionally	To head and train them on how to be christ like leaders
14.	Sustainable Youth Development Foundation	2015	Kampala	Registered	SYDF Visualised a youths' generation hat is poverty free, socially, economically, self reliant and coscious about basic rights and human dignity	Works to assist youths and young people at grass root level to find access to sustainable development in society ith due dignity to solve own social economic problems	To reach out to young people and train them in leadership and vocational skills
15.	Disabled Kitamanyangamba Group	2009	Kampala	Registered	An organization that brings the lame together	To see the lame sustain themselves without begging on the streets	To get the lame together so that they can raise their voices.To create projects for the persons with disabilities
16.	Kitamanyangamba Tweyimukye Group	2017	Kampala	Registered	To see the elderly develop themselves	To eradicate poverty amongst the elderly through small scale entrepreneurship	To uplift the economic situation within our society.To help our communities learns how to save.

17.	Sekati Community Development Group	2019	Kampala	Registered	To transform the lives of the youth and others by embracing hardwork which would translate into self-reliance in the essential basics of life like good shelter, good education and develop a saving culture	To be self sustainable group of members that can be an example of a group that earns through collective works which later translates change of status to middle class.	Transforming the living standards of members To empower members to be a self sustainable group
18.	Kawempe Youth Center	2002	Kampala	Registered	Wishes for a literate and empowered youth community	Provide a holistic learning environment inform of education and life skills training that meets the needs of children and youth in kampala	Provide social economic services for improved livelihood in the community Strengthen the capacity of the organization to successfully manage the transition to a social enterprise
19.	Tunaweza Foundation	2019	Kampala	Not Registered	An inclusive society where people with disabilities realise their full potential to effectively contribute to society	To actively participate in all development initiatives in society	To enable persons with disabilities realise their abilities and aspirations to fully
20.	Promoting the Youth Kitamanyangamba	2019	Kampala	Registered	To change the image of our area and its perception	Availing youth with livelihood skills	Creating employment for youth in our area. Prioritizing a saving culture among the youth
21.	Kamwokya Community Services	2018	Kampala	Registered	To empower youth and reduce cases of unemployment in the community	Impact the lives of the youth in the community through hands skills trainings	Training young people in life skills and teaching them how to save
22.	Gava Project	2009	Kampala	Registered	To provide materialistic help, skills and time to the vulnerable within the community	To educate and empower children. Youth and women in Kazo	Create awareness among youth, children and women against HIV/AIDS through counselling. To render material, financial, spiritual to the vulnerable children, youth and women
23.	Namuwongo Community Foundation	2017	Kampala	Registered	A leader in education and innovation in enterprising solutions for the needy	To empower individuals and community to realise their full potential through education	To sponsor children in schools Empowering the community with vocational skills
24.	Giving Hearts Foundation	2016	Kampala	Registered	To restore hope and dignity to the less privileged in communities	Strives to restore hope and dignity through promoting self reliance and human transformation	Giving hearts foundation values self reliance, human transformation and skills development
25.	Saving Arm International	2013	Kampala	Registered	A Uganda free from street children	Build a strong christian community through education, missions and evangelisms	Children welfare is all we care about. Children are at our hearts.
26.	Okito Foundation	2017	Kampala	Registered	To build sustainable incomes for urban refugees and ugandans	Set a new standards way of living for urban refugees and ugandans	To empower vulnerable and non vulnerable elderly women, girls, youth with practical skills able to generate income.
27.	Kamwokya Envirocare Foundation Group	2014	Kampala	Registered	To have an environmentally healthy nation	To contribute to the development of the community by improving health	To ensure a clean community
28.	Destined Teen Mom Foundation	2014	Kampala	Registered	A community that looks out for girls and women	Transform the teenage mothers to empower them	To provide life skills training , counselling and guidance to teenage mothers
29.	Refugee Innovation and sustainable Enterprise - RISEUP	2018	Kampala	Registered	To be a sustainable and replicable global model of Urban refugee economic empowerment	To provide a collaborative eco system that enables urban refugees to be creative, innovative, entrepreneurial and successful	To enhance the refugee population's abilities by promoting vocational skills acquisition, access to existing job marketing opportunities
30.	Relief Teenage and Marital counselling Foundation	2014	Kampala	Registered	Healthy generation that are morally upright and economically powerful	Building a culture to improve health, social and economic standards of the community and exhibit the behavior that changes the community	To have a disease free economically empowered and informed generation for development
31.	Luzige zone community development group	2020	Kampala	Registered	Improved livelihood and financial dependence	Create financial independence among community members	To sensitize community members about poverty eradication
32.	kamwokya Hands and Minds community	2018	Kampala	Registered	To offer technical handson and mind skills to our community persons and to prepare them to be self employed	To prepare our community persons to become experts, vibrant and self help persons to cause unconditional positive change, attitude, behaviour characters and values geared towards community empowerment	To help and give a hand to our community and become self employed, increase our technical workforce in our community, introduce new skills on our hands on programs

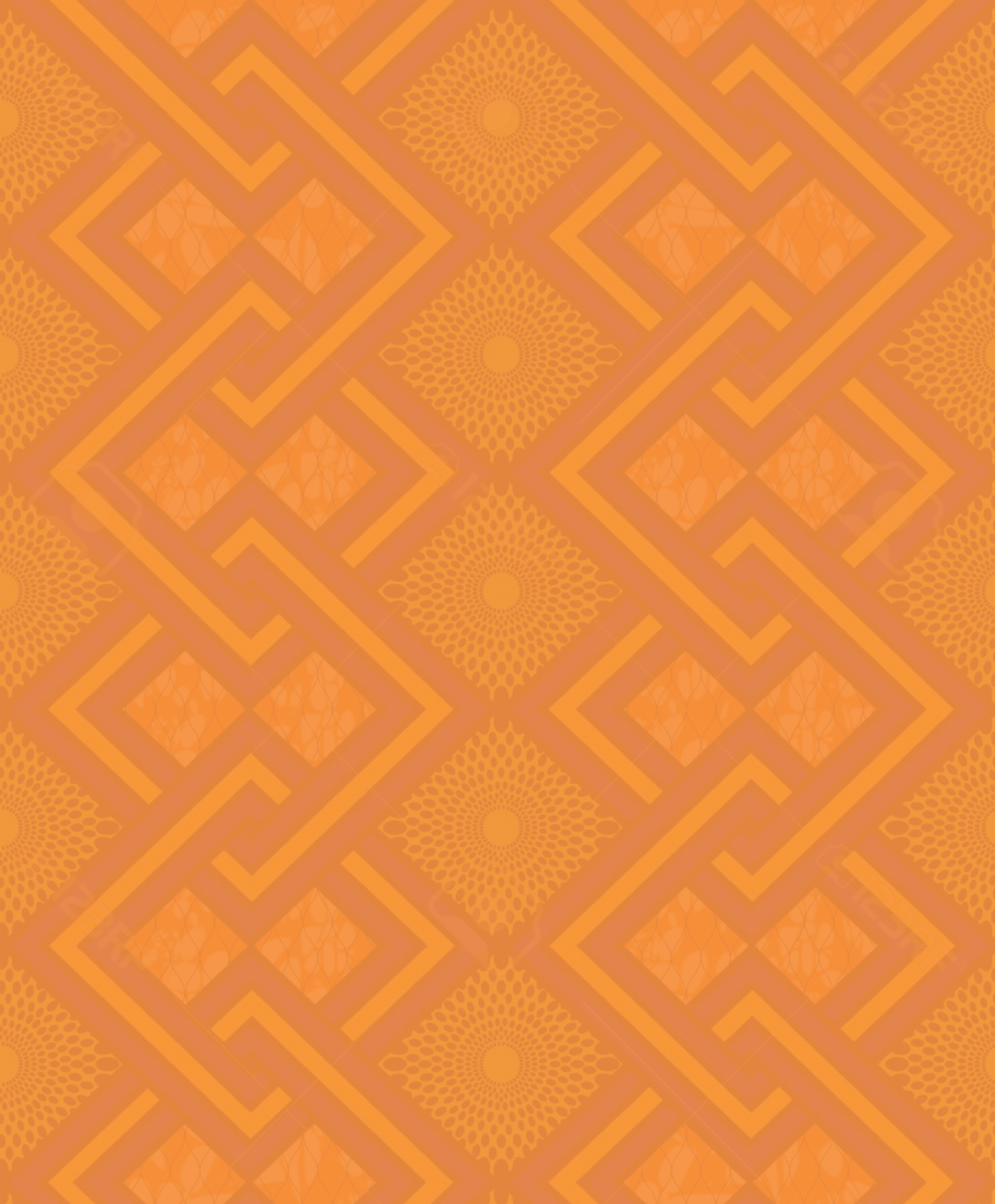
33.	Youth Alliance for Life Transformation	2019	Kampala	Registered	To eradicate laziness, immorality and unemployment from our community	Empowering and engaging young people in sustainable development through equipping them with relevant skills for self reliance	To advocate for eradication of poverty among communities through building a society that cherishes good governance and democracy.
34.	Makula Foundation Troupe	2004	Kampala	Registered – Not Active	To make a difference by transforming the lives of the unprivileged children, youth and the needy members of the community	To build up sustainable programs that will ensure equal provision of social support to all orphans, the underprivileged children, women and youth in the community	To benefit the community through the promotion of social and economic development in education, culture, health, shelter, sports, relief, agriculture and the supply of amenities
35.	Kamwokya Youth Development Initiative	2012	Kampala	Registered	Informing, educating and empowering youths to overcome the problems of increasing prevalence of poverty, unemployment, lack of entrepreneurship and development skills	To uplift the level of youth through farming, skill empowerment.	To promote socio-economic development of the community through the production and marketing of handcrafts and locally viable products.
36.	African Delighters for youth empowerment	2015	Kampala	Registered	Empower youth with skills	Dedicated to youth empowerment through skills development	Empower youth with vocational skills to reduce unemployment
37.	Hope for children and youth foundation	2012	Kampala	Registered	To instill hope and ambition and self worth in the lives of Uganda's children and youth through education, accommodation, mental and physical care	We offer support to vulnerable children and youth in Uganda helping them to develop skills, knowledge and self worth	To provide support for children and youth who have either lost their parents or whose parents cannot afford to support them.
38.	GIS Foundation (Get Into Soccer)	2020	Kampala	Registered	To create a self-sustaining generation of young people	Empowering young people out of social marginalization, isolation and discrimination towards their growth	To empower young people taking control of and ownership of their lifestyle and health.
39.	Abaali Awamu Support Group	1996	Kampala	Lacks renewed licence	To be the leading women's group around Buziga that can make a difference in the community.	Support women and youth to enhance their living conditions	Mobilize self help groups and support women and youth to enhance their living conditions
40.	Grassroot Engagers	2018	Kampala	Registered	Job creation amongst the youth	Create awareness on government programs	Mobilize and sensitize youth on poverty eradication. Carry out investments and promote government ventures
41.	Dedicated community members	2019	Kampala	Registered	Dedicated to poverty eradication in the community	Provide skills training to people in the community	To make sure we hit a higher market target. Increase sale production
42.	Wings of Faith Community Development initiative	2016	Kampala	Registered	To bring women together for a better bargaining power	To help fellow women in their financial needs	To help a woman psychologically by being there for her
43.	Lubya Women Council Development Group	2018	Kampala	Registered	To improve the standard of living for women in leadership.	Equip Women and girls with life skills.	Teaching some women and young girls tailoring and craft skill for income generation.
44.	Tuliwamu Group	2018	Kampala	Not Registered	To support each other during the good and bad times	Collect money and stand with members during weddings, burials and visit the sick	A group of people who came together to help each other during the times of need
45.	Buziga Youth Group	2005	Kampala	Registered	To improve the lives of their members through savings and affordable loans	Empowering youth through savings and investments	Savings culture so that they have a fall back point in case of adversity
46.	Divine Grace Women's Group Empowerment Project	1996	Wakiso	Registered	To create self reliant Community	To bring change through skilling in the community	Empowering women in the community
47.	Muyiya community Development	2018	Wakiso	Registered	A friend in need is a friend indeed	Improve livelihoods in homes	To use music as a tool to transform lives
48.	Tusoboola Womens group	2018	Wakiso	Registered	Development and financial growth	Empowering women in the community through savings	To Empower community women through savings
49.	Hope Uganda Foundation	9-Nov-15	Wakiso	Registered	To have a center where all children and youth regardless their background can have equal rights	To empower lives of vulnerable children and youth through music education and life skills	To teach youth and children life skills for a better future with equal opportunities
50.	Love Alive Uganda	2018		Registered	Stress free children youth and women in communities living in serenity	To provide care ,love and support to destitute communities in Uganda	Empowering youth children and women in the community



51	Kyosiga kyokungula Community Group	Feb, 2020	Wakiso	Registered	Raise the standards of community members through savings and loans	Teach community members financial literacy	Raise the standards of community members through savings and loans
52	Bunamwaya womens Craft association	2020	Wakiso	Registered	To make sure every member can be able to get money and improve their lives	To start profitable projects to sustain day to day demands	Improve lives of community members through income generating projects
53	Busingiri Nyanama Disabled empowerment group	2020	Wakiso	Registered	To empower people with disabilities to be able to meet their demands	Provide vocational skills training and job opportunities to the disabled	Support community members with disabilities
54	Foresight Community Development group	2018	Wakiso	Registered	A group that came together as a charity and later came up with a saving scheme	Teach community members financial literacy through savings	A charity that supports community members through saving schemes
55	PastorsSocial economic Trust	2020	Wakiso	Registered	To uplift the welfare of pastors	To develop pastors for financial stability	To support member ministries on any projects. Establish a savings culture in pastors
56	Glory youth Knitting and Embroidery	22020	Wakiso	Registered	Promoting youth and Pastor's wives through skilling	To encourage youth and women to embrace self employment	To encourage youth and women to embrace self employment
57	Health for youth with parents involved (HEYPI)	2005	Wakiso	Registered	To be the prefered partner for community initiatives	To raise the quality of life for the youth through approprite health programs	To raise the quality of life for the youth through appropriate health programs
58	Mengo Youth Development Link (MYDEL)	2001	Wakiso	Registered	Empowering youth in the community through skill development	Youth empowerment through education sensitisation and skills development	To contribute to the sustainable poverty reduction among these marginalised communities
59	Gganda Bagiya Saving Group	2018	Wakiso	Registered	To develop us all and the community	To develop the community and reduce poverty among members	Empower community members with income generating activities towards poverty eradication
60	Ssenge, Gomba and Kayunga Community Organisation (Ssegoka)	2014	Wakiso	Registered	Empower community members through saving schemes	Empowering women and the elderly in the community through savings	Empower community members with income generating activities
61	Coalition on girls empowerment	2017	Wakiso	Registered	A transformed generation of girls and young mothers	To explore issues of girls and advocate for more effective response	Harness the untapped experiences through capacity building, campaigns and partnerships, lobbying and advocacy
62	Touch Africa Now	2003	Wakiso	Registered	To positively transform and empower communities	Empower community members with income generating activities towards poverty eradication	To positively transform and empower communities
63	Goshen Orphanage and Home Care	2020	Wakiso	Registered	To promote the well-being of destitute children in the community	Supporting Orphans with home care, food and education through scholarships	Supporting Orphans with home care, food and education
64	Mountain of olives foundation	2017	Wakiso	Registered	A community where all children with special needs can achieve their full potential	To promote and enhance the well-being of children with special needs and their families	Support children with special needs through skills trainings, accommodation, health and education support
65	Team Good Work A Source of All Associations (TEGWA)	2019	wakiso	Registered	To provide all effort required to eliminate unemployment among youth	Empower youth in the communities with hand skills trainings to reduce unemployment	To eliminate unemployment among youth
66	CathyFlo Serving God's Ministry	2019	Wakiso	Registered	Spiritual nourishment and empowerment among community members	Improve lives of community members by preaching the gospel	Spiritual nourishment and empowerment among community members
67	Tusimbudde Kakunyu CBS POWESA	2015	wakiso	Registered	Helping one another develop	Dedicated to improving the lives of community members	Improve the livelihoods of community members
68	WayDeep youth Development program	2006	wakiso	Registered	HIV/AIDS and economically empowered	Sensitizing community members on HIV/AIDS and empowering them economically	HIV/AIDS and economically empowered
69	Johata Foundation - Vision Bearer	2013	Wakiso	Registered	Promoting talents in sports, culture and tradition through music, dance and drama and health skills basically for the vulnerable youth and street children	To nourish the talent of the vulnerable youth and street children to release creativity and live a better socio-economic life status	To ensure a better and high quality education to the vulnerable youth and street children. To impart the reading culture in the youth and street children

70	Light Youth Development Association - Vision Bearer	2016	Wakiso	Registered	A one stop headquarter for multi-skilling, empowerment and technical training for youth.	To equip, empower and transform youth through practical skilling	To reduce on unemployment and mitigate crime to reduce on usage of harmful drugs among the youth
71	Kazo Community Organisation	2020	Wakiso	Registered	Provide materialistic help, skill, time and energy for the success of the objectives of the organisation to the community of operation	Offer support to the vulnerable through equipping them with skills	Educate, empower children, youth and women in Kazo community of their rights as human beings.
72	God's Will Group	2014	Wakiso	Registered	Improve lives of community members by preaching the gospel	Render material, financial, spiritual and other assistance to the vulnerable.	Render material, financial, spiritual and other assistance to the vulnerable.
73		2011	Wakiso	Registered	To equip, empower and transform women through practical skilling	Support women in the community through income generating activities	To equip, empower and transform women through practical skilling
74	Namayumba EpiCenter Community Organisation	2012	Wakiso	Registered	A world where every woman, man and child leads a healthy fulfilling life of self-reliance and dignity	To end hunger and poverty by pioneering sustainable, grassroots, women centered, strategies	End poverty around the community and in the country. Achieve food security and improved nutrition and promote sustainable agriculture.
75	Future Call Talents Ministries	2007	Wakiso	Registered	Promoting talents among the youth in sports, culture and tradition	Promoting talents among the youth in sports, culture and music	Dedicated towards talent development
76	CORUBWAS International Youth Organsation-CIYOTA	2005	Wakiso	Registered	To equip, empower and transform youth through practical skilling	Provide youth with vocational skill training	Provide vocational skill training among the youth
77	Kirinya Namataba Women of wealth	2018	Wakiso	Registered	To equip, empower and transform women through practical skilling	Support women in the community through income generating activities	To equip, empower and transform women through practical skilling
78	Rella Women's Foundation	2016	Wakiso	Registered	Women empowerment through saving scheme	Dedicated to income generating activities among women	Improve the lives of women in the community
79	Kigasa akimannyi	2015	wakiso	Registered	Dedicated towards talent development among the youth in the community	Promoting talents among the youth in sports, culture and tradition	Provide skills training among the youth as well as talent development through sports and music
80	kalambi mtoto wa africa cultural ggroup	2015	wakiso	Registered	Foster development within the community	Provide education support to vulnerable community members	Educate the needy
81	Together we stand	2019	Wakiso	Registered	Bring people togethr through savings	To assist members in times of need.	Create bussiness for members
82	signetwork	2016	Wakiso	Registered	Nurture a dependable generation	Promote human values	Empower youth with vocational skills and spiritual nourishment
83	Kakiri model community organisation	2016	Wakiso	Registered	Economic empowerment for teachers in the community	Create a sacco for teachers for savings and income generating activities	Dedicated towards poverty eradication among teachers
84	Banabusiro saving group	2016	Wakiso	Registered	Poverty free group members	Improve people's economy	Support each other through income generating ventures
85	Kamukamu farmers	2018	Wakiso	Registered	Poverty eradication	Create a better uganda	Income generating ventures
86	Buloba disabled association	2020	Wakiso	Registered	Improve lives of disabled	bring disabled together	Saving for development
87	Youth and children devt foundation	2016	Wakiso	Registered	Youth holistic development	Economic development of youth	Food security
89	Katiti islamic community group	2021	Wakiso	Registered	Poverty eradication	Educate youth	Eradicate poverty
90	Nkobazambogo vsla	2015	Wakiso	Registered	Poverty eradication	Saving for devt	Saving
91	ono alya nono alya	2019	Wakiso	Registered	Sustain our homes	Women empowerment	Bring members together into devt activities through saving
92	Together we stand development group	1905	wakiso	Registered	Improve the lives of community members	Being there for members in times of need	Support community members through saving
93	kigasa akimanyi association	1905	wakiso	Registered	Sustainable incomes for women in our community	To see every woman in a better financial situation in the years to come	Improve household income through cash rounds
94	Kalambi mtoto wa africa cultural group	2015	wakiso	Registered	To identify and promote children and young talents	Talent development in sports, music, art, practical skills and leadership	Promote talent among the youth in sports, music, art, practical skills and leadership

95	Lweza community health	2020	Wakiso	Registered	Informed health productive community	Promote primary health care and promote collaboration	To have a healthy community
96	Raising Arms International	2018	Wakiso	Registered	To build a holistic environment that enables all citizens enjoy a pleasant and social economic welfare	To deepen community engagement in growth initiatives	To promote education among children.
97	Tulibumu Community foundation	2019	Wakiso	Registered	To increase and develop businesses and their well being in the community starting with our homes through loans and savings	To develop and prosper our organization through savings, investments and loaning	Training people how to save and safely take loans. Trade properly and engage in agriculture to develop the standards of living
98	Branches of Christ	2015	Wakiso	Registered	To extend bliss and love to the vulnerable people	To be a center of christlike character, lovely people who are excellent and resourceful to the community and the world	To help the vulnerable children attain education and resettle them with a settlement package back to their homes which includes counselling, clothes, beddings and food.
99	Youth Fighting Bad Habits	2015	Wakiso	Registered	Caring for the youth generation by adding value to them in communities today	To fight bad habits that challenge and affect youths in communities	To save this generation for the better and bright future amidst trial growing challenges in communities today
100	Focused community club	2019	Wakiso	Registered	We support, train, care and demonstrate high standards in empowering community income generating activities	To bring hope to the oppressed people by providing skills and development, mobilising communities	To provide vocational skills training to the vulnerable community
101	Bwerufu Community Development Association	2018	Wakiso	Registered	To be a transparent community organization dedicated towards better standards of living	To empower each other and develop ourselves economically	To uplift and empower ourselves economically
102	Kabumbi United Communities	2020	Wakiso	Registered	A community member that is economically self reliant with sustainable development	To empower, develop economically, socially and spiritually the community members	To be committed to excellent performance through creation of a corporate culture and assurance of high quality services to all community
103	Nfuufu Community Development Association	2019	Wakiso	Registered	To become a pillar of help to the disadvantaged in society	To have a big saving and loaning scheme that gives capital to the community for their businesses	To have investments like a health center, buildings for rent that can produce income to help the under privileged in our community
104	Myself Uganda	2014	Wakiso	Registered	To create and extend opportunities to vulnerable groups of people so that every citizen has an opportunity in life	To promote initiatives that enhance knowledge, skills and rights of the distressed, needy and neglected and vulnerable people in society	To provide basic education and information training to youths and women for health, development and poverty alleviation
105	Women of Substance	2016	Wakiso	Registered	To create an environment where people in the community can eradicate poverty and ignorance through saving	To ensure that people in the community engage in entrepreneurship skills and boost their savings in order to promote their standards of living.	To sensitize community people especially women to adopt saving culture, and establish close contacts and participate in income generating activities
106	Namasuba Community Group Association	2005	Wakiso	Registered	To promote the general welfare of the community especially people with small businesses	To open up income generating projects and businesses like shops, kiosks, salons, charcoal making in our community	To disseminate information related to unemployed men and women to start with little capital



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