



FCDE
Foundation for Community
Development and Empowerment

2018 MONITORING REPORT

of

LOCAL PARTNER ORGANIZATIONS

Mid-Year Report Submitted 16 February 2019

Year-End Report Sections Integrated 6 October 2019

by

Ashley Orton, Chief Strategy Officer

Jack Boepple, Catchafire Pro Bono Analyst

Angella Nantale, Monitoring and Evaluation Program Officer

Background

This report is the product of FCDE’s semi-annual process of tracking Local Partner Organizations’ (LPOs) capacity growth. It is based on an analysis of data collected from 95% (53/56) of LPOs located in FCDE’s two regional sites of Kasese (32) and Rukungiri (21) in July 2018 and March 2019. The report focuses on five themes:

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LPOs were also asked to describe the “Most Significant Change” since beginning their partnership with FCDE. Those responses are being used in impact storytelling separate from this report. In 2018, FCDE revised its Mid-Year and Year-End Monitoring tools to better align questions with LPO baseline data and ensure that meaningful measurements of organizational capacity growth are captured. As part of this iterative process, new and restructured questions were field tested during July and March data collection and the resulting lessons are being applied to the next stage of tool revisions. An initial analysis of ten questions was conducted by FCDE’s Kasese-based Global Health Corps Monitoring and Evaluation Fellow to inform organizational strategic planning. A full analysis of both mid-year and year-end data was subsequently conducted through a collaborative process led by a U.S.-based Catchafire volunteer expert in data analysis and process improvement.

Methodology and Information Sources

The Mid-Year and Year-End Monitoring Assessment were cross-sectional studies utilizing both quantitative and qualitative methods. Data collection was conducted by FCDE staff using a written survey format and through conversations. In some cases, LPOs received the survey in advance of staff interviews, which then served to supplement their responses. July data was collected from 53 of 56 LPOs and March data was collected from 54 of 56 LPOs. Data was coded and entered into a prepared MS Excel spreadsheet and pivot tables were used to generate test frequencies. Information was then visually presented using charts and tables.

I. Organizational Priorities and Staff – Based on Mid-Year and Year-End Data

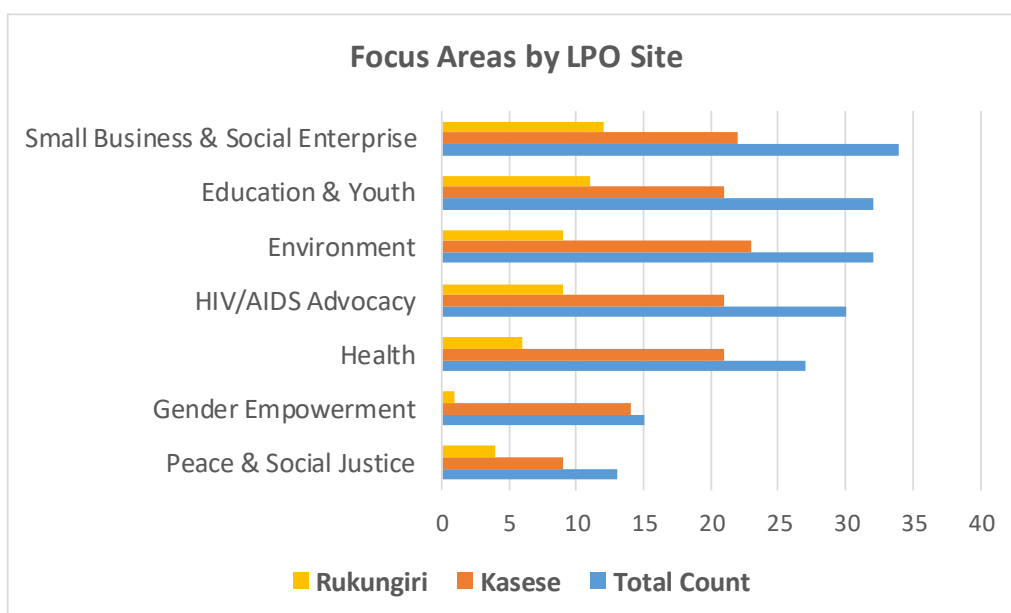
A. Overview of Local Partner Organizations (LPOs)

Fifty-three of FCDE’s 56 LPOs took part in the Mid-Year Monitoring survey. Thirty-two participating LPOs were from FCDE’s regional site in Kasese, established in 2012, and 21 were from its Rukungiri site, established in 2015.

LPOs by Site and Start of Partnership:	2012	2013	2014	2015	2016	2017	2018	Total
Kasese	7	7	8		10		0	32
Rukungiri				7	6	8	0	21
Total LPO Respondents	7	7	8	7	16	8	0	53

LPOs were asked to identify which of FCDE’s seven focus areas best described their own organizational focus. Findings revealed an average of 3.5 areas reported per LPO. Gender Empowerment and Peace and Social Justice were the least reported focus areas.

Organizational Focus	Count	% LPOs
Small Business & Social Enterprise Development	34	64%
Quality Education & Youth	32	60%
Environment (Climate, Clean Energy, Clean Water & Sanitation)	32	60%
HIV/AIDS Advocacy	30	57%
Health	27	51%
Gender Empowerment	15	28%
Peace & Social Justice	13	25%
Total	183	

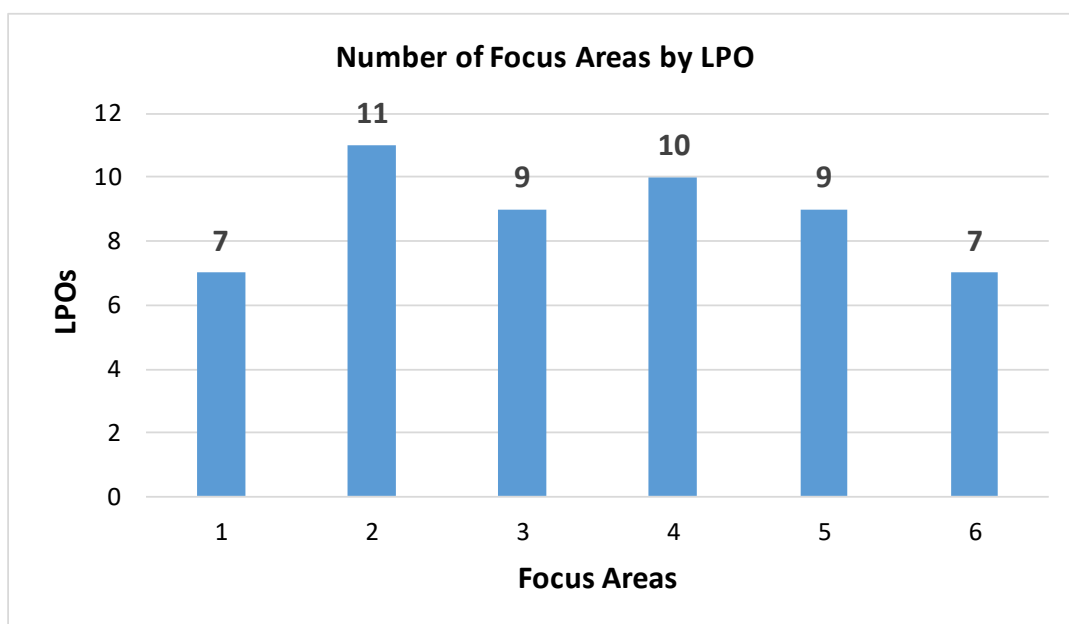


There appears to be a greater focus on Gender Empowerment among Kasese-based LPOs compared to those in Rukungiri where it was the focus of only one organization.

To more closely investigate the depth of focus in each area, Table 3 shows the count of LPOs that selected each focus area in relation to the total number of areas indicated per LPO with six being the most. For example, of the LPOs that reported only one area of organizational concentration, four identified a focus on Small Business and Social Enterprise Development. The assumption is the fewer the total areas an LPO selected, the greater the degree of concentration on each.

Total Count of Focus Areas Indicated by LPOs							
Focus Areas	1 Area	2 Areas	3 Areas	4 Areas	5 Areas	6 Areas	Count
Small Business & Social Enterprise Development	4	5	4	7	8	6	34
Quality Education & Youth		6	6	6	8	6	32
Environment (Climate, Clean Energy, Clean Water & Sanitation)		7	3	9	6	7	32
HIV/AIDS	1	1	5	8	8	7	30
Health		3	7	6	5	6	27
Gender Empowerment			1	2	7	5	15
Peace & Social Justice	2		1	2	3	5	13
Total	7	22	27	40	45	42	183

Twenty-seven LPOs reported a focus on one to three areas, while almost an equal number (26) focused on four to six.



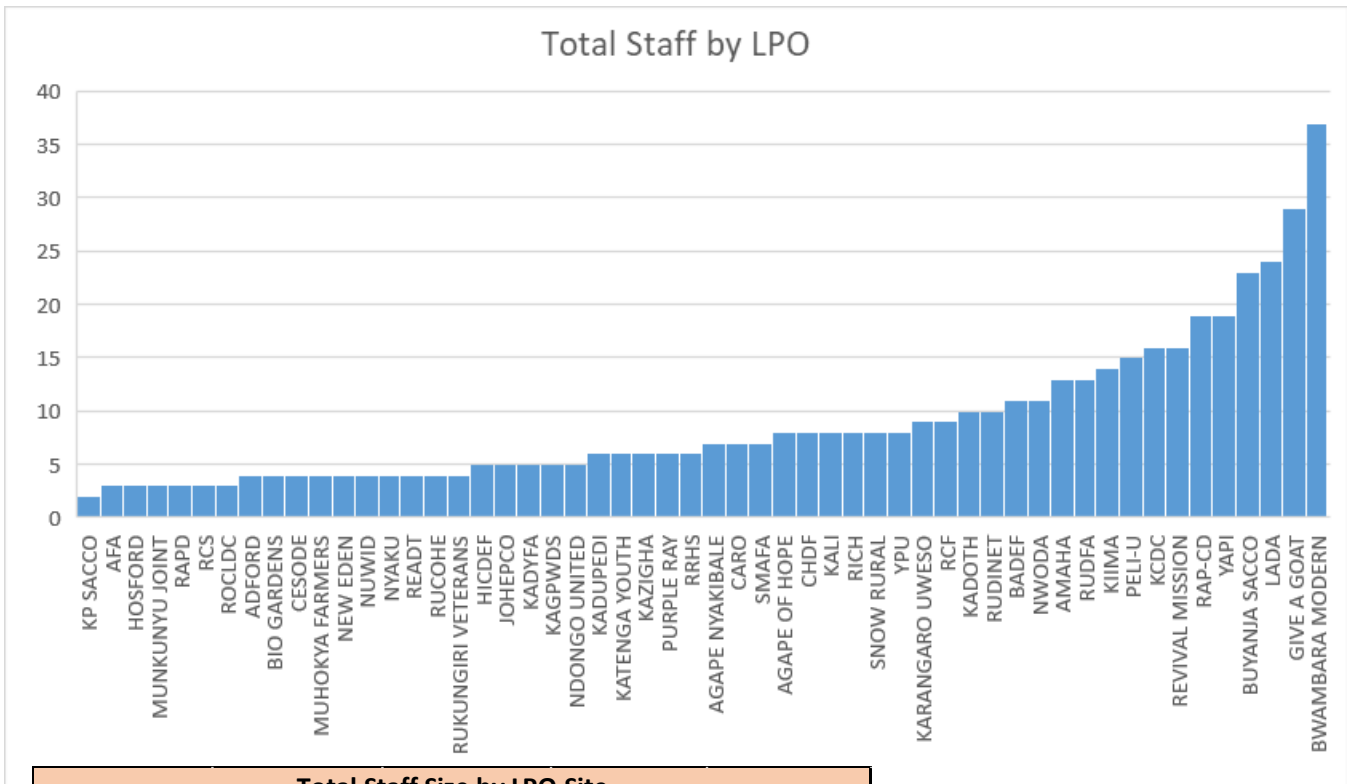
B. Staff

During the year-end monitoring, a total of 482 paid and volunteer staff were reported by respondents representing 54 LPOs across regional sites. Total staff (paid and volunteer positions) were analyzed by

Total Staff Size by LPO				
# Staff	# LPOs	% of LPOs	Total Staff	Percentile
2-4	17	31%	60	Min ≤ 25th
5-7	13	24%	76	25th ≥ 50th
8-11	12	22%	108	50th ≥ 75th
12+	12	22%	238	75th ≥ Max
Total	54		482	

percentile to determine the four major categories of staff size represented in the table to the left. The minimum number of staff at an LPO was 2 (KP SACCO), while the maximum number was 37 (Bwambara Modern).

Staff size varied by organization with nearly one-third of LPOs (17/54) reporting 2-4. Only six LPOs formed the top 10% of organizations for staff size (see chart below), but represented 31% of total staff reported (151/482).



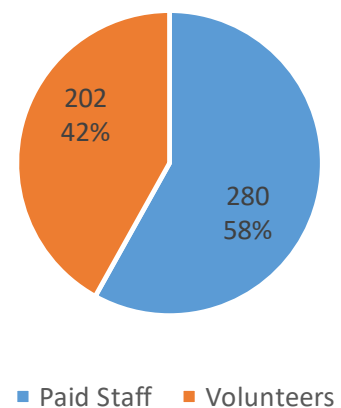
Total Staff Size by LPO Site				
# Staff	Kaseke		Rukungiri	
	# LPOs	% of LPOs	# LPOs	% of LPOs
2-4	12	37%	5	23%
5-7	8	25%	5	23%
8-11	6	19%	6	27%
12+	6	19%	6	27%
Total	32		22	

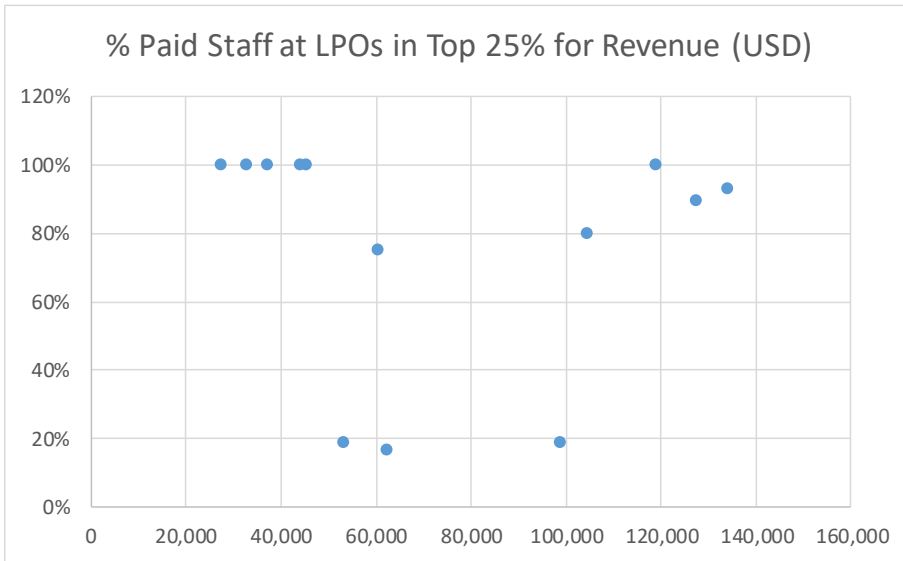
The staff size of Rukungiri LPOs was fairly evenly spread with just over 50% having a staff of 8 or more. The majority (62%) of Kaseke LPOs had a staff size of 7 or fewer people.

Though more than half (58%) of LPO positions were reported to be paid, volunteer staff accounted for an important proportion (42%) of the total.

We can assume that an organization’s staff size is affected by multiple factors, including the type and scope of services provided by an organization and the number of beneficiaries served. FCDE also assumes that an organization’s annual budget is an important factor affecting staff size and the number of paid staff in particular. Our findings seem to support this in that all but one (RUDFA) of the top 25% of LPOs for staff size were in the top 25% of LPOs for gross annual revenue. Half of the LPOs (3/6) in the 90th percentile determined by staff size were also in the top 10% for revenue.

Staffing Profile





From among the top 25% of LPOs (14) with the highest gross annual revenue, half paid all of their staff, 29% paid 75-99% of staff and interestingly, 21% paid less than one-fifth of their staff. This is illustrated in this chart, though note that the highest revenue LPO (Buyanja SACCO) has been omitted to see the data more clearly.

Though there was great disparity in the number of staff reported during the mid-year assessment compared to year-end, this was due to a difference in the way the questions were asked. The question format was improved for the

Organizational Roles	Paid	Volunteer	Total	Paid %
Administrative/Operational	48	60	108	44%
Executive Leadership	14	16	30	47%
Finance	15	15	30	50%
Ops/Admin Support	11	19	30	37%
M&E/Data Management	7	2	9	78%
Marketing & Communications	1	5	6	17%
Development/Fundraising		1	1	0%
IT		1	1	0%
Legal		1	1	0%
Programs	76	62	138	55%
Other/Unspecified	21	25	46	46%
Overall Total	145	147	292	50%

year-end assessment and the numbers are deemed reliable, however, mid-year information about which organizational roles were paid may provide insight into trends in paid versus unpaid roles. At mid-year, 53 LPOs reported a total of 292 paid and volunteer staff. On average, roughly half were paid. When staff categories were examined individually, Programs had the highest percentage of paid staff (55%) compared to Administrative/Operational (44%) and Other/Unspecified (46%). It is interesting that 78% of M&E/Data Management positions were paid. This suggests budgetary implications for LPOs interested in expanding their M&E capacity.

Recommendations:

1. Follow up with LPOs that reported five or more focus areas to further investigate their organizational scope and examine if they understanding how “Mission and Vision” help guide organizational focus.
2. Determine if it would be helpful to re-examine FCDE’s description of each focus area. For example, Small Business and Social Enterprise Development may be more commonly viewed as a program strategy rather than an organizational focus by LPOs.

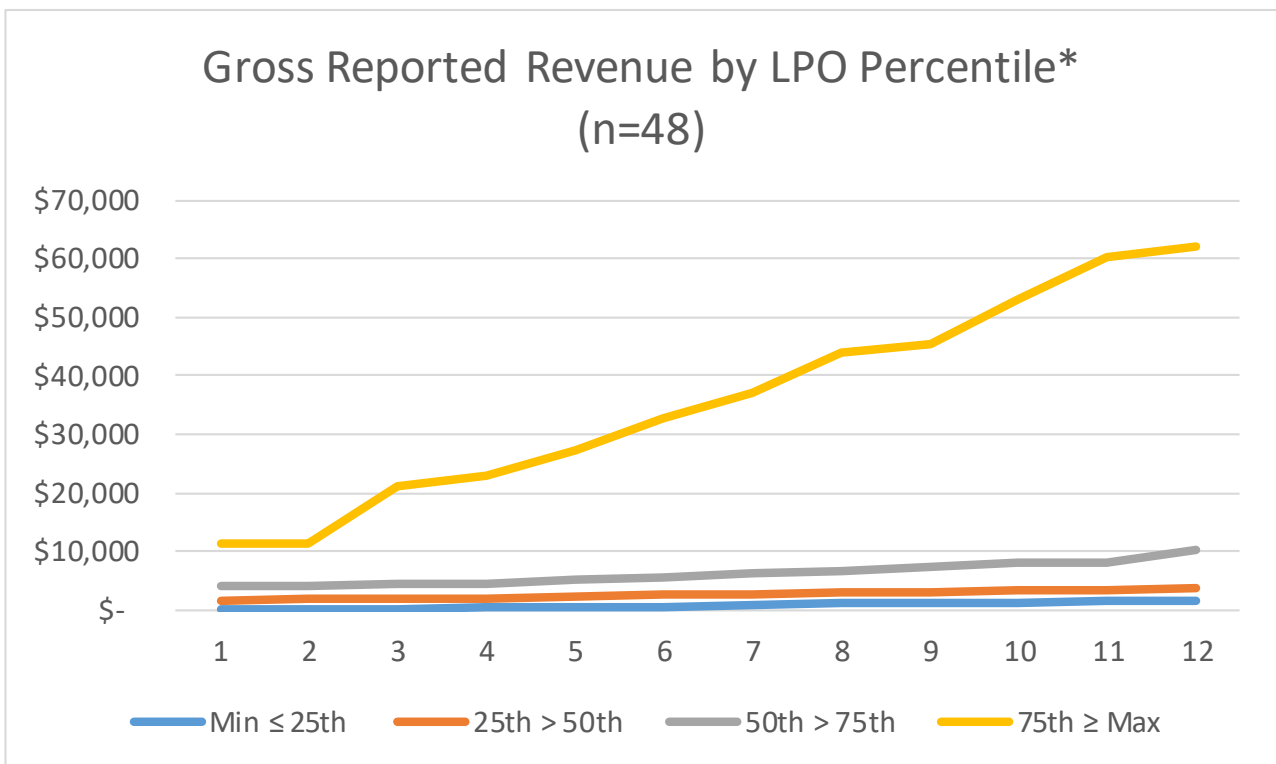
II. Annual Revenue – Based on Year-End Data

In 2018 the median (midpoint of the data) for gross annual revenue reported by 54 LPOs was \$4,412 USD (approximately 16.3 million UGX at a conversion rate of 0.00027), while the average was \$28,714 USD (approximately 106.3 million UGX). The maximum annual revenue (\$422,682) was reported by Buyanja SACCO and the minimum (\$81) was reported by RICH.

The six LPOs that constituted the top 10% of annual revenue earners accounted for 65% (\$1,006,543) of all annual revenue reported by LPOs in 2018 (\$1,550,560).

Top 10% for Gross Annual Revenue		
BUYANJA SACCO	\$ 422,682	Rukungiri
KIIMA	\$ 134,173	Kasese
YAPI	\$ 127,440	Kasese
PELI-U	\$ 118,919	Rukungiri
RUDINET	\$ 104,490	Rukungiri
REVIVAL MISSION	\$ 98,838	Rukungiri

Removing Buyanja SACCO from the analysis, the average revenue of the other top five earners was \$116,772 USD/432.45 million UGX (median \$118,919 USD/440.44 million UGX). These high-earners distorted the picture of the majority of LPOs' annual revenue. **When the top 10% were removed, the snapshot of LPO annual revenue showed that 75% of the remaining organizations earned \$10,094 (37.39 million UGX) or less (see chart below).** This group represented the majority of FCDE's LPOs and had a median annual revenue of \$2,636 USD (9.76 million UGX) and an average of \$3,173 USD (11.75 million UGX). Findings show a wide gap in resource development capacity between the top third (18/54) of LPO earners and their counterparts.



Sum of Reported Proposal Awards as a Percent of Annual Grant Revenue		
% of Grant Revenue	Number of LPOs	% of LPOs
1-50%	7	13%
51-99%	2	4%
100%	4	7%
101-150%	4	7%
151-200%	2	4%
< 200%	7	13%
Grant revenue reported but no awards	18	33%
No grant revenue or awards reported	10	19%
<i>Total LPO Respondents</i>	<i>54</i>	

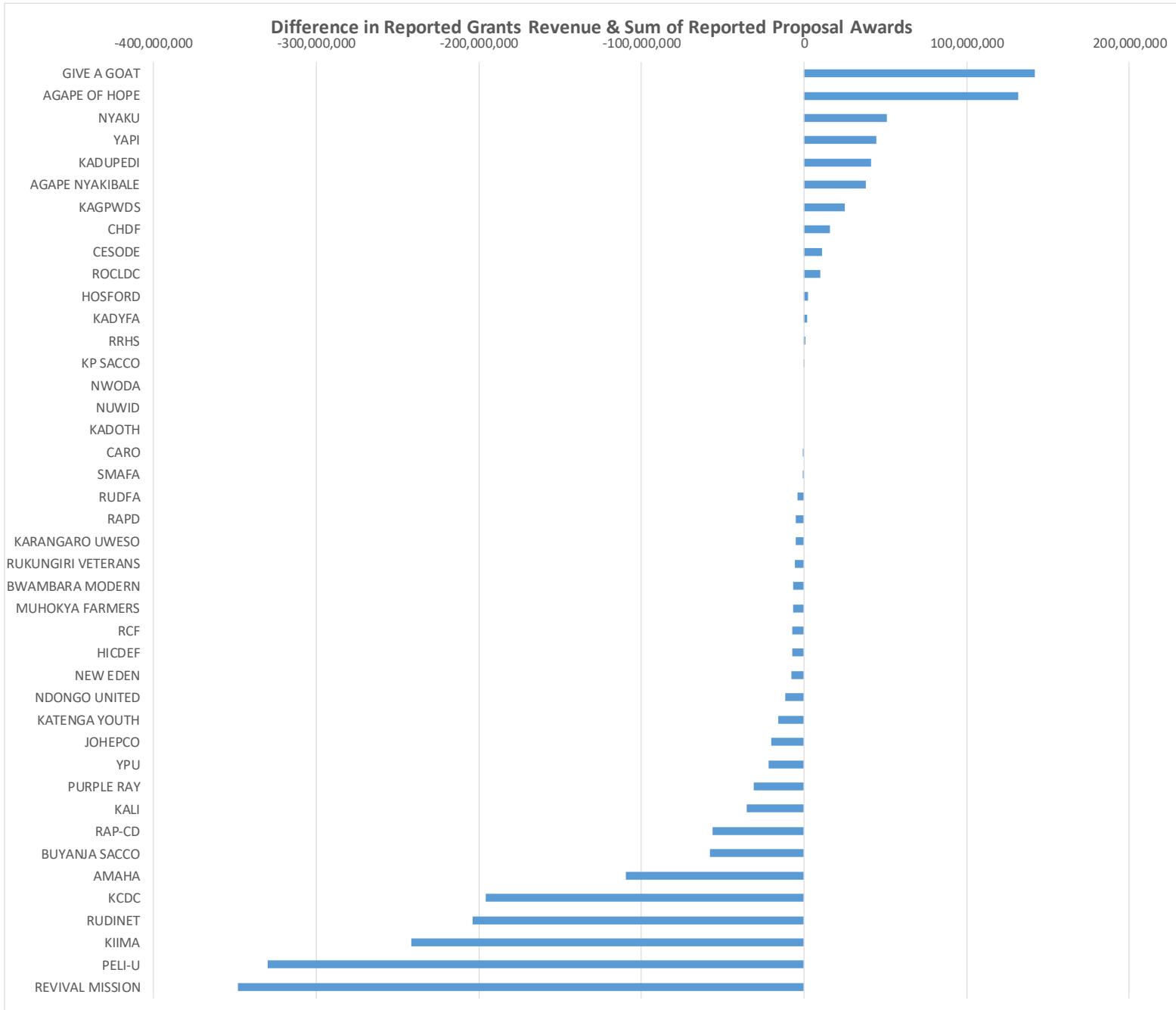
In 2018 there were 44 LPOs that reported income from grants as part of their annual revenue. However, when data collected during mid-year and year-end periods was analyzed, 18 of those organizations

were found to have not listed any grant awards for the 2018 proposals they reported submitting. For the remaining 26 organizations, there was great variation in the sum of reported proposal awards as a percentage of the annual grant revenue figure they reported. (See chart on next page.) Some disparity may be accounted for by multi-year donor funding or renewed grants not requiring formal proposals, but data collection/LPO reporting errors are also likely. In 2018 FCDE began a new process of collecting proposal data twice a year to better monitor and target one-on-one support to LPOs. We are refining this process in response to lessons learned during 2018 data collection.

Recommendations:

In that the annual number of proposals written and obtained is a key capacity-building indicator, FCDE should increase focus on improving this aspect of the data collection and cleaning process. During year-end data collection, staff should review with LPOs any proposal data submitted mid-year and update information as needed. During the data cleaning process, it is also important to compare the annual grant revenue reported to the sum of all proposal awards reported during mid- and year-end data collection. Finally, a shorter time frame between data cleaning and analysis would help reveal errors that could be corrected through immediate follow-up conversations with LPOs.

The chart below shows how the analysis of two related interview questions raises data quality concerns.



III. LPO Beneficiaries – Based on Year-End Data

Annual LPO Beneficiaries		
Percentile	Median # Beneficiaries	# LPOs
Min ≤ 25th	67	14
25th ≥ 50th	470	13
50th ≥ 75th	825	13
75th ≥ Max	4019	13
Total		53

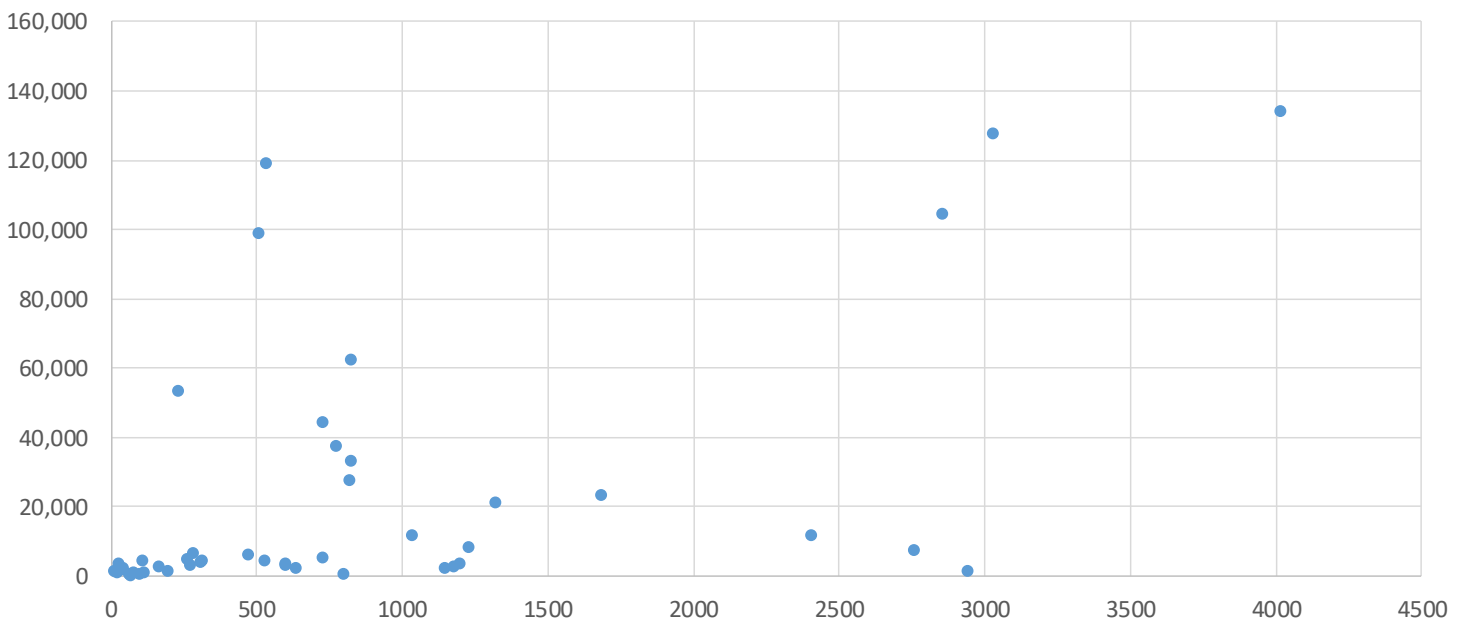
Top 10% for Direct Beneficiaries		
RRHS	12393	Kasese
YPU	11620	Kasese
BUYANJA SACCO	6458	Rukungiri
KALI	5842	Kasese
PURPLE RAY	5680	Rukungiri
CHDF	5320	Kasese

Since strong organizations operate strong programs that improve lives, FCDE annually tracks the number of LPO’s direct beneficiaries. When one outlier was removed (the two tables above exclude Lada), the median number of direct beneficiaries reported by LPOs was 470 with a minimum of 14 and a maximum of 12,393 people. The median of the 25th percentile for beneficiaries (67) was close to the median of the 25th percentile by annual revenue (90). This pattern roughly continued at the 50th percentile for each. **At the 75th percentile of LPOs by revenue, the median jumped to 1,323 people while the median at the 75th percentile for beneficiaries only climbed to 825.** Interestingly, the median for the top 25% of LPO revenue earners dropped to 824, nearly equaling the median at the 75th percentile for beneficiaries. This may indicate that as resources increase so does the depth of programming an individual receives.

Total LPO Beneficiaries by Annual Revenue				
Percentile	Revenue	Percentile	Median # Beneficiaries	# LPOs
25th	1,837	Min ≤ 25th	90	14
50th	4,259	25th ≥ 50th	315	13
75th	21,543	50th ≥ 75th	1323	13
Max	134,173	75th ≥ Max	824	12
Total				52

(The table to the left and chart below exclude Lada and Buyanja SACCO.)

≤ 89th Percentile for Annual LPO Beneficiaries by Revenue-USD



IV. Programs and Formal Partnerships – Based on Mid-Year Data

A. LPO Programs

Fifty-two LPOs reported a total of 167 active programs with an average of 3 programs per organization. One organization, HOSFORD, did not report any programs. When cumulatively analyzed across regional sites, six programmatic themes emerged and constituted over three quarters of all LPO work: Economic Empowerment, Health, Education, Agriculture, Environment and HIV/AIDS-specific programs, as shown in the table below. Economic Empowerment targeting various beneficiary groups was a top theme at both regional sites with one fifth of all LPOs engaged in this work.

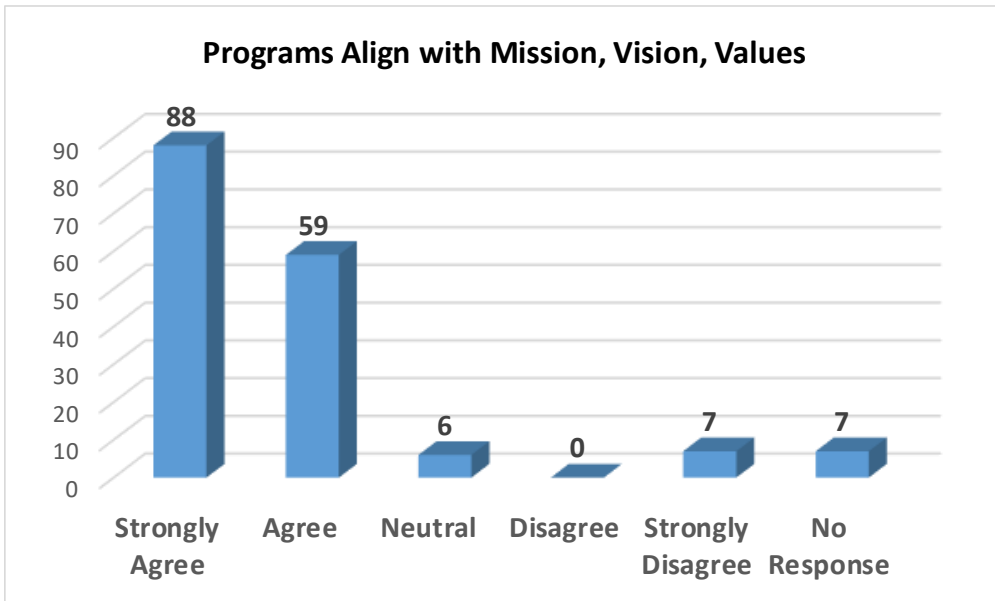
Program Themes	Total	%	Cum %	% of Rukungiri Programs	% of Kasese Programs
Economic Empowerment	34	20%	20%	26%	17%
Health	25	15%	35%	11%	17%
Education	22	13%	48%	19%	10%
Agriculture	18	11%	59%	4%	14%
Environment	15	9%	68%	7.5%	10%
HIV/AIDS	15	9%	77%	13%	7%
Human Rights	12	7%	84%	4%	9%
WASH	10	6%	90%	7.5%	5%
Gender Empowerment	4	2%	92%	4%	2%
Clean Energy	1	1%	93%	0%	1%
Good Governance	1	1%	94%	2%	0%
Other	10	6%	100%	2%	8%
Total	167	100%		100%	100%

There was some variation between sites among the other most commonly implemented programs. At the Rukungiri site, Economic Empowerment, Education and HIV/AIDS-specific programs were the three most common themes and accounted for 58% of programs. At the Kasese site, Economic Empowerment, Health and Agriculture were the most popular and comprised 49% of programs. It is interesting to note that agriculture programs are more common in Kasese where 13 different LPOs reported conducting 16 of these programs. In Rukungiri, only two LPOs reported running agriculture programs.

Of the total programs LPOs reported, 35% were joint initiatives undertaken with other local organizations (58 programs conducted by 29 LPOs).

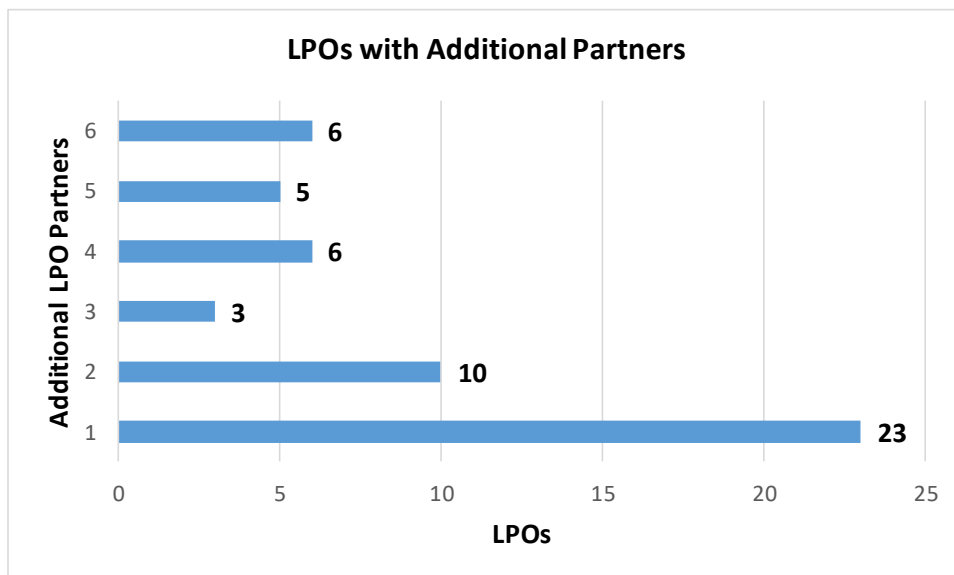
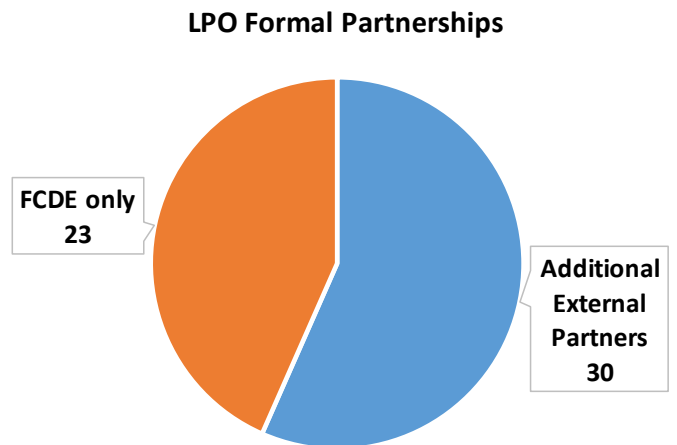
LPOs strongly agree or agree that the vast majority (88%) of their programs align with organizational mission, vision and values. However, two organizations strongly disagreed in regard

to seven programs. READT reported strong disagreement for 4 of 5 programs and KADYFA reported this for 3 of 5. Additionally, CARO gave a neutral response for 3 of 5 programs and three more LPOs indicated the same for one program each.



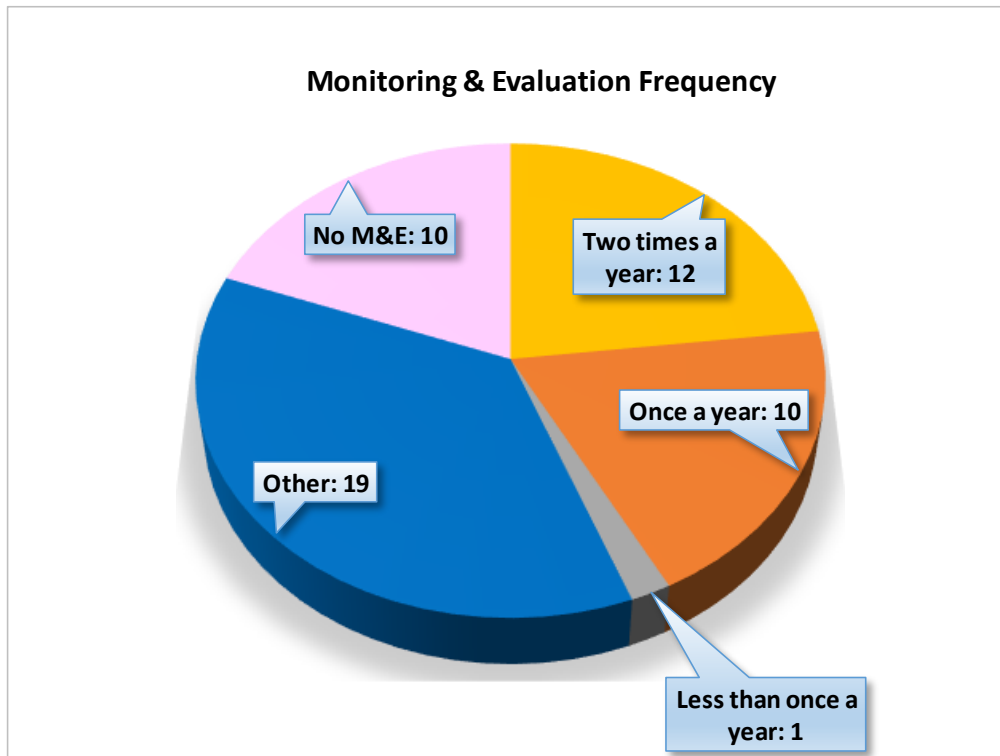
B. Formal Partnerships

Fifty-seven percent of LPOs reported a total of 84 formal partnerships with organizations and/or institutions in addition to FCDE. Although this represents an average of three additional partners per LPO reporting multiple partnerships, one-third of organizations had just one additional partner. Furthermore, only 14% of LPOs indicated that the creation of these partnerships was aided by FCDE. 43% of LPOs reported no partnerships beyond FCDE.



C. Program Monitoring and Evaluation

Of the 52 LPOs that provided information about their Monitoring & Evaluation (M&E) practices, 81% (42 of 52) indicated that they conduct M&E. However, almost one-fifth (10 of 52) of organizations do not. When asked about the frequency of their M&E work, 23% reported conducting M&E twice a year and 21% conduct such work once a year or less. "Other" was marked by 37% of LPOs. Those responses are summarized in Table 6 below.



M&E Frequency: "Other" Responses Summarized						
Total	Ongoing/Regularly	Monthly	Quarterly	3 Times/Year	Rarely	Unspecified
19	3	4	5	1	1	5

Recommendations:

3. Findings regarding the most commonly implemented programs at each site can inform the planning of tailored workshops for LPOs and guide efforts to target outside organizations with specialized expertise as training partners.
4. FCDE should follow up with those organizations operating programs that are not in line with their mission, vision and values and FCDE should contact HOSFORD to find out why no current programs were reported.
5. The fact that over half of LPOs conduct joint programs with other local groups suggests that an important way to support LPOs in building program capacity is to create

opportunities for organizations to network and share good practices. However, in that LPOs reported only 12 of 84 partnerships were made through an FCDE connection, it is unclear from this research the extent to which being an FCDE partner assists LPOs in network building and creating new partnerships. Further investigation is needed to understand LPOs' perceptions of FCDE's impact in aiding their network-building efforts, to assess the value they attribute to it and to identify which types of networking opportunities they believe are most beneficial.

6. FCDE has an important opportunity to provide critical Monitoring & Evaluation (M&E) capacity-building support given that nearly one-fifth of LPOs do not conduct M&E activities.

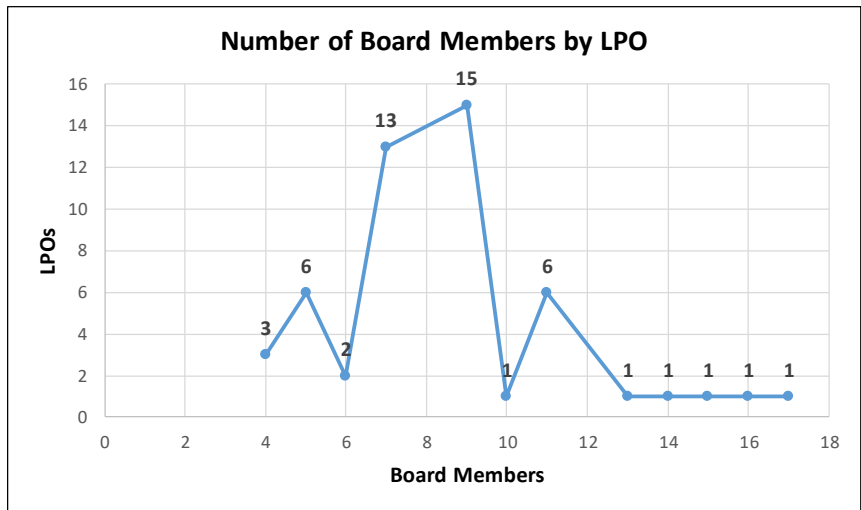
V. Governance, Financial Management and Operational Tools – Based on Mid-Year Data

A. Overview of Boards of Directors

To provide a snapshot of Board of Directors size and roles, LPOs were asked how many people served on their boards and key roles/titles of board members. Fifty-two LPOs identified the size of their boards. 54% (28) of those reported 7 or 9-member boards.

Size of LPO Board of Directors	
Board Members	LPOs
Inactive	1
4-6	11
7-9	28
10-12	7
>12	5
	52

Twelve LPOs had 10 to 17-member boards and one organization reported that its board was inactive.

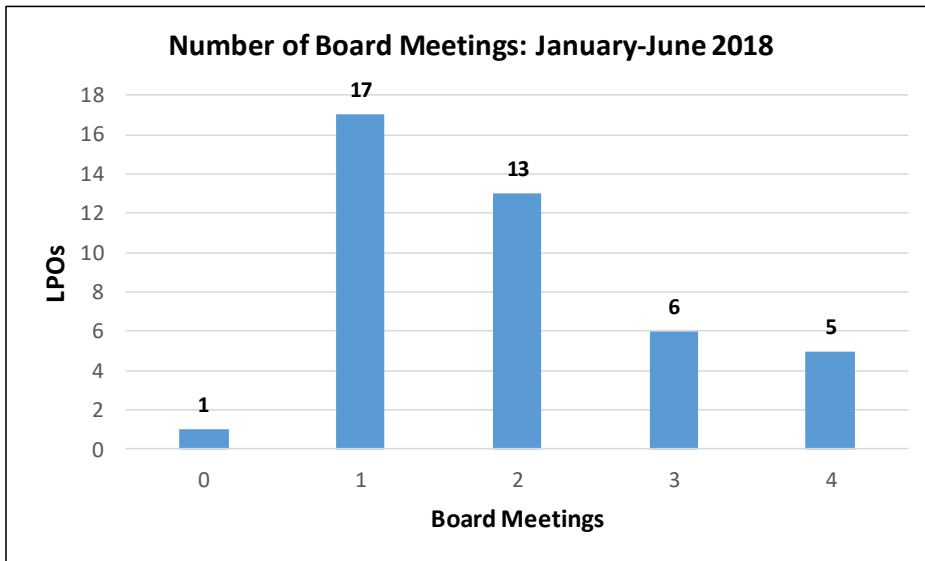


Role/Title	Total
CHAIRPERSON	50
TREASURER	45
SECRETARY	44
V/CHAIRPERSON	39
MEMBER	25
ADVISOR	22
SECRETARY GENERAL	4
OTHER	8
Total	237

The key roles/titles of 50 LPOs were analyzed. 100% of the responding organizations reported having a Chairperson, 90% had a Treasurer and 86% (43 unique LPOs) had a Secretary.

Board members' professional expertise of was collected for 231 of 237 roles. Teaching and social work constituted 57% of the professional backgrounds represented on LPO boards. Almost 40% of people serving as Chairperson were teachers. However, the majority (34%) of people serving as Treasurer were accountants.

Board Member Expertise	Total	%	Cum %	Chairperson Expertise	Treasurer Expertise
Social Worker	69	30%	30%	31%	22%
Teacher	63	27%	57%	39%	22%
Accountant	23	10%	67%	4%	34%
Medical Professional	22	10%	77%	16%	11%
Agriculturalist	5	2%	79%	2%	
Scientist	5	2%	81%	4%	
Administrator	3	1%	82%		2%
Other	41	18%	100%	4%	9%
Total	231	100%		100%	100%



Forty-two organizations reported on the frequency of Board of Directors meetings from January – June 2018. Eighty-one meetings were held during this period with an average of two meetings per LPO. Eleven LPOs did not respond, while one reported no meetings due to an inactive board.

Of the 40 organizations that specified the number of board members who attended each reported meeting, over a third had 100% participation. However, 18% of responding LPOs had an average attendance of less than 60%.

Board Meeting Participation	
Average Participation Rate	Number of LPOs
100%	14
80-99%	11
60-79%	8
40-59%	5
≤39%	2
	40

Forty-six LPOs responded to a question asking if the Executive Director was hired by or if the hire was approved by the Board of Directors. More than one-third of those LPOs (35%) said no.

B. Financial Management and Operational Tools

When asked if an annual audit of the prior year’s financials was conducted, 50 LPOs responded with 60% indicating “yes” (30 LPOs), while 40% indicated that an audit was not conducted.

LPOs were also asked their level of agreement or disagreement with the statements below in Table 11. Though one organization did not respond, the majority of LPOs either strongly agreed or agreed with each statement except the one about cash reserves. Notably, 41% of organizations indicated that they lacked cash reserves equal to three months’ operating expenses.

The organization...	has an operational budget.		has cash reserves equal to three months' operating expenses.		solicits resources from the community for program implementation.		accounts for all resources entrusted to it to implement activities.	
	Total	%	Total	%	Total	%	Total	%
Strongly Agree	27	52%	12	23%	10	19%	30	58%
Agree	19	37%	13	25%	27	52%	17	33%
Neither Agree/Disagree	2	4%	6	12%	7	13%	4	8%
Disagree	4	8%	18	35%	7	13%	1	2%
Strongly Disagree	0	0%	3	6%	1	2%	0	0%
Total	52	100%	52	100%	52	100%	52	100%

Operational Tools LPOs Utilize	Yes	% Yes	No	No response / invalid	Total
Mission, Vision, and Values (MVV)	51	96%	0	2	53
Board of Directors constitution and bylaws	50	94%	3	0	53
Annual budget	44	83%	9	0	53
Financial guidelines and systems	38	72%	14	1	53
Personnel guidelines/policies	36	68%	16	1	53
Strategic plan	32	60%	20	1	53
Professional development policies/plan in place	13	25%	40	0	53

When LPOs were asked if they used the operational tools listed above in Table 12, 83% to 96% indicated the first three. The other four tools showed progressively lower uptake culminating in only 25% of LPOs reporting that they had professional development policies or plans in place.

Recommendations:

7. Since 23% of responding LPOs had a Board of Directors with 10-17 members, further investigation would be beneficial to understand the rationale behind boards of that size. FCDE should also follow up with RUDFA to ascertain why its board is inactive.
8. Due to limitations in the way the question about board meetings frequency was asked, some organizations may have had more than four meetings during the first half of 2018. A follow-up conversation with the five organizations reporting four meetings held during this period (AFA, Karangaro Tukire Group, KCDC, NUWID and SMAFA) would clarify how many meetings were actually held and would provide an opportunity to ask about the reason for the high frequency of board meetings.
9. Low attendance at Board of Directors’ meetings may negatively impact the work of the board, particularly in regard to achieving a quorum. It would be valuable to investigate LPOs’ rules for quorums and to follow up individually with the following organizations that reported below 60% attendance rates at their meetings: Bio Garden, MJC, BADEF, KALI, ROCDIC, Rukungiri Veterans and Rwenzori Coffee Farmers.
10. It may help to ask all LPOs a general question about what factors into the decision to seek an audit or not. FCDE could use this information to determine at which point in an organization’s growth the benefit of conducting an independent annual audit outweighs the cost. FCDE should then provide LPOs with related guidance and consider developing external partnerships to increase support for LPOs seeking financial audits.
11. Though Table 11 points toward a great deal of work that LPOs are doing to achieve financial sustainability, promote transparency and ensure stakeholder buy-in, it is critical to further investigate LPOs’ reported lack of cash reserves.
12. Similarly, FDCE should investigate reasons for low uptake of various operational tools and consider how it may improve related training and one-on-one coaching support to LPOs.

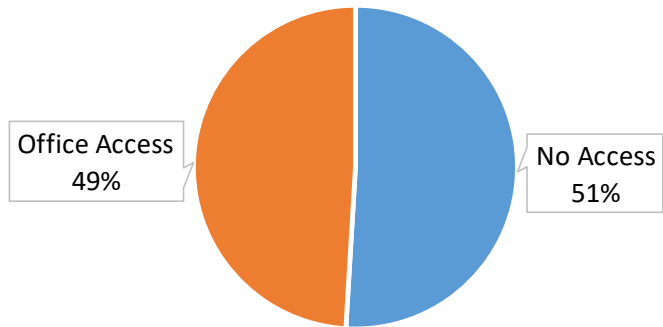
VI. Staff Resources and Training – Based on Mid-Year Data

A. Office Technology and Computer Skills

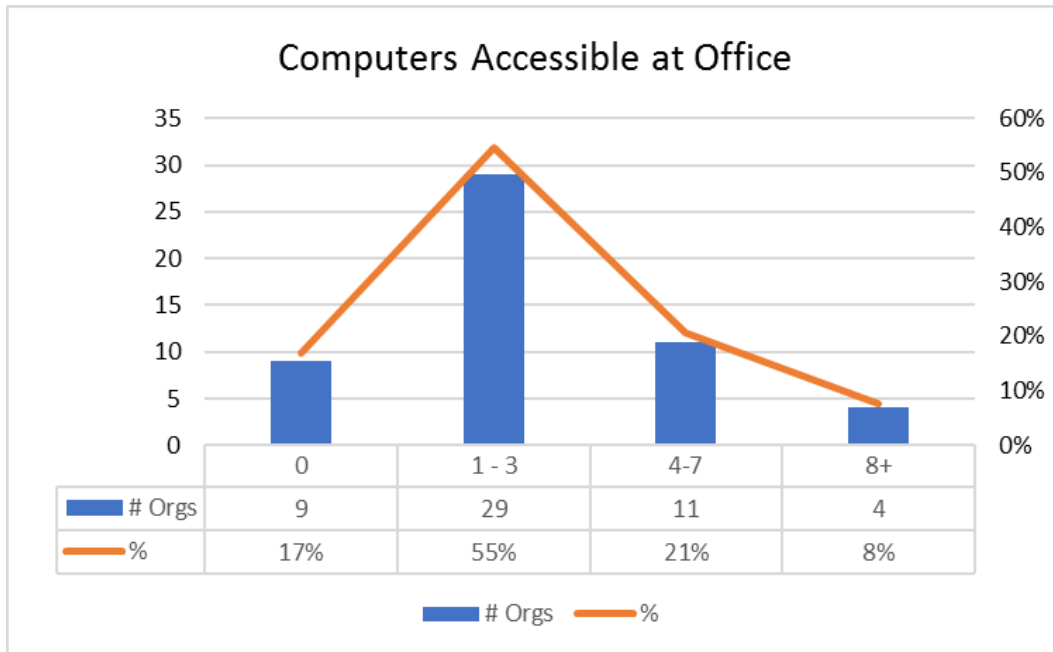
1. Computer Access:

Over half of FCDE’s LPOs have access to 1-3 computers at the office (29 of 53) and 49% have internet access (26 of 53). However, almost one-fifth (17%) of LPOs reported no computer access at their offices.

Office Internet Access



Computers Accessible at Office

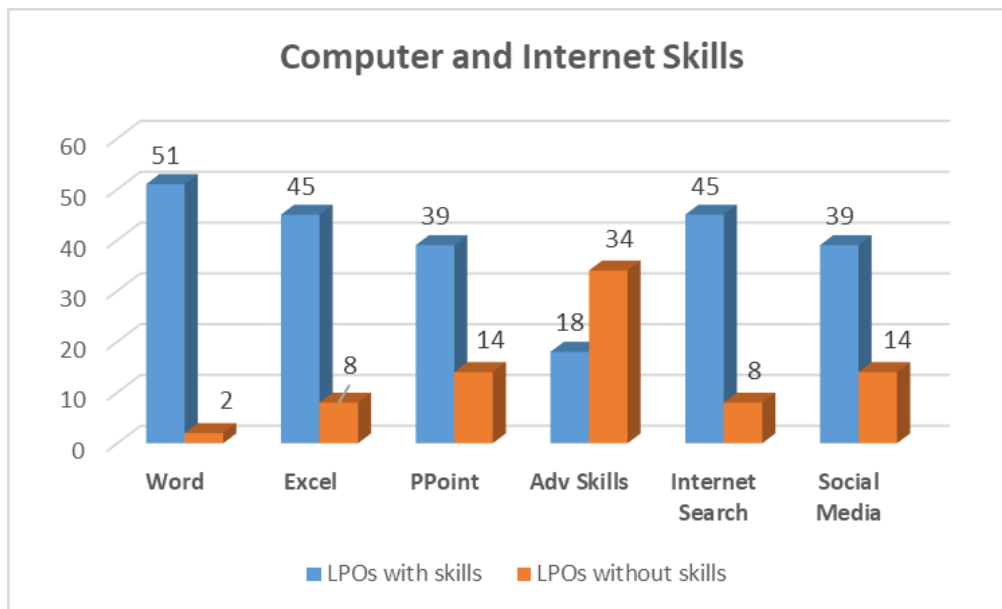


LPOs with No Computer Access at Office	Site
HICDEF	Rukungiri
KARANGARO TUKIRE GROUP	Rukungiri
KATENGA YOUTH GROUP	Rukungiri
RAPID	Rukungiri
RCS	Rukungiri
RUCOHE	Rukungiri
RUKUNGIRI VETERANS	Rukungiri
NUHA	Kasese
SMAFA	Kasese

More than 75% of organizations with no office access to computers are located at FCDE’s Rukungiri site.

2. Computer Skills

The majority of LPOs have staff with a variety of computer and internet skills. However, only 17% reported staff with advanced computer skills (one response was invalid). These included database management (9%), data analysis (6%), online file storage (6%) and QuickBooks (2%).



Compared to their counterparts, LPOs which lack office access to computers show markedly lower percentages of in-house skills using MS Excel, PowerPoint and social media, as shown below.

Skills of LPOs <u>with</u> computer access at office:						
	Word	Excel	PowerPoint	Adv Skills	Internet Search	Social Media
Yes	43	40	35	16	39	36
No	1	4	9	27	5	8
Total	44	44	44	43	44	44
% with skills	98%	91%	80%	37%	89%	82%
Computer skills of LPOs <u>without</u> computer access at office:						
	Word	Excel	PowerPoint	Adv Skills	Internet Search	Social Media
Yes	8	5	4	2	6	3
No	1	4	5	7	3	6
Total	9	9	9	9	9	9
% with skills	89%	56%	44%	22%	67%	33%

Additionally, Rukungiri LPOs appear to have the greatest need for basic computer training.

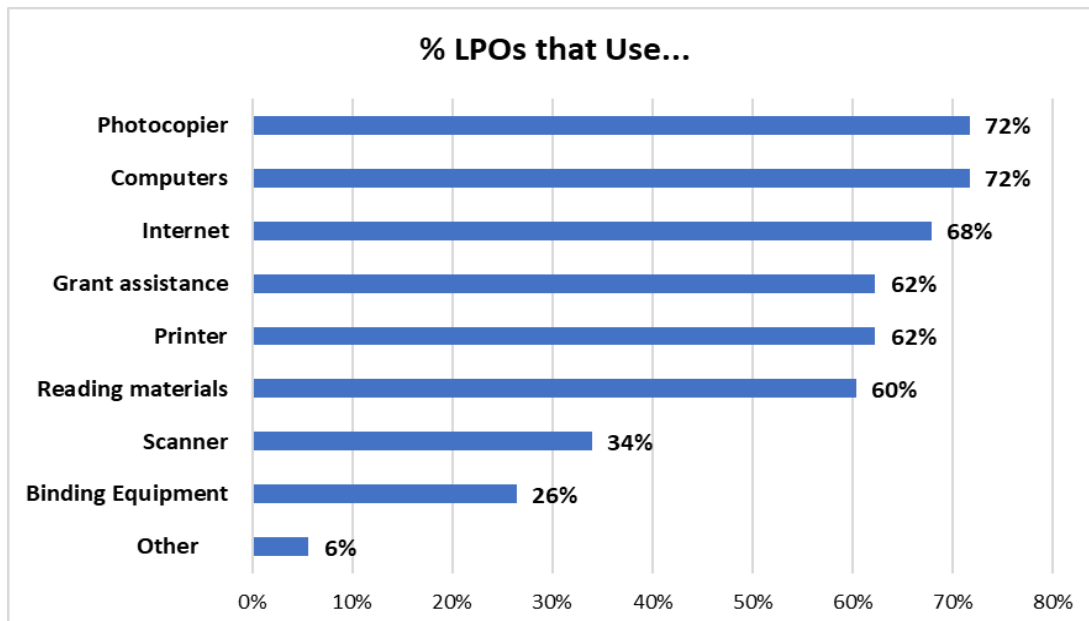
LPOs with no Excel skills:		LPOs with no PowerPoint skills:	
29% of Rukungiri-based LPOs		48% of Rukungiri-based LPOs	
6% of Kasese-based LPOs		13% of Kasese-based LPOs	

One factor affecting the disproportional findings between sites may be due to the fact that the Rukungiri site was established after Kasese so there is a higher percentage of newer LPO partnerships compared to those in Kasese.

LPOs w/no Staff Skilled in...				
LPO NAME	Site	Word	Excel	PPoint
RUCOHE	Rukungiri	No	No	No
MUFUNET	Kasese	No	No	
KARANGARO TUKIRE GROUP	Rukungiri		No	No
NWODA	Rukungiri		No	No
RMU	Rukungiri		No	No
ROCDIC	Kasese		No	No
RUKUNGIRI VETERANS	Rukungiri		No	No
SMAFA	Rukungiri		No	No
BMVSS	Rukungiri			No
KADOTH	Rukungiri			No
KP.SACCO	Kasese			No
MJC	Kasese			No
NUHA	Kasese			No
NUWID	Rukungiri			No
RUDFA	Rukungiri			No
Total		2	8	14

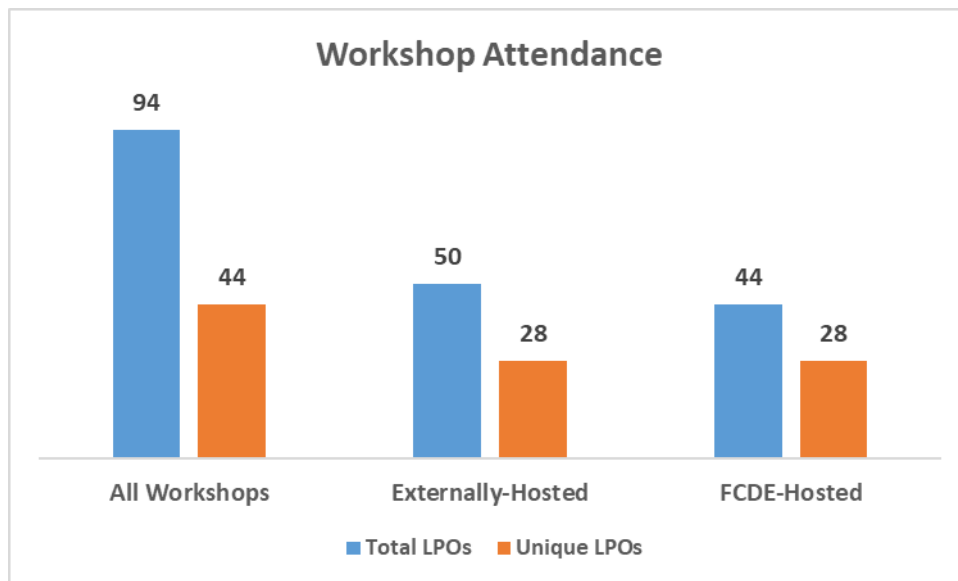
B. Regional Site Resource Center Usage

When asked about resources utilized at Regional Site Resource Centers, six out of nine resources were used by at least 60% of respondents. This suggests that the majority of resources FCDE provides meet an LPO need.



C. Workshop Attendance

Eighty-three percent of LPOs (44 unique organizations) reported attending a total of 95 workshops in the six-month period from January to June 2018. Fifty-three percent of all workshops attended were hosted by external organizations compared to 47% which were hosted by FCDE. A total of 28 were found to have attended workshops. When examined by a count of unique organizations attending workshops, 28 individual LPOs reported attendance for both externally-hosted and FCDE-hosted workshops. Although some organizations attended both types, there were some differences in LPOs that attended each subgroup. This indicates that some LPOs favored attending externally-hosted workshops over FCDE-hosted workshops and vice versa.



Rukungiri site LPOs had the highest rates of accessing multiple workshops. 57% of organizations (12 of 21) accessed 2-3 workshops in Rukungiri compared to 34% in Kasese (11 of 32).

Workshops Accessed by Site					
Workshops	Kasese		Rukungiri		Total
	Count	%	Count	%	
0	6	19%	3	14%	9
1	12	38%	3	14%	15
2	8	25%	7	33%	14
3	3	9%	5	24%	9
4	3	9%	2	10%	5
5			1	5%	1
Total	32	100%	21	100%	53

The most popularly reported attendance for FCDE-hosted workshops was at marketing and fundraising workshops. Externally-hosted workshops covered a broader range of topics and LPO attendance was generally more diffuse.

FCDE-hosted Workshops		Externally-hosted Workshops			
Training Theme	Total	Training Theme	Total	%	Cum %
Marketing	20	Business Development Skills	5	10%	10%
Fundraising	16	Agriculture	4	8%	18%
Administrative and Management Skills	4	Legal	4	8%	26%
Tech/Computer Skills	3	Program Planning	4	8%	34%
M&E	1	Clean Energy	4	8%	42%
Total	44	Administrative and Management Skills	4	8%	50%
		M&E	3	6%	56%
		Women's & Girls' Empowerment	3	6%	62%
		Disaster Mitigation and Response	3	6%	68%
		Tech/Computer Skills	2	4%	72%
		Fundraising	2	4%	76%
		Other (one-offs)	12	24%	100%
		Total	50	100%	

D. Interest in Small Business Training

98% of LPOs (52 of 53) reported that they or their beneficiaries would be interested in income generation training. Interest dropped to 78% (38 of 49) if the training were to focus on activities requiring a loan. This response from clients informed FCDE’s decision to pilot the Small Business Initiative in 2019. Although LPOs indicated that they wanted small business training, it was not their highest need.

E. Greatest Needs

When asked: “What is your organization’s biggest training or resource need,” 53 LPOs offered 65 responses. Seventy-nine percent of LPOs (51 of 65) reported the need for more support in Fundraising, Administrative and Management Skills and Tech/Computer Skills. “Other” responses included: Agriculture, Facilitation Skills, Program, Management, Risk Assessment and Teacher Training.

Greatest Reported Need	Total	%	Cum %
Fundraising	20	31%	31%
Administrative and Management Skills	16	25%	56%
Tech/Computer Skills	15	23%	79%
M&E	5	7.5%	86.5%
Business Development Skills	4	6%	92.5%
Other	5	7.5%	100%
Total	65	100%	

Recommendations:

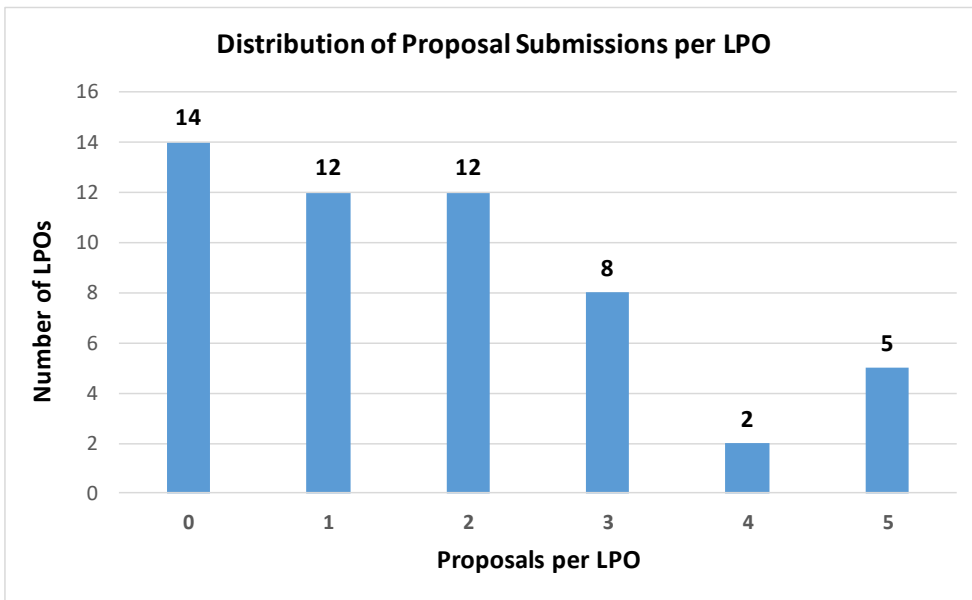
13. Conduct follow-up conversations with organizations that reported no computer access at the office to learn more about how, when, where, and why they use computers. The conversation may also explore the possible application of computer technology to the LPOs' work to help determine if those organizations view computer technology as a current or future need.
14. Follow up with LPOs that reported a lack of basic computer skills to explore the factors that may be contributing to a comparatively lower capacity in the area of computer and internet skills. Provide targeted training as appropriate to the site-specific needs of LPOs and allocate resources accordingly.
15. As a client-centered, capacity-building organization, FCDE currently provides workshops that target LPOs' top three reported needs: Fundraising, Administrative and Management Skills and Tech/Computer Skills. It would be beneficial to follow up with organizations that identified those same areas as their biggest needs for two reasons. First, to better understand the specific support that LPOs require, which could inform the refinement of workshops in 2019 as part of FCDE's Tier Support Model. And second, to learn more about why there was low utilization of the Administrative and Management Skills and Tech/Computer Skills workshops that FCDE offered in the first half of 2018, given that those topics were identified among LPOs' greatest needs.
16. Another point for further investigation concerns FCDE's Marketing workshop. Although it was the most attended FCDE-hosted workshop in the first half of 2018, "Marketing" failed to register as one of LPOs' highest needs. This could indicate that FCDE is already meeting or has met LPOs' need in this area. Alternatively, it may mean that LPOs feel that marketing is of nominal value. This merits follow up to help inform FCDE's future capacity-building strategy in relation to marketing skills.

VII. Grant Proposals – Based on Mid-Year Data

A. Proposal Submissions and Awards

LPO Proposal Submissions: January - June 2018			
Submissions per LPO	LPOs	Proposals	%
0	14	0	0%
1	12	12	13%
2	12	24	26%
3	8	24	26%
4	2	8	8%
5	5	25	27%
Totals	53	93	100%

To capture a snapshot in time of LPO grant fundraising, FCDE asked organizations to indicate the number of proposals submitted and grants awarded during the first half of 2018. Ninety-three proposals were reported submitted by 74% of LPOs (39 of 53), representing an average of two proposals per organization.



Forty-five percent of LPOs (24 of 53) submitted 1-2 proposals, however, 26% did not submit anything during this period.

Overall, LPOs reported a 29% success rate for grant funding (27 grants out of 93 proposals). The status of 11 proposals was unknown at the time of reporting. Eighty-seven proposals were submitted to external donors with 24% success (21 of 87). The remaining six were submitted to and ultimately funded by FCDE after an iterative process of grant writing coaching and revision. For external funders, organizations submitting 1-2 proposals had a higher average success rate (31%) than those submitting three or more proposals each (19%). In fact, 8 of 14 LPOs that submitted three or more proposals to external donors failed to win any grants, even though they accounted for 36% of all proposal submissions to non-FCDE funders.

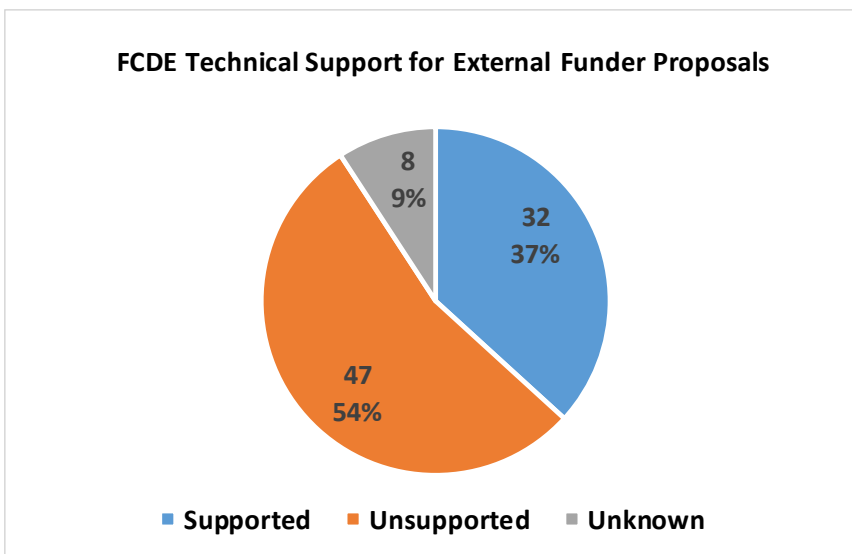
Proposals Submitted to External Funders					
Submissions	Funded	Not Funded	Unknown	Total	Success Rate
3+	10	40	2	52	19%
1-2	11	15	9	35	31%
Total	21	55	11	87	24%

In total, 38% of LPOs submitting proposals to external funders were awarded grants (14 of 37). These grant winners demonstrated an average success rate of 60% and an extremely high success rate of 79% for those that submitted 1-2 proposals.

Grant Winners' Overall Proposal Submissions to External Funders				
Submissions	LPOs	Proposals Funded	Total Proposals	Success Rate
3+	6	10	21	48%
1-2	8	11	14	79%
Total	14	21	35	60%

B. FCDE Proposal Writing Support

FCDE provides technical support to LPOs to improve grant writing skills as part of its capacity building training. This includes workshops and one-on-one coaching as requested. During the first half of 2018, FCDE supported proposal writing for just over half of all LPO grant-winning submissions (14 of 27). To investigate the impact of this support without bias, the six FCDE-funded proposals that automatically received support were removed and the remaining 87 proposals submitted to external funders were analyzed. As Chart 15 illustrates, FCDE provided technical support to more than one-third of those proposals. Ultimately, 25% of the FCDE-supported proposals were successful (8 of 32) compared to 28% for unsupported proposals (13 of 47). In that there was little difference between these rates, an argument could be made against the need for technical assistance. However, it is unclear if the LPOs that received FCDE support would have been as successful without it.



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C. LPO Proposal Themes

Twenty-seven percent of all LPO proposals submitted January – June 2018 were for economic empowerment projects and approximately one-third of them received funding. The second most popular theme was health. Menstrual hygiene management projects accounted for 37% of the health-themed proposals (7 of 19) but none were awarded grants. The third most common theme was shared by water, sanitation and hygiene (WASH) and agriculture projects. WASH proposals had the highest success rate (43%) and garnered 6 grants out of 14 proposals. Preventing violence against women and children was the fourth most popular proposal theme but won no grants.

Proposal Themes	Funded	% Funded	Not Funded	Unknown	Total	Cum %
Economic Empowerment	8	32%	14	3	25	27%
Health	4	21%	11	4	19	47%
WASH	6	43%	7	1	14	62%
Agriculture	4	29%	10		14	77%
Preventing Violence Against Women & Children	0	0%	6		6	84%
Other	5	33%	7	3	15	100%
Total	27		55	11	93	

Recommendations:

17. The fact that more than one quarter of LPOs did not submit any proposals in the first half of the year represents an opportunity for FCDE to increase its impact on organizational fundraising capacity. FCDE should assess the proposal writing needs of those organizations and offer targeted technical support accordingly.

18. There are multiple factors that affect an organization’s grant writing success rate including, but not limited to: grant writing skill, preparation of supporting documents, quality of prospect research and prior establishment of funder contacts. It would be beneficial to assess how well LPOs address each of these elements to identify their strengths and capacity needs related to grant fundraising. Monitoring and evaluation could also be improved by asking LPOs to distinguish between proposals submitted to new and existing donors. In this way FCDE could determine a range of target success rates against which to measure grant writing outcomes for LPOs and itself. Funding for Good (2018) suggests that a high rate of success is 30-40%, when applying to new funders. If applying to a combination of new and existing funders, a 50-60% success rate may be expected.ⁱ

19. FCDE should target grant capacity-building support to the eight LPOs that submitted three or more proposals accounting for 36% of all submissions (31 of 87) to external funders, yet won no awards: ADFORD, AFA, AOHFYDA, CESODE, CHDF, KADYFA, LADA and READT.

20. To help determine capacity-building indicators for grant writing support aligned with the higher levels of FCDE’s Tier Support Model, staff should follow up with a sample of LPOs that won grants from external funders but did not seek FCDE assistance. Discuss what they believe to be FCDE’s value added in the grant writing process and identify at which point they judged FCDE’s technical support was no longer needed. Consider integrating the information into resource center planning and Tier-based performance targets.

ⁱ Clinton, A. (2018, August 16). About Grant Writer Success Rates. [Blog post]. Retrieved from <https://fundingforgood.org/about-grant-writer-success-rates/>