EVALUATION PROGRAMME
Audit Report

Evaluator Names:

Chris Manion and Jamie Nunn

Organisation Name:

SHARE-PROJECT

Relevant GlobalGiving Project Titles & IDs:

Help Educate Vulnerable Children – Uganda (21343)

Dates Visited:

13th – 16th August 2018

Report Date:

5th November 2018

What is the Evaluation Programme?

The Evaluation Programme (EP) is designed to help GlobalGiving understand our non-profit partners in as much detail as possible. This is done through an in-depth organisational assessment carried out by trained, skilled individuals. In doing so, an audit report is produced which highlights areas of the organisation's existing strengths as well as areas for potential improvements. This enables GlobalGiving to strengthen the relationship with non-profit partners and learn how to best support them in the future. GlobalGiving is able to provide partners with access to expert training on an extensive range of topics through various platforms, which include GlobalGivingTime, GlobalGiving's Peer Learning Network and the Evaluation Programme itself. GlobalGiving also uses Evaluation Programme reports alongside other information in making recommendations to foundations and companies when new funding opportunities emerge for its partners.

GlobalGiving Recommendations

Organisation Name:

SHARE-PROJECT

Length of time on GlobalGiving:

3 Years and 11 Months

Current Partner Status:

Superstar

Number of Donors in last 12 months:

Six

$ Raised:
$20,065 + $5,725 driven by Global Giving

£ Raised:
£18,373

Current Engagement Points:

23

Current Effectiveness Points:

27

Any minus points? (last 12 months)

0

Main Donor Sources	Value	Percentage
Email	$1,819.30	7%
Recurring Donors	$4,900.10	19%
Facebook	$3,352.70	13%
Project Report	$773.70	3%
Untraceable	$13,926.60	54%

Average Project Report Score: *N/A*

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Key Recommendations

Project Summary – Improvements:

This could be updated to encourage people to make smaller, recurring donations, for example to sponsor a child. If successful this would help Share to meet the ongoing costs of the school and build a supporter base whom they could then approach for bigger projects, such as additional classrooms etc.

There are some very good photos on the page which reflect well the work of the project.

Project Report – Improvements:

The project reports are well written and provide comprehensive updates about work that has been undertaken by the project. We have discussed increasing the use of stories around individual children and the impact that this project is having in improving their wellbeing and keeping them safe.

The latest written report states that a teachers' salary is $70 – this is different to the amounts listed in the suggestion donation amounts and could cause confusion.

Donor options on project reports:

Now that Share has a more active Facebook page, they should make sure that they link to this at the end of each project report, and encourage their readers to share their stories and get in touch with the team if they'd like more information.

They could also reference more explicitly some of the smaller running costs in order to encourage more people to donate.

Increase external links to your project pages:
(i.e. add donate widget to your website)

Share does not currently have a website, although their Facebook page now has a link to their Global Giving page.

Upcoming relevant matching campaigns:

Tuesday 27th November. $150,000 in proportional matching and 30 bonus prizes up for grabs.

Other Suggestions:

Continue to think about how visitors and volunteers could be encouraged to become fundraising champions, once they are inspired by your work!

Also think about options outside of Global Giving, such as local fundraising, so as to try to diversify your income.

1

Executive Summary

The name SHARE is an acronym for Support for Households and Rural Education. The main focus of the organisation is to fund a school in the rural town of Pallisa. SHARE is a very small organisation, run by Charles Olupot, who is clearly passionate about his work and is committed to the school and students. SHARE-PROJECT was started over 5 years ago and has been mainly funded by one donor, the Hammerslag family.

Charles Olupot is the founder and main employee of SHARE. While he gets help from Onoria Moses (Secretary) and Awico Francis (Board Member), who do not live locally, he manages 8 teachers at the Hammerslag school. The school has been running for 4 years, teaches over 160 children and is home to 29 boarding students.

The organisation is still in its early stages, but due to large donations from the Hammerslag family and the passion and motivation of the founder they have managed to accomplish a lot. There are many discussions around expanding the school and helping the local community, however it is important that the organization does not try to expand too quickly as SHARE is not meeting the basic daily running costs of the school. This issue should be addressed before they explore other community programmes.

SHARE is currently being funded through GlobalGiving, therefore more work needs to be done to diversify the organisation's funding base. We recommend the team put a fundraising strategy in place and think about activities and partnerships they can develop to raise more money.

At the moment, SHARE only have one project on their GlobalGiving page. In order to increase funding from GlobalGiving and reach more donors, the organisation should think about adding more projects which are aimed at specific costs, such as the running costs of the school. Access to GlobalGiving is difficult for the founder, Charles Olupot, as Pallisa is a rural town that lacks many resources, and internet is only available to the organisation at the internet café. This is about half-an-hour drive from the office. As the project staff do not have a car, this is a long way to bike or get a local motorbike taxi. The lack of access to internet is one of SHARE's main challenges, as it affects the growth of their GlobalGiving page and online presence.

The school meets an obvious need within the community and it is clear that the pupils would not be receiving an education were it not for SHARE and the work that they do.

2

Governance and Accountability

Board members are there to ensure that an organisation is managed effectively; this in turn helps guarantee the overall direction and accountability of the organisation. Good governance structures with clear roles, responsibility and transparency; with clear strategic and financial management are invaluable in ensuring the effectiveness of an organisation.

Indicators

Indicators	Not currently met	Have started	Good progress made	Superstar!
Board members play an active part in the organisation and are committed to its vision, mission, values and aims.	☐	☒	☐	☐
The Board receives regular reports about the plans and budgets for the organisation and have regular scheduled meetings and minutes.	☒	☐	☐	☐
The Board is clear about their roles and responsibilities and those of the executive and the arrangements for decision making and authorizing expenditure.	☐	☒	☐	☐
There is a good diversity of expertise, gender, age and ethnicity among board members.	☒	☐	☐	☐
There is a clear separation of powers between the board and the executive.	☒	☐	☐	☐
The organisation has planning processes which all stakeholders are able to participate in (i.e.. board, beneficiaries, staff, volunteers, partners) and a clear strategic plan.	☐	☒	☐	☐

Key Observations / Any Key Challenges / Areas For Improvements:

Charles Olupot, the founder of SHARE, is in charge of the supervision of the organisation, with the help of Onoria Moses and Awico Francis, who both recently joined the board. Charles Olupot's previous job role, whilst SHARE was a Community-based organisation (CBO), was as Chairman and project leader. Now as SHARE is an NGO, Charles Olupot holds the position of Executive Secretary.

In addition to this, Onoria Moses is the Secretary and Awico Francis is a Board member. Onoria Moses has a full time role as a tutor, and is employed by the government at a teacher training college. Awico Francis works as a freelancer getting contracts for various work, and is trained as a civil engineer to Bachelor level. Both have joined the Board at the founder's request and are motivated by the potential to move the organisation forward, as well as by the opportunity to do good within the community. Documents have been signed regarding joining the board, but these have not yet been published.

In effect Charles Olupot is playing the role of both Board member and member of staff. We discussed the longer term need to increase the size of the Board (perhaps to five). In time it would be beneficial for a segregation of roles to occur for Charles Olupot, either taking up a position on the board or as a staff member. The team is aware of the difference in roles between board members and staff. However, the organisation does not yet have the resources to take on a staff team, and currently lots of work with the community is undertaken on a voluntary basis. SHARE previously had five volunteers, though their involvement currently varies according to their availability.

There is not yet a strategic plan in place as SHARE have been waiting for the constitution to be approved by the NGO Board. At the moment, the work at the school is the main priority, but the organisation would like to consider trying to offer skills development for older youth, and supporting the households of children who are attending the school. With further developments of the school planned, this would need to be considered carefully so as not to over stretch the organisation

There may be an opportunity to make the decision making process within the school more participatory. It was noted that on occasion there is some tension with community members over the fact that the school is receiving support from foreign donors. As a result, some families feel that they should not be paying fees etc. Also, with the teachers rarely receiving their full salary of 100,000 Ugandan Shillings per month (this is dependent on the payment of school fees by families that are doing so), it would be good to consider how to make sure the allocation of funds received can help the community as much as possible. The possibility of termly meetings between SHARE, teachers, and the community was discussed.

Key recommendations:

We recommend SHARE consider expanding the size of the board to five members. When doing so, they should look to increase diversity by recruiting women to the role. In addition, expertise in strategic planning and fundraising would be an asset for the organisation. SHARE could look to hold a recruitment exercise within the local area in order to achieve this.

We also recommend considering how Charles Olupot's role as both Chairman and staff member can be segregated. This is perhaps a longer term ambition for when the organization has achieved a more secure and larger donor base.

It would be important to begin the development of a strategic plan, alongside a fundraising strategy, which can be shared and developed with input from community members and school staff. This could start with a meeting with all stakeholders to discuss priorities and share information about the level of funding that is available, and then agree an action plan.

We also recommend SHARE implement regular participatory meetings with community members to set joint priorities and monitor progress based on available budget. This could take place alongside existing activities where community members are likely to be visiting the school, for example at the start or end of terms.

3

Staff and Volunteers

The organisation recruits and supports the right people to achieve its mission. Staff and Volunteers know whom they are accountable to, and understand their roles and are active in enabling continuous improvement. Training and other opportunities for learning are seen as an essential part of individual and organisational development.

Indicators

	Not currently met	Have started	Good progress made	Superstar!
There are clear written job descriptions covering roles, and responsibilities.	■	☐	☐	☐
The organisation recruits enough people with the right skills, knowledge and experience through transparent processes to achieve its aims.	☐	■	☐	☐
The staff and volunteers are aware and understand the organisation's policies and procedures (e.g. staff handbook, equal opportunities policy, child protection policies). Policies are renewed regularly.	■	☐	☐	☐
Each member of staff has a contract and written terms and conditions of employment.	■	☐	☐	☐
There are relevant training and development opportunities for staff and volunteers.	☐	■	☐	☐

Key Observations / Any Key Challenges / Areas For Improvements:

SHARE is run by Charles Olupot and he remains the primary staff member, with support from Onoria Moses and Awico Francis. Charles Olupot is usually the only staff member who is in the office or at the project site on a daily basis. Awico Francis and Onoria Moses do not live locally and drop in to support occasionally.

Other than Charles Olupot, there is a team of 8 volunteers at the school. The volunteers are the teachers, most of whom have aspirations of becoming qualified teachers. While a couple do have qualifications and one is currently training while also working at the school, the others have no qualifications. The teachers are paid a salary of about $20-$25 a month, when SHARE can afford it. Often it is much lower than this.

As qualified teacher trainers, Onoria Moses and Charles Olupot run workshops with the teachers and go through the curriculum with them and best teacher practices. Onoria Moses also helps with teacher welfare; and Acham Patricia one of the teachers, is the welfare officer for the children.

SHARE are actively looking for volunteers and have a page on volunteer alliance, however, they are still struggling with getting people to come out to Pallisa. Charles Olupot would for example benefit highly from a trained teacher to come out to the school and work with the teachers and students in a support capacity.

There is only one person in charge of the security and nutrition of the children and teachers, who also looks after the male boarders in the evening. The head teacher lives on site and takes care of the female boarding students.

There are no staff contracts or updated job descriptions on file. Charles Olupot suggested that they had agreements in place, but as the organisation grows he should try and implement contracts and written agreements that are signed by the employee.

Key recommendations:

If staff retention is one of SHARE's aims, we would recommend the organisation consider doing all it can to pay teachers their agreed salary before thinking about expanding the physical school buildings. This is more likely to be possible if SHARE can expand its supporter base of donors making regular donations (see other areas of this report).

We also recommend putting staff contracts in place, for the teachers as well, with clear job descriptions.

Clear separation of powers would be beneficial. We therefore recommend not to have people who are members of staff also on the board. However at this stage, and given the size of SHARE, this is perhaps a longer term ambition as they are currently unable to support a staff team and enable this separation.

We encourage SHARE to develop policies around Child Protection, security and Health and Safety. Global Giving host regular webinars and other training opportunities that could help to support this ambition. These would also enable SHARE to gain more Global Giving Rewards points and boost their visibility on the site.

4

Fundraising

A diverse fundraising portfolio and strategy can ensure there are adequate funds to support an organisation's activities and improve long term sustainability. An organisation where fundraising is a shared responsibility, with strong leadership from the executive is most likely to thrive.

Indicators

	Not currently met	Have started	Good progress made	Superstar!
The organisation has a diverse set of channels for fundraising (e.g. local fundraising, crowdfunding, trusts and foundations, corporate fundraising).	☑	☐	☐	☐
Good timely reporting to donors, sharing learning and feedback.	☐	☐	☑	☐
The organisation has a fundraising strategy, with short, medium and long term funding goals & activities to improve sustainability.	☑	☐	☐	☐
There is shared ownership of fundraising with all staff/volunteers involved in helping to secure funds for the organisation.	☐	☑	☐	☐
There is good leadership from the executive on Fundraising.	☐	☑	☐	☐

Key Observations / Any Key Challenges / Areas For Improvements:

SHARE has made great progress over the last few years in supporting the construction of the school building. There are now a number of basic classrooms, toilets, and some accommodation for teachers which altogether is helping to provide education for around 200 children. This has been largely possible due to the donations of one family in particular upon which the project is very reliant. The project has received all its funding to date from Global Giving.

In terms of further construction, it has been identified that more toilets are needed to ensure gender separation. In addition, at least one further classroom could be built, as the nursery classes are currently taking place under a tarpaulin. Purchasing land to expand the compound, and improving the standard of accommodation for the teachers and boarders are some of a number of areas that the project would like to address going forward.

Project staff also talked about plans to expand their work to include support for community members and the families of some of the students, as well as considering if there was a way that they could support youth with some employability skills.

It was noted, however, that at present the project regularly struggles to pay the salaries of teachers and support staff in full. These are set at 100,000 and 50,000 Ugandan shillings respectively, but are often limited to 70-80,000 and 20-30,000. Payment of salaries is taken from, and dependent on, the amounts of funding received from the parents who are able to make financial contributions. This is likely to have a negative impact on the morale of the teachers and should be addressed as quickly as possible, before any expansion of the school itself is considered.

There is support from another NGO, called Good Neighbour, which is supporting 33 students with their food, materials, and uniforms. Aside from that and financial contributions from the community, the project is wholly dependent on Global Giving.

SHARE do not currently have a fundraising strategy in place. We discussed the importance of attracting some recurring donors to the project given the need to meet ongoing costs as a priority, in addition to the extra costs of further construction.

We looked at alternative options for funding, in particular from local sources such as local businesses and running local events, as well as potential opportunities that there might be around hosting volunteers. The idea that appeared the most developed was around having a SHARE football team, that could play matches against local teams and other towns, with contributions made to SHARE in order to watch the games. This could be further explored along with some of the other ideas that were discussed.

We also began a 'network map' with each of the three board members who identified a number of connections with politicians, churches and business leaders. It would be good to maximise the value of these connections, particularly in supporting any local fundraising efforts that the project might want to pursue.

The role of fundraising currently sits with Charles Olupot, primarily, along with Onoria Moses and Awico Francis. It would appear that since the volunteers at the school are themselves struggling for funds, they have not been approached to support these efforts. A number of fundraising applications have been submitted to different organisations, but none of them have been successful thus far.

A crowdfunding campaign, specifically focusing on recurring donations, would be beneficial in order to shore up the progress made so far and think about the sustainability of the school. Our recommendation would be that this becomes priority, over further construction/land purchase etc. It will be important to build up the supporter base before tackling these further activities.

Key recommendations:

We encourage SHARE to work on expanding supporter base, with a particular focus on securing recurring donors (giving small amounts) who can then be the focus of further campaigns around construction, purchasing of land etc. Running a crowdfunding campaign could be a way to achieve this. Moreover, by considering timings, this strategy could potentially run alongside a GG matching campaign.

We also recommend the organization explore the possibilities discussed around local fundraising, recruiting fundraising champions etc; putting these into practice and learning from what did and did not work well. It is very important to try to move away from the dependence on a small number of donors within Global Giving.

One potential first step here would be to discuss the recommendations from this report with the Hammerslag family, to see if they would be willing to act as 'fundraising champions' and encourage their wider network to give small amounts. SHARE should also look to do encourage other volunteers/visitors that they receive to do the same, where possible. This would make a big difference to securing SHARE's future.

In the longer term, we strongly encourage considering a more specific fundraising strategy that can identify timings for specific funding appeals.

5

Finance

Good financial planning, systems and transparency are an essential base for organisational stability and growth.

Indicators	Not currently met	Have started	Good progress made	Superstar!
The organisation has a good understanding of their costs for different programmes and identifies how these will be recovered.	☐	☑	☐	☐
There are written financial procedures/systems and checks i.e. for processing, invoicing and payment authorisation.	☑	☐	☐	☐
The organisation meets any specified requirements for claiming, spending and reporting on money.	☐	☑	☐	☐
The organisation has people with the necessary knowledge and skills to manage budgets and finances successfully.	☐	☑	☐	☐
The organisation's income comes from a variety of sources, and relationships with donors are maintained & developed where possible.	☑	☐	☐	☐
There is a reserves policy (plan for building and managing cash reserves) based on an assessment of needs and risks.	☑	☐	☐	☐
The budgeting process is transparent and participatory where appropriate with staff and volunteers aware of the financial health of the organisation.	☐	☑	☐	☐
The organisation is transparent with internal and external stakeholders on income and expenditure.	☐	☑	☐	☐

Key Observations / Any Key Challenges / Areas For Improvements:

Charles Olupot is the person who is mainly responsible for the keeping of records. $5028.34 has been received over the last twelve months; $3,000 of which came from two particularly large donations ($2,000 Oct 2017 and $1,000 May 2018) from one longstanding donor.

Project activity to date has focused on the Hammerslag school. For construction work, the project first makes estimates as to expected costs based on discussions with the construction team and then actuals are noted with kept receipts. Activity is donor driven; if large donations are received, then this is put towards construction. If donations are smaller, they are used for basic purchases, such as food for example. Previously, this was used for salaries too, however this has stopped now that available funding has reduced. Receipts are kept wherever possible but this is easier for construction work than food/timber costs, for instance.

Funds from GG go to a bank account in the name of SHARE-PROJECT, which has Charles Olupot and one other person (a Committee member from when the project was a CBO) authorised to sign for withdrawals. This will change to include Awico Francis and Onoria Moses, as the previous Committee member is no longer available. As a matter of course, bank statements are not printed, though this can be arranged if needed. Payments are made in cash.

Records are generally kept in paper form. These were consolidated into a Word document ahead of the GG visit, outlining expenditure since 2014 up until May 2017. The document contained detailed lists of expenditure, though it was difficult to correlate this with the receipts owing to a limited filing system. It was also likely to have been tricky due to trying to revisit this some time after the fact. It would be good to get into the habit of tracking expenditure on a more consistent basis. Around six receipts were checked against the cash/note books in which construction costs were recorded. These were reconciled. Photographic records were also kept to demonstrate progress with the construction work.

Since the current staff team does not have accounting training, SHARE would consider recruiting someone for this if funds were available. A basic accounting system (on Excel) was set up on the visit - this could now be put into practice going forward. Whilst it is difficult to obtain receipts for all items, some system of 'signing' to verify expenditure would be beneficial in the long term.

An organisational budget was developed in 2015 to cover forecast costs - it was updated as a five-year plan for 2017-2021. This sets out the ambitions for the organisation, including activities in addition to their current work. Nevertheless, there is not a detailed fundraising plan in place identifying how this will be achieved.

In terms of other support for the school, the only additional funding received comes from school fees - this is immediately disbursed to staff towards salaries. If it is not an equal split, this funding is consequently set aside to cover medical emergencies or school equipment.

Charles Olupot does not take a salary but does use funding to cover his costs. This is not recorded in detail in terms of amounts, but it was estimated to be between 50-100,000 per month.

We discussed the possibility of sharing the project income more widely, i.e. including school staff in the discussions around determining priorities. This would increase the level of transparency with all stakeholders. However, it was noted that this may pose challenges or disagreements as to how to proceed, which may have a negative impact on project progress.

There is no reserves policy or financial procedure in place. No audit has taken place since the challenge to join G.G. in 2014.

As per other sections of this report, it is important for SHARE to diversify their income sources. SHARE should look to consolidate their current position before trying to further expand the school, or potential wider work, even further.

With potential increases in income, it will be important to improve the record keeping within SHARE. This can take a fairly simple format to start with, as set up on the visit. Charles should continue to use the basic accounting approach that was started, keeping track of income and then expenditure on a monthly basis. It is likely that training/webinar recordings on these topics from Global Giving will be available for access on the website. Charles and the board members may also wish to revisit their network map and consider who might be well placed to provide support in this area.

Once funding is more secure, it would be good to move towards Charles Olupot receiving a salary for his work, rather than ad-hoc allowances.

We recommend annual financial audits take place.

In the longer term, it would be good to join up SHARE's budgets with that of the school, to make sure that there is a clear overview of where gaps are in income. This will be particularly important if SHARE eventually moves towards working with the wider community rather than solely supporting the school costs. Again, hopefully SHARE can enlist someone from within their network map to help with this.

6

Communications

Good communication – both internal and external – are essential for a successful, and happy organisation. Good communication engages staff and volunteers, encourages giving and ensures open, positive relationships with beneficiaries.

Indicators

	Not currently met	Have started	Good progress made	Superstar!
The organisation has a clear vision, mission and aims and communicates these successfully to both internal and external stakeholders.			☑	
The organisation is clear about the key messages it wants to communicate to users and other external stakeholders.		☑		
The organisation communicates effectively with its donors, supporters, beneficiaries and the local community in which it works.		☑		
The organisation has good internal communications and all staff and volunteers are clear about what is happening and who is responsible.	☑			
The organisations image is clearly recognized and identifiable, and publicity material is accessible and user-friendly.			☑	
The organisation practices informed consent in the collection and reporting of beneficiary images and stories.	☑			

Key Observations / Any Key Challenges / Areas For Improvements:

Given the limited access to internet, communication is difficult for Charles Olupot and his team. Therefore, they lacked Facebook and other social media channels. We set up a Facebook page during our visit with SHARE, and we recommended Charles Olupot try and post on it as regularly as possible to try and build up its "likes".

SHARE does not have any online presence other than the GlobalGiving page and a very small and basic Facebook presence. We edited the Facebook page and made Charles Olupot the only administrator.

Charles Olupot regularly thanks donors through GG, sending personal emails where he can. Starting to build up a more regular donor base thanking donors is a good practice to get into.

Due to the team wanting to change the name to SHARE rather SHARE-PROJECT, branding is not consistent at the moment. There is already an organisation in Uganda called Share Uganda. SHARE will be the brand name moving forward. The organisation has road signs directing people to the office. These have consistent SHARE branding, and even include the GG logo on them. We did notice that SHARE's mission statement differed in a few documents and on social media.

There seemed to be a lack of communication between Charles Olupot (and Awico Frances and Onoria Moses) and the volunteers. When we spoke with teachers there was not much feedback from them on internal issues. It seems hard for Charles Olupot to communicate with teachers given the lack of technology (phones, computers and internet) within the organisation.

Key recommendations:

It is important to be more active on social media: posting regularly on Facebook, sharing pictures, stories about compelling characters would be beneficial, as well as keeping on linking to the GG page.

We recommend the organisation consider setting up a SHARE website, although we understand this could be problematic given the lack of access to internet.

If SHARE-PROJECT is to be renamed SHARE, updating the GlobalGiving page is crucial, in order for it to be consistent with social media so that donors do not to get confused.

We encourage SHARE to link their Facebook page to their GlobalGiving page and share it at the end of reports.

We would also recommend SHARE have a consistent mission statement, as we saw it is different in some proposals and on Facebook. We encourage SHARE to ensure brand consistency by updating it so it stays the same across all outlets.

7

Delivery and Impact

An organisation with a clear vision, mission and aims; with inclusive, accessible evidence based programmes, good monitoring and evaluation and strong feedback loops should be an effective one, that thrives.

Indicators

	Not currently met	Have started	Good progress made	Superstar!
The organisation has effective feedback loops (using different methods) embedded in their work for collecting, analysing and sharing learning with all internal and external stakeholders.	☐	☑	☐	☐
The organisation is inclusive in its structures and processes, accessible to those in need and demonstrably practices non-discrimination.	☐	☑	☐	☐
The organisation routinely measures and reports on both outputs (i.e. numbers of people benefiting) and outcomes (i.e. the changes achieved).	☐	☑	☐	☐
Beneficiaries and other stakeholders are able to participate in programme design and implementation.	☐	☑	☐	☐
There are good, established mechanisms (formal and informal) for beneficiaries to feedback their opinions/ experiences across the organisation.	☐	☑	☐	☐
The organisation is measuring its impact, and designing programmes against baseline data.	☑	☐	☐	☐
Staff and volunteers understand the monitoring and evaluation methods in place, are provided with relevant ongoing training and are therefore confident in collecting quality data.	☐	☑	☐	☐

Key Observations / Any Key Challenges / Areas For Improvements:

SHARE stands for Support for Household and Rural Education. There is not any mission statement as such. It was therefore discussed that the terms vision and mission are a bit confusing as it seems difficult to determine differences.

Pupil records are kept in terms of name, sex, age, with specific additional characteristics such as whether they are an orphan etc. Health statuses are known but not recorded as such. Attendance registers are taken every morning and afternoon.

At the school, records for children's performance are kept, as well as financial transactions. There is also a book to record teachers' attendance.

Vulnerable children are selected based on homes that SHARE have visited. Charles Olupot knows the homes of all the children who are boarding. Referrals are made through Charles Olupot, who makes an assessment of the living situation including through discussion with the local area leadership to verify their status. There is no written record kept of the assessment; Charles Olupot considers their status and then makes a decision as to whether it will be possible for them to join the school.

Exam results are shared with parents along with a report on progress. Government requirements are that they are made aware of results for P7 students, in terms of an overall pass/fail percentage for the school. The school does not currently have capacity for that class but is hoping to do so next year.

The meetings of the Parents Teachers Association are supposed to be held once in a year. However, they meet more regularly if there are issues e.g. no money for firewood etc. There is a welfare committee within the PTA which oversees that situation. The regular annual meetings cover progress within the school, salaries, children that are leaving etc.

Charles Olupot determines what information should be recorded (in terms of information about pupils and their grades etc), which the teachers are then asked to do. They are confident in doing so. Challenges sometimes appear when records are

not consistent, if there is staff turnover, for instance. Every child contributes towards the cost of exams (1,000 shillings), but that is the only contribution that is made financially. They are also requested to contribute food or firewood.

The staff do not have experience of measuring impact in terms of outcomes and indicators using records. We provided an introduction to this using GG slides but this was in view of increasing capacity later down the line.

SHARE have a contract with Good Neighbours, agreeing that provisions will be used appropriately, that children will receive teaching, and specifying the amount of food that should be provided to each child that Good Neighbours are supporting. They come every Friday to measure how much food has been consumed each week and it appears that SHARE have met all their obligations here.

Good Neighbours did their own baseline assessment prior to deciding where to work - they came to the district and asked which community had a high level of poverty. They then visited different sub counties and identified which families were in need. The fact that they are supporting some of the students at Hammerslag School demonstrates a correlation with Charles Olupot's original assessment in terms of the 33 children being supported.

Key recommendations:

Charles Olupot is keen to branch out and support families of the children within the school, as well as more broadly in terms of upskilling unemployed youth within the community. Given the ongoing plans for the school in terms of wanting to build more classrooms, as well as a need to ensure they are able to meet the ongoing running costs, we would recommend that the school project remains the focus for the foreseeable future.

Record keeping and impact measurement are appropriate for the current scale of activities, but may need to be increased if funding/activities increase.

8

Innovation and Flexibility

Innovation and flexibility are key assets that can drive organisational growth in the modern era. Innovation and flexibility in products, services, planning and staffing can enable an organisation to remain forward thinking and effective.

Indicators

Indicators	Not currently met	Have started	Good progress made	Superstar!
The organisation is a flexible one able to adapt to changing local needs and issues when required.				☑
The organisation is able to demonstrate good examples of innovation in their work.		☑		
The organisation provides a flexible working environment, enabling them to recruit a diverse staff and volunteer team (i.e. Parents, carers, people living with disabilities).				☑
The organisation is open to new methods of management, planning and programme implementation and tests new ideas and approaches when appropriate.	☑			
The organisation encourages creative input and initiatives from staff, volunteers and wider stakeholders.		☑		

Key Observations / Any Key Challenges / Areas For Improvements:

Charles Olupot sees lots of opportunities in the local area to develop the school and expand as new classrooms are needed. At the moment, the staff room is used to accommodate all the boarding girls and one of the classrooms houses the boys. In total 29 students board. This demonstrates a flexible approach to the use of space within the school, while resources are limited. Opportunities such as acquiring land and further developing the school site are on the horizon for SHARE, but there are other needs that should be addressed before considering expansion (such as daily school running costs).

The money obtained through GG allowed SHARE to gather the amount of funds necessary to build one classroom at government standard. It is testament to their work that they have managed to build the school they have today. Though some rooms need finishing touches (Floors, plastered walls, etc), teachers are able to give classes to children in them.

SHARE also think about teacher accommodation. When they can, they pay the rent for teachers who live near the school in very modest accommodation.

At the moment, the existing interaction with staff solely includes responding to their needs: there are currently no practices in place to consider initiatives and input from the staff.

Asking parents to contribute towards food and bring firewood to school for those who cannot pay the school fees is a good idea to save on some running costs of the school.

Charles Olupot is easily approachable, and the children seem to enjoy talking with him. He adopts a very flexible approach to his work and tries to lead by example. He cleans the compound, helps with building and works all hours.

In the past, SHARE have tried new ideas, such as teaching skills (carpentry to the boys for instance). However, lack of funding means the organisation cannot afford the

tools or instructors.

The organisation has a flexible approach to work with the teachers. In addition to work, many of them have young children and babies to take care of. SHARE allows the teachers who have babies to bring them to school while working in the classroom.

Doing networking mapping and SWOT analysis with all staff and volunteers at the school would give SHARE a profitable overview of staff needs and priorities and help with some new ideas. SHARE could look at the guidance around how to do a SWOT analysis on GG rewards and think about doing this on a regular basis.

We recommend SHARE look at Child Protection with the teachers (there is a GlobalGiving learning cycle that SHARE could do with them on this).

Considering staff input more, especially with the teachers, would help to empower them and maintain motivation by sitting down with them individually and listening to any concerns. A joint meeting to look at priorities for the school year, in consideration of the amount of funding that is likely to be available, would be a good start.

9

Technology

A good technology infrastructure can boost an organisation's effectiveness, helping them connect with key stakeholders, increase awareness, raise funds and measure results.

Indicators

	Not currently met	Have started	Good progress made	Superstar!
There is a good understanding of how to use technology effectively across the organisation amongst staff and volunteers for programmes and organisational management.	☐	☒	☐	☐
They have a good understanding of the GlobalGiving systems and are utilizing them fully (Dashboard, campaign analytics).	☐	☒	☐	☐
There is a good understanding of data protection laws, data security requirements and written policies are accessible to staff and donors.	☒	☐	☐	☐
There is good ongoing provision of training for staff & volunteers to improve their technology skills and wider digital literacy.	☒	☐	☐	☐
The organisation deploys technology tools to improve its work (i.e. crop yield tracking, communication, collecting feedback).	☒	☐	☐	☐

Key Observations / Any Key Challenges / Areas For Improvements:

Charles Olupot identified the lack of access to the internet and often the lack of electricity due to power cuts as the organisation's top challenges.

Pallisa is a rural town with very limited connectivity (not just with technology, there are also no concrete roads in the area). The lack of access to the internet we can see is a huge issue for Charles Olupot, especially as GlobalGiving is a tool that really allows organisations to thrive through online engagement and interaction.

SHARE uses very little technology in their day to day running. So little in fact, that all the boarding children in the Hammerslag school were huddled into one room to revise before bed with one light bulb to read under. This is no fault of SHARE, but it rather highlights the difficulties that they face in living somewhere with such limited resources.

Charles Olupot lacked some understanding of GG systems, however he was eager to learn how to earn more engagement and effectiveness points. Access to the internet is through the internet café in the local town (about a 25-minute drive from the office, when the staff have access to a car).

There are no policies relating to data protection, nor is there any training offered to staff and volunteers on digital literacy. This could be an area for the future of SHARE, though it is not a realistic priority at this point.

Key recommendations:

We recommend SHARE increasingly use the internet café in Pallisa in order to gain better understanding of GG systems and do some of the GG rewards learning cycles, particularly the Child Protection one (for 12 points!). This will help increase their profile on the GG webpage, as well as maintain their status as a superstar, and therefore increase their likelihood of being included in additional campaigns.

Using Facebook, and posting pictures and stories about individual children and teachers would allow the organisation to engage with its followers.

It might be beneficial for Charles Olupot to gain access to a phone with Whatsapp and a small amount of monthly data – this would enable him to communicate with donors and visitors more easily without needing to rely on access to the internet café.

10

Networking and Collaboration

Networking and collaboration with others is important for shared learning; to reduce duplication and services; improve efficiency and in seeking out new partnership opportunities for better outcomes for all.

Indicators

	Not currently met	Have started	Good progress made	Superstar!
The organisation pro-actively seeks to work with other organisations and institutions in order to share knowledge and learning.	☐	☒	☐	☐
The organisation contributes productively to policy discussions with relevant stakeholders.	☒	☐	☐	☐
The organisation is active in building and maintaining relationships with all relevant stakeholders (both within and external to the sector i.e. police, local government, local chamber of commerce).	☐	☒	☐	☐

Key Observations / Any Key Challenges / Areas For Improvements:

To help assess the organisation's skills in Networking and Collaboration, we looked into all the links that are in place and explored whether these might need to be strengthened. We identified the following:

Within government there is the NGO board, based in Kampala, which SHARE will shortly become accountable to. SHARE has been working with a law firm helping to process their application to become an NGO. Being registered as a CBO meant that they had a direct relationship with Pallisa Town Council; this will change once NGO status is achieved. It was noted that the demonstration of activities through Global Giving assisted with the registration process. The police are aware of the school but there is no ongoing relationship.

Health officials regularly come to do de-worming of children or share information about new initiatives from the government.

In terms of NGOs, Good Neighbours is the only NGO working in that village, alongside SHARE. Their relationship is transactional, regarding the sending of food, uniforms etc. Good Neighbours are building a brand new secondary school; it is unclear whether the children from Hammerslag school will be able to attend this new secondary school. Good Neighbours' longer term intentions are also unclear.

The number of other NGOs in the wider town is reducing. Action Aid, Red Cross and others are still present but are not very active. Charles Olupot has some links as he is a volunteer with Red Cross.

Churches are prominent in the area, but SHARE do not have very strong relationships with them. Some of these churches may have links with overseas donors, but Charles Olupot felt it unlikely that they would be willing to share any access with them.

SHARE has tentative links with other organisations that receive volunteers; this was going to be explored in more detail to see if there was an opportunity for

international visitors to be placed either at the school or within SHARE itself. The organisation does not have any relationship with the media, although it would like to. There is a radio station in Pallisa however it has not been approached for support.

Key recommendations:

It would be good to revisit the personal network map with a view to identifying potential relationships that exist and could benefit SHARE. This could follow on from the SWOT analysis which would help to identify which relationships would be most important to SHARE. Charles Olupot could revisit his own network map (and that of Onoria Moses and Awico Francis), as well as doing a similar exercise with the teachers to see what opportunities are there.

Exploring opportunities to bring in skilled volunteers could be of great benefit to the organisation. This would require an investment of time and further consideration of the roles that these volunteers would undertake. When SHARE receives visitors they should maximize these opportunities, whether it be in asking for support with their Facebook page, accounting, etc (as well as seeing if they can be turned into fundraising champions!).

It would be good for SHARE to understand more about all the opportunities that might be presented by the secondary school currently being constructed by Good Neighbours, in term of transitioning current pupils into secondary education. This could perhaps be discussed with them at a future check in meeting.

11

Environment and Well-being

A good working environment is necessary and vital for the well-being of employers, employees, volunteers and beneficiaries which in turn results in better outcomes in delivering the organisations objectives. Respecting and protecting the wider environment is beneficial to the whole community in which the organisation is based.

Indicators

Indicator	Not currently met	Have started	Good progress made	Superstar!
The organisation considers environmental well-being in its internal and external operations i.e. recycling, using non-renewable energy sources, minimising waste etc.	☐	☑	☐	☐
The organisation cares and looks after their staff and volunteers with a good working environment.	☐	☐	☑	☐
There is a clear health, safety and security guidance in place that meets legal requirements.	☑	☐	☐	☐
The organisation has taken account of ethical consideration in its environment policies and practices (i.e. Office supplies, school uniform suppliers, food produce).	☑	☐	☐	☐
The organisation provides and encourages all staff to fully utilise their annual leave and does not encourage excessive over-working.	☐	☑	☐	☐
The organisation appreciates its employees, volunteers and other stakeholders and ensures they feel valued.	☐	☐	☑	☐

Key Observations / Any Key Challenges / Areas For Improvements:

SHARE clearly is a caring organisation. They pay for the rental properties that the school teachers at Hammerslag live in just down the road from the school site. While the accommodation is basic, it goes some way in making up for the small salaries the teachers are paid with.

The teachers are paid small salaries, so small in fact that they are referred to as volunteers by the other SHARE staff. These salaries can change depending on the funds that SHARE has coming in on a particular month.

Due to the lack of funding, there are no health and safety, security or Child Protection policies in place. SHARE is a small organisation, but due to the nature of the focus of the organisation it is important these procedures are put in place.

No permanent meeting schedule is in place (apart from open and closing of term, and emergencies around discipline or school equipment/food needs), but team staff meetings (which include the volunteers) would be beneficial. In the meetings, they could cover the needs of the staff or discuss new innovations.

Charles Olupot's passion for the school and its children is very strong. He said he collects sick children from school and takes them to hospital when they are ill. Considering how far the school is from the SHARE office this demonstrates his passion to the cause. For Charles Olupot himself, there is sadly a health problem. His ear has recently caused him a lot of pain and grief, but his passion to the Hammerslag school overcomes even this as he puts the needs of the school first.

There is a lack of access to clean water on the site of the school, which the teachers mentioned when we talked to them.

Teachers start at 8:30 and stop at 4:30 and only stay late for extracurricular activities. We did not get the impression that working excessive hours was an issue for the staff of the school, however some staff members do stay on site full time in order to ensure the safety of the children who are boarding there.

Many of the teachers do not have teaching qualifications as they are just volunteers or working for a small salary. Qualification training to teachers is expensive but it is something SHARE wants to participate in. However, a lack of funds makes this hard when the organisation also accounts for travel costs. Acham Patricia, one of the teachers, is currently working towards her teaching qualification near Mbale.

Key recommendations:

We encourage SHARE to put policies in place, especially a Child Protection policy, and make sure all staff and volunteers have read and signed them. This could follow on to the learning cycle which is on GG Rewards.

Having more regular staff meetings with the teachers, perhaps every Monday morning, would allow more communication with them and ensure that any issues could be raised and updates provided.

We would recommend SHARE start a project that pays staff wages. It would be good to secure staff wages before attaining more land or constructing more buildings to ensure transparency and retain a happy workforce.

12

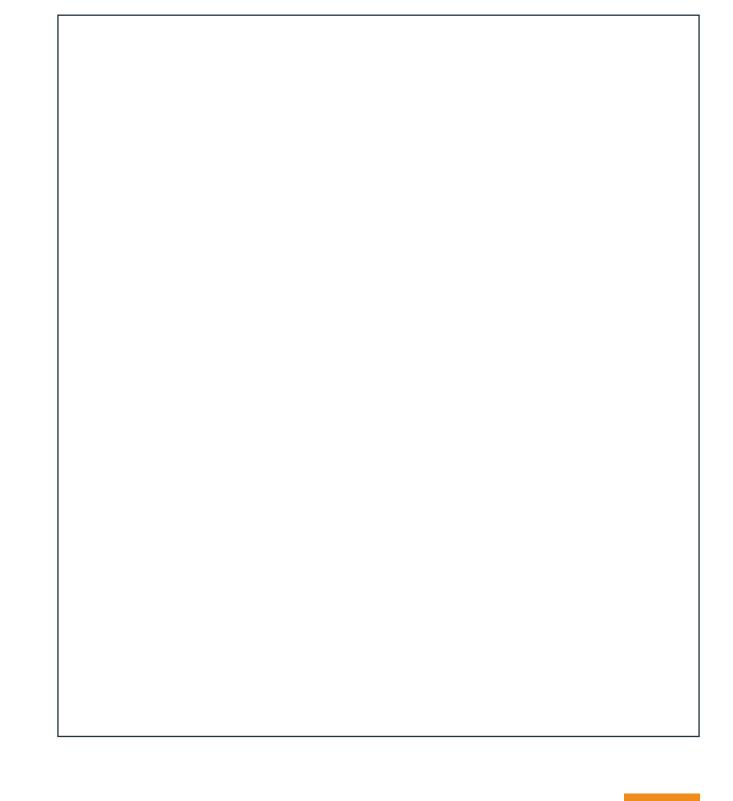## Conclusion (Overall summary & findings)

As outlined throughout this report, SHARE has made significant achievements in ensuring the construction of the school, which is providing a service to 200 children from the local community who would otherwise not have access to an education.

Whilst much of this progress has been with the support of one particular family donating funds through Global Giving, we recommend that SHARE looks to go beyond this and look to secure a larger number of smaller donations, on a more regular basis. They should also look at options for fundraising locally and ensuring that they maximize the benefit of their own local networks. If they continue to receive visitors or volunteers, then they could perhaps be encouraged to become fundraising champions for SHARE as a result of their first hand experiences.

SHARE is a small organization which understandably does not have all the policies and procedures that might be in place elsewhere. As a long term aim, these should be considered with a particular focus on bringing in a child protection policy (this should be a priority) which is understood by all staff and volunteers.

SHARE does not currently have the correct level of secure funding to support its plans for expansion of the school site, or into activities within the community. Whilst these are still important, and would meet a need within the community, SHARE should look to work more closely with teachers at the school to identify issues and ensure that these can be rectified as a group, whilst considering the amount of funding that is available.

The visit to SHARE was a memorable one, with Charles Olupot going out of his way to answer our questions and share with us his experience and reflections. Charles in particular is hugely passionate about this work, and an asset to SHARE.

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Useful resources and links

Share may wish to explore some website guidance around basic approaches to accounting, to help improve financial management practice. Some examples of this are below:

https://www.businessaccountingbasics.co.uk/
https://www.beginner-bookkeeping.com/

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We focus on making 3 core changes happen:

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Getting more money to great smaller non-profits; helping them to become more sustainable, more independent and more effective organisation. Helping them thrive.

2. Donors

Helping more donors give their time and money to great smaller non-profits. Ensuring they get feedback on the where their money goes and the difference it makes.

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