



UGANDA

Data Strategy and Capacity Building

Data Strategy and Capacity Building Workshop
December 5th 2016
Sheraton Hotel, Kampala, Uganda

*Strengthening
organisations to
develop their own long
term sustainable in-
country data strategy,
capacity and tools
for more effective
development outcomes
and grantmaking*

Contents

Introduction	3
Reaffirming and Revising Principles and Priorities	4
Building a Data System for Philanthropy: A Roadmap	5
The Global Philanthropy Data Charter	5
Data Roadmap	6
Action Plans for Priority Areas.	6
Group 1—Financing and Resources	6
Group 2—Data Quality and Capacity.	7
Group 3—National Data Collection and Management System	8
Collective Action Plan and Way Forward.	9
Resources	10
Appendix A—Meeting Agenda.	11
Appendix B—Participants (By Organization)	12
About Uganda Philanthropy Forum	13
About Foundation Center.	13

Introduction

This report presents key outcomes from the Uganda Data Strategy and Capacity Building Workshop, held in Kampala on the 5th of December 2016. The workshop brought together local philanthropy stakeholders who participated in a “Data Scoping Meeting” held on the 27th of October 2016, which identified the need to build capacity in data management and explore strategies for developing a collective philanthropy data system for Uganda (For more information, [download the meeting report](#)). The Data Strategy and Capacity Building Workshop was hosted by the Uganda National Philanthropy Forum (UPF) in partnership with Foundation Center, East Africa Association of Grantmakers (EAAG), Independent Development Fund (IDF), and Development Network of Indigenous Voluntary Associations (DENIVA).

The work on data strategy and capacity building in Uganda is part of a broader agenda that seeks to support the philanthropy sector to collect, analyze and share reliable and pertinent data on community development in East Africa and other regions of the world. Conversations have been taking place over the past four years at the global level among representatives of foundations and foundation associations from more than 30 countries, to develop a set of universal principles to guide the collection of data on philanthropy. These conversations, facilitated by Worldwide Initiatives for Grantmaker Support (WINGS) and Foundation Center, have led to the creation of a Global Philanthropy Data Charter, that serves to provide both context and guidance for the development of in- country data collection systems. Key lessons from this global work are included in this report, in order to connect the work being undertaken in Uganda to a global framework, beginning on [page 5](#).

The ultimate goal of the Data Strategy and Capacity Building work in Uganda is to lay the necessary groundwork for the local philanthropy sector to build and operate its own data collection system. The two workshops held to date provided opportunities for key stakeholders to develop a sense of common purpose around data collection and sharing. The result of the meetings was the creation of an Action Plan that identifies critical areas of work that need to be undertaken by UPF to build a sustainable data collection system and a community of practice committed to its achievement. The elements of the Action Plan are presented in this report, beginning on [page 9](#).

Reaffirming and Revising Principles and Priorities

Collectively agreed upon values, principles and priorities are essential aspects of developing a joint data strategy. Workshop participants had the opportunity to break into 4 groups of 5 to review and reflect on the principles and values proposed during the October 2016 Data Scoping Meeting, including evaluating alignment with the Global Philanthropy Data Charter principles. While some were reaffirmed, others were flagged for further development and refinement and additional principles were added to those identified during the October meeting. Participants also discussed the data-related challenges and needs they identified during the previous meeting and reaffirmed the key priorities to guide the data strategy going forward.

Principles from Data Scoping Meeting October 2016 that were Reaffirmed

- ◆ **Openness and transparency:** The data process and method of data collection must be open and transparent to allow users to judge the credibility and quality of the data.
- ◆ **Credibility and quality:** Data being shared must be informed by bona fide research principles in order to serve as evidence and as a basis for analysis and decision-making.
- ◆ **Integrity:** The data process must be open and free of deceptive practices. This includes clarity and openness about the purpose and proper usage of data.
- ◆ **Relevance:** Data must be measurable, whether quantitative or qualitative in nature. Don't collect what's easy but what is relevant.
- ◆ **Data security:** Any system for storing and managing data must be built in a way that ensures data security.

Principles That Need Further Refinement or Modification:

- ◆ **Context specific process:** The data process, including data collection and management, should reflect the local context and ensure local ownership.
- ◆ **Reliability:** Data must be both reliable and applicable.
- ◆ **Confidentiality:** Conditions for data sharing and access should be determined to enhance confidence and trust among data producers and those sharing sensitive data.
- ◆ **Feedback:** Results generated through the analysis of data, as well as information about their application and impact, must be fed back to the data providers.

Additional Suggested Principles:

- ◆ Accountability
- ◆ Inclusion
- ◆ Clearly defined roles and responsibilities related to data collection
- ◆ Legality—Permissions and obligations under the law
- ◆ Consistency
- ◆ Simplicity
- ◆ Fairness
- ◆ Timeliness

Priority Areas

Recognizing that the UPF would not be in a position to address all needs and challenges simultaneously, the group reaffirmed their commitment to three top priority areas to guide the work going forward:

1. Financing and Resources
2. Data Quality and Capacity
3. National Data Collection and Management System

Building a Data System for Philanthropy: A Roadmap

The Global Philanthropy Data Charter

There is value in ensuring that the collective data strategy in Uganda is not developed in isolation from other ongoing data processes globally. At present, there is a growing recognition of the need to develop robust systems for collecting and analyzing data on philanthropy. Acknowledging that this is a global challenge, Worldwide Initiatives for Grantmaker Support (WINGS), a global network of philanthropy support organizations, has convened a series of meetings with philanthropy stakeholders around the world to identify global principles and values that should guide the development of such data systems. The result of these high-level conversations is the Global Philanthropy Data Charter—a framework for data collection and sharing to guide the philanthropic sector’s data-related work.

Recognizing the diversity in practice, culture, and legal environments in which philanthropy operates around

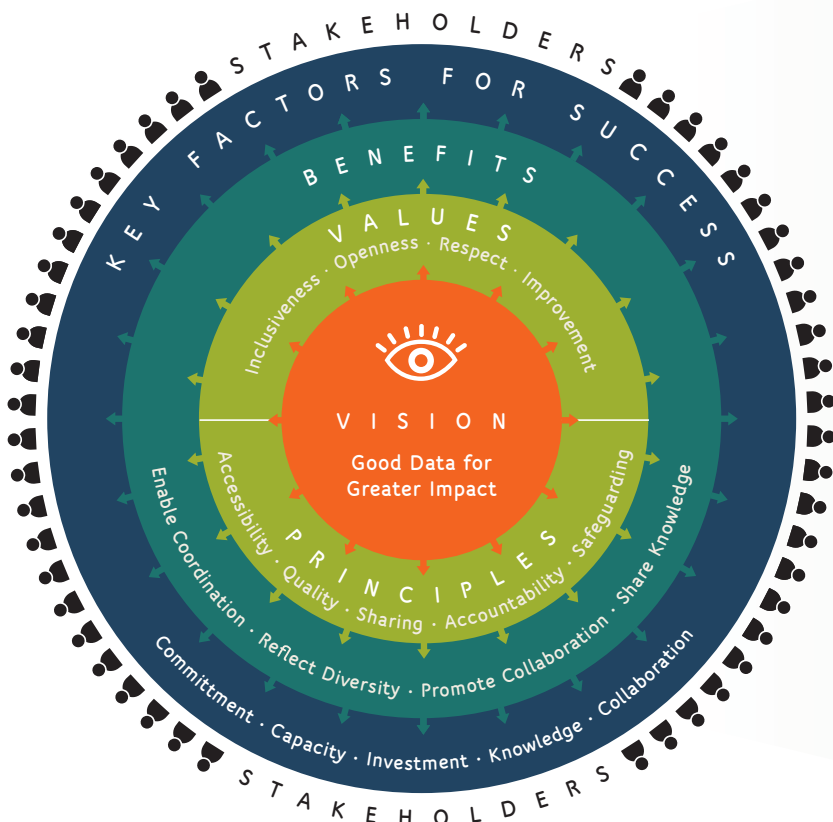
the world, the Charter provides an overview of the key values and principles that should guide the collection and management of philanthropy data, and that are relevant and applicable across different regions and contexts. These principles further speak to the practical aspects of collecting and sharing data, ensuring its validity, quality control measures, and the importance of neutrality and objectivity.

The Charter also offers guidelines that the stakeholders engaged in the data strategy process in Uganda can use to benchmark progress, and outlines potential benefits of having a coordinated approach to collecting knowledge, such as:

- ◆ Better coordination
- ◆ Sharing of knowledge
- ◆ Promoting collaboration
- ◆ Reflecting diversity

The values and principles in the Charter translate to the essential elements of good philanthropy data practices, and are reflective of the values and principles proposed by participants in the Data Strategy and Capacity Building Workshop in Uganda.

Global Philanthropy Data Charter



Vision

Maximizing philanthropy's impact is a shared vision for the sector—organizations and individuals are constantly looking for new approaches and strategies to better serve their constituencies. Data is key to improving philanthropy's abilities to understand needs, coordinate efforts, and allocate resources. We envision a philanthropy sector powered by good data to achieve greater impact.

Values

Good data on philanthropy is open, inclusive, respectful to all stakeholders, and committed to improvement—resulting in comparable data that can be used to maximize social impact. It documents philanthropic flows and answers questions about who gives, how they give, who benefits, and how they benefit. Four values drive the collection and dissemination of philanthropy data.

Principles

Five fundamental principles underlie the strategic collection and sharing of global data on philanthropy. These principles are interdependent and should be applied concurrently. For instance, individuals and organizations will be willing to share their information only if they are assured it is safe to do so, in a transparent and respectful environment.

Data Roadmap

Essential to building a collective data system is identifying the critical steps the philanthropy sector in Uganda needs to take to achieve the envisioned outcomes and goals of the system. To guide this process, a data roadmap was presented, in which the process of developing a comprehensive data system was broken down into three major components: data collection, data processing, and data analysis.

“It is critical that data input systems are designed in a way that ensures the information generated is comparable across the world.”

Action Plans for Priority Area

Three working groups were formed during the Data Strategy and Capacity Building Workshop to develop action plans for the key priority areas: (1) Financing and Resources, (2) Data Quality and Capacity, and (3) National Data Collection and Management System. The groups were tasked with developing recommendations and action points on how to address the needs and challenges related to their priority area.

Group 1—Financing and Resources

To begin addressing the need for dedicated funding for capacity building, data management, and research, Group 1 was tasked with drafting a value proposition to speak to funders about the importance of data, listing specific funding needs, and identifying prospective funders. The value proposition can be used to make the case to donors for jointly collecting, sharing and managing data. The “headline” of the value proposition positions the common data system as an accessible

Data Roadmap

Data Collection

Input systems

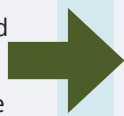
- ◆ surveys
- ◆ spreadsheets
- ◆ data updater systems
- ◆ grants management systems
- ◆ qualitative data

Data fields

- ◆ questions commonly asked of foundations
- ◆ who is funding what where
- ◆ measuring impact

Taxonomies

- ◆ subject areas
- ◆ types of support
- ◆ geo area served
- ◆ beneficiary populations
- ◆ taxonomy example: Philanthropy Classification System (PCS)



Data Processing

Cleaning

- ◆ internal consistency
- ◆ boundary checks
- ◆ missing data
- ◆ stale data

Indexing

- ◆ applying the taxonomy
- ◆ degree of precision
- ◆ manual vs autocoding

Storage (back end)

- ◆ local
- ◆ cloud based
- ◆ third party

Maintenance

- ◆ periodic vs continuous
- ◆ technical capacity
- ◆ refreshing the data
- ◆ frequency/scope



Data Analysis

Access

- ◆ user types
- ◆ conditions of access
- ◆ aggregate vs. disaggregate
- ◆ ownership

Data tools (front end)

- ◆ data look up
- ◆ interactive data queries

Applying the data

- ◆ story telling
- ◆ visualization
- ◆ reports
- ◆ case studies

source of reliable and accurate data on philanthropy in Uganda, the “subtitles” detail the objectives of developing joint data collection and management, while the “body” outlines key benefits and potential impacts. This initial draft will be further developed and refined for use by the broader philanthropic sector. The group also discussed data-specific funding needs and used Foundation Maps and Foundation Directory Online to identify prospective funders.

Funding Needs

Funding is required to ensure that organizations can cover the following costs necessary for data management processes:

- ◆ Human resources/personnel.
- ◆ IT unit and hardware.
- ◆ Monitoring and evaluation expertise.
- ◆ Consultancy and audit expertise.
- ◆ Research expertise.
- ◆ Capacity building of necessary skills.

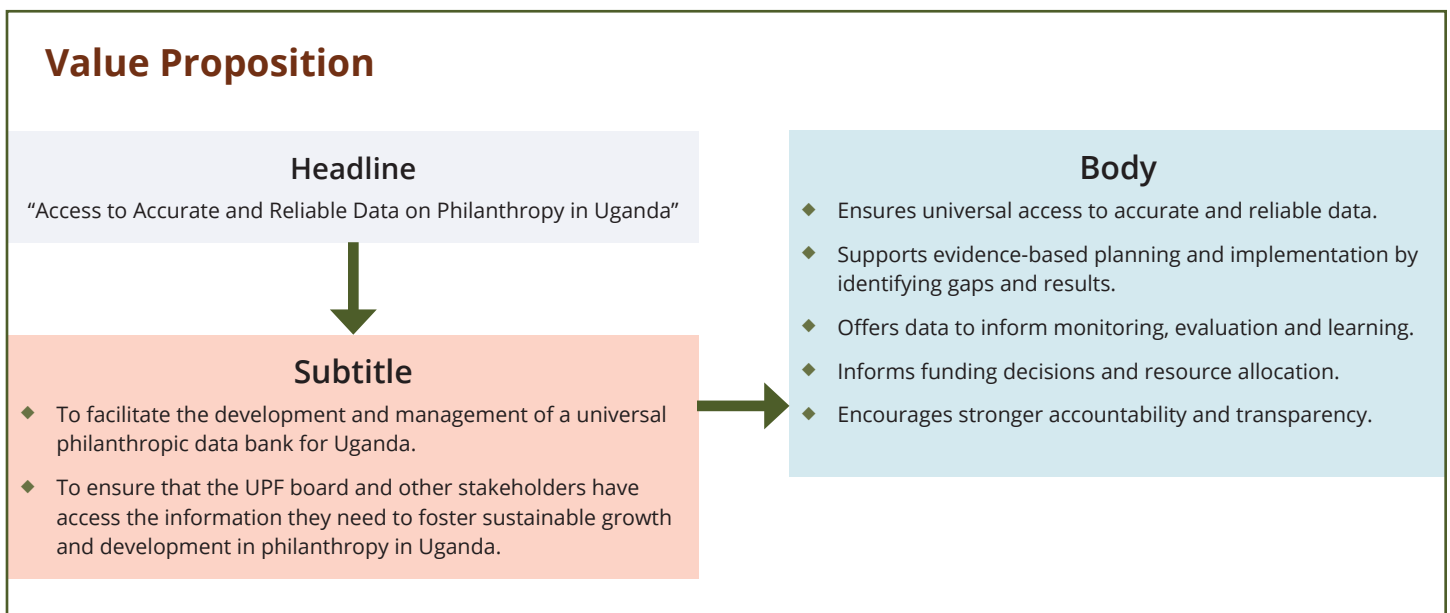
Group 2—Data Quality and Capacity

To begin to address the need for training and capacity building on data collection and management and to ensure that the data process is inclusive, Group 2 was tasked with identifying the specific issues that affect data quality, defining the level of competency and

specific skills staff need for effective data collection and research, mapping relevant stakeholders, and developing a strategy for their inclusion.

Issues That Affect Data Quality:

- ◆ Inadequate sampling, such as inadequate sample size or non-representative samples, affects the reliability of data.
- ◆ The lack of shared standards for data collection and documentation increases the risk of duplicating efforts.
- ◆ The lack of measures to secure sensitive data, including protecting the confidentiality and anonymity of sources, affects data security and overall confidence in the data process.
- ◆ Over-reliance on single sources, lack of triangulation and lack of quality control of data sources impact the reliability of findings.
- ◆ The lack of shared standards for data aggregation can lead to exaggerated or false findings.
- ◆ Poorly designed research tools, such as questionnaires that do not capture data that is relevant to a particular issue or project, affect the applicability of data.
- ◆ The lack of a system to support collaboration on data collection, sharing and management affects the comparability and applicability of data.



Staff Competencies to Develop

- ◆ Collecting and recording data, including skills in using data collection tools that are relevant for communities.
- ◆ Analyzing and presenting data.
- ◆ Analyzing and interpreting data to inform decision making.
- ◆ Ability to communicate with local communities, including competency in relevant languages.
- ◆ Creating and developing tools for data collection, management and analysis.

Stakeholders

- ◆ Non-government organizations (NGOs).
- ◆ Local community.
- ◆ Local authorities.
- ◆ Professional associations.
- ◆ Government.
- ◆ Donor community (private foundations - local and global, multilateral and bilateral donors).
- ◆ Academic institutions.

Strategy for Stakeholder Inclusion

- ◆ Form working groups within associations like UPF.
- ◆ Create affinity groups among organizations working on similar issues or with similar missions.
- ◆ Build partnerships to support various aspects of the process, for example NGOs supporting education.
- ◆ Develop a common agenda on data management.
- ◆ Explore ways of including volunteers in the process.
- ◆ Develop a data portal that will allow stakeholders to contribute knowledge and data.

Group 3—National Data Collection and Management System

To develop an accessible, secure and user-friendly system for sharing data and knowledge about philanthropy, it is necessary to clearly define the key elements of the system, including specific capabilities, types of data to be collected and resources needed to develop and maintain the system. Group 3 was tasked with identifying desired functionality and capabilities, and outlining a plan for funding, developing and managing a philanthropy data system in Uganda.

Envisioning a Uganda Philanthropy

Data System

- ◆ **Easy to access:** all relevant stakeholders should have access to the data without restrictions.
- ◆ **Easy to find:** by using search engine optimization, users should easily be able to find the data through organic online searches.
- ◆ **Easy to use:** different stakeholders should easily be able to navigate the system and retrieve the data they need.
- ◆ **Easy to understand:** language should be simple enough for all audiences to easily access data and understand the methodology.
- ◆ **Feedback loops:** the system should be interactive, provide space for users to provide feedback, and data managers should be available to respond to comments and questions.
- ◆ **Categories:** categories should be precise and clearly defined.
- ◆ **Security:** the data system must be secure and protected against hacking.
- ◆ **Mobile compatibility:** most Ugandans between the ages of 18 and 35 access the Internet on mobile devices. Mobile compatibility is therefore key to ensuring open and equal access to the system.

Plan for Funding and Managing the System

- ◆ Introduce subscription fees to sustain and enhance collective ownership of the portal. Pricing should be different for organizations and individuals.
- ◆ Organize fundraising drives.
- ◆ Engage volunteers to provide IT support.
- ◆ Draw lessons from other philanthropy data systems on resource mobilization.
- ◆ Leverage crowd funding.
- ◆ Incorporate data from other philanthropy organizations and groups. Seek voluntary data contributions to reduce the cost of pursuing organizations for information.
- ◆ Increase membership in the UPF to enhance confidence and encourage more support.

Collective Action Plan and Way Forward

As a result of the Data Strategy and Capacity Building Workshop, and the prior Data Scoping Meeting, participants agreed to the following Collective Action Plan to inform the next steps in developing a data portal for Uganda.

- ◆ Form a steering group to provide strategic leadership on developing the data system. A number of participants at the meeting volunteered to form this group.
 - The proposed group should coordinate with UPF leadership and make sure that relevant stakeholders to the data strategy are represented.
- ◆ Establish a list of goals, a time frame and commitment required from each organization.
- ◆ Organizations need to confirm commitment in terms of time and technical capacity, i.e. staff with technical skills, to support the process.

- ◆ Create an inventory of all organizations that are part of UPF and include information about members' capacity to support the process.
- ◆ Foundation Center to provide technical support and guidance for UPF, including on resource mobilization.
- ◆ Establish a community of practice to share information as a way of building trust even as UPF establishes the collective data system. This can take the form of an e-mail group or a social media platform, such as a UPF Facebook or WhatsApp account, and will help in sharing progress and building the network between planning meetings.

The following were noted as potential disablers that may hinder the development of the data system: possibly a small pullout box

- ◆ Lack of funds to implement the plan, including funds to build capacity, support the steering group, and cover consultant fees for resource persons with skills lacking among the members.
- ◆ Factors that could limit the commitment of some members in supporting the process.

Resources

[Africa Philanthropy Knowledge Base](#)
Trust Africa & Issue Lab

[Global Philanthropy Knowledge Centre](#)
WINGS & Issue Lab

[Foundation Directory Online](#)
Foundation Center

[Discounted Software for NonProfits](#)
KCDF & TechSoup Kenya

[Global Philanthropy Data Charter](#)
WINGS

[Philanthropy Data System](#)
AFE Columbia

[Foundation Maps](#)
Foundation Center

[SDGFunders](#)
SDG Philanthropy Platform

[National Philanthropy Forums—East Africa](#)
East Africa Association of Grantmakers (EAAG)

[WASHfunders](#)
Foundation Center

[Early Childhood Development Funding Map for Eas Africa](#)
Foundation Center

Appendix A – MEETING AGENDA

Uganda Data Strategy and Capacity Building Workshop

Strengthening organizations to develop their own long-term sustainable in-country data strategy, capacity and tools for more effective development outcomes and grantmaking.

December 5th, Sheraton Hotel, Kampala, Uganda

Time	Session
8:00–8:30	Arrival & Registration
8:30–8:45	Welcome & Introductions
8:45–9:00	Recap of Scoping Meeting and Agenda for the Day
9:00–9:30	Setting the Scene (EAAG & Uganda Philanthropy Forum)
9:30–10:30	What a Data System Can Look Like and What It Can Do for You
10:30–11:00	BREAK
11:00–12:15	Building a Data System for Philanthropy: A Roadmap (Delivered by FC, informed by WINGS Data Charter)
12:15–12:45	Revisiting Our Agreements and Understandings (Facilitated by FC) Challenges & Needs Data Dreams
12:45–1:15	Fleshing Out a Set of Principles to Operate From (Facilitated by FC)
1:15–2:00	LUNCH
2:00–3:30	Action Plans for Priorities (3 break-out groups; semi-structured process) <ul style="list-style-type: none">◆ Priority 1: Financing and Resources◆ Priority 2: Capacity Building and Training◆ Priority 3: A National Data Collection and Management System
3:30 – 4:00	Reporting Out on Priority Action Plans
4:00–4:30	Agreeing on Action Plan and Way Forward
4:30	ADJOURN FOR THE DAY

Appendix B – PARTICIPANTS (By Organization)

Acts of Hope

Geofrey Brethen

Amity Child Uganda

Tushabe Dan

Angella Katatumba Development Foundation

Bryan Morel Muhumuza

Children Horizons Uganda

Namubiru B. Victoria

Community Awakening Network

Stephen Mutebi

CSO Core Reference Group

Kasozi Mulindwa

EAAG

Evans Okinyi

Catherine Mwendwa

Bigala Racheal

Education & Development Opportunity

Mutebi Brain

Forum for African Women Educationalists (FAWE-U)

Patricia Mwalwanda

Foundation Center

Lauren Bradford

Larry McGill

Fountain Child Uganda

Emmanuel Okiriziza

Green Efforts Foundation

Prince Mulumma Mathius

Health Promotion Rights Watch Uganda

Nankunda Hope

Hope Care Uganda

Busingye Emmanuel

Innovex

Nabankema Ninah

Kabaka Foundation

Nabimba Samson

Kagiri Community Development youth project

Kagiri Sulaimani

Media Initiative for Open Governance in Uganda (MIFOGU)

Joseph Elunya

Self Help Foundation

Vihiga Chiichi

Uganda Charity Trust Fund

Shem Wavamuno

Henry Mayanja

Uganda Environment Education Foundation

Senyonjo Nicholas

David Tugume

Women Caring Counseling

Shukha Henry

Abraham Jjuko

We Care Africa

Geofrey Brethen

About Uganda Philanthropy Forum

On September 23rd 2015, the East African Association of Grantmakers (EAAG) in partnership with the Independent Development Fund (IDF), DENIVA and GoBig Hub hosted the first Uganda National Philanthropy Forum (UPF) on the 22nd October 2015 at the Silver Springs Hotel in Kampala, Uganda. The objective of the forum was to explore strategies of consolidating and organizing the philanthropy sector in Uganda. By promoting successful local fundraising campaigns, serving as a vehicle for networking, and providing resources to support strategic local giving, the UPF aims to create an environment in Uganda where local philanthropy can thrive and live up to its full potential.

EAAG in partnership with the Independent Development Fund (IDF), DENIVA and GoBig Hub hosted the first Uganda National Philanthropy Forum (UPF) on the 22nd October 2015 at the Silver Springs Hotel in Kampala, Uganda. The objective of the forum was to explore strategies of consolidating and organizing the philanthropy sector in Uganda. The discussions sought to map out and facilitate the creation of an all inclusive and active national platform for philanthropy.

Themed "Achieving more - Harnessing the Power of Philanthropy in Uganda", the forum targeted local private philanthropic organizations established or with a local presence including private foundations, family foundations, community foundations, corporate foundations and faith-based giving.

The agenda also included an afternoon learning and exchange sharing session titled Mobilizing Private Local Resources for Development in Uganda: Les-sons from Foundations where participants shared their experiences in fund-raising from local private donors to support social programmes.

Recommendations from the launch of the UPF centered on the need to:

- ◆ Provide a platform to share best practices amongst philanthropy in Uganda.
- ◆ Foster joint learning and collaboration among Foundations.
- ◆ Enhance the operating environment for philanthropy and generate relevant data on the contribution of local philanthropy to national development.

For more information about UPF, please contact: programmes@eaag.org or idf@idf.co.ug or visit eaag.org.

About Foundation Center

In order to strengthen the philanthropic sector to achieve more effective development and grantmaking outcomes, Foundation Center works with partners to understand the global philanthropic landscape and the in-country contexts within which philanthropy operates. We work with partners to understand specific data and knowledge gaps and associated capacity issues, and facilitate the building of long term sustainable local data strategies and capacity to address these issues. We work to provide technical assistance to local philanthropic organisations and associations to develop their own data collection processes and infrastructure and organize information in ways that allow it to be accessed, aggregated, analyzed, compared, and researched. Important partners in this work may include the National Bureau of Statistics, international and local foundations and philanthropists, grantees, and existing data infrastructure networks and processes both global and local, such as the Global Partnership for Sustainable Development Data, Worldwide Initiative for Grantmaker Support (WINGS), and others.

For more information about Foundation Center or this work, please contact Lauren Bradford, director of global partnerships, at lbr@foundationcenter.org.