2020

LPO Monitoring Report

FCDE
Foundation for Community
Development and Empowerment

CONTENTS

LIST OF ABBREVIATIONS

BoD   Board of Directors

LPO   Local Partner Organization

M&E   Monitoring and Evaluation

FCDE   Foundation for Community Development and Empowerment

OVC   Orphans and Vulnerable Children

PWD   Person with Disability

1.1 Background to the Annual Monitoring

FCDE used to conducts two surveys annually designed to monitor changes in organizational capacity which were the mid-year and annual survey respectively. The two surveys were consolidated into a single annual survey that encompasses all that FCDE aims to learn from partner organizations. This single survey yields responses from over 50 local partner organizations in Kasese and Rukungiri which undertake a range of sustainable development initiatives in their communities. Using the administered end-of-year survey, the goal of annual monitoring is to produce a snapshot of organizational change that:

1. Informs FCDE strategies that support capacity growth

2. Highlights areas to direct support for specific organizations

3. Generates learning that can be shared with a variety of audiences, including local, regional and international partners, institutional funders and the individuals who support our work.

4. Shows adaptions and projections due to Covid-19 pandemic-related disruptions and changes in partner organization priorities.

1.2 Focus of the End-Year Monitoring

FCDE is focused on strengthening and learning from work by making data and reports more timely, accessible and informative to staff, leadership, partner organizations and funders, through the refinement of simple-to- interpret metrics, development of well-designed dashboards, design of a replicable methodology for analysis and delivery of effective training, as needed, for staff who support data collection and management.

Key aspects of the data analysis were to;

a) Integrate FCDE's 2020 end-of year data for Kasese and Rukungiri, conducting a quantitative analysis of the data and producing a report of findings in easy-to-understand language that helps readers visualize the data.

b) Identify metrics/corresponding survey questions that could be refined, improved or discontinued based on how meaningful and/or actionable the findings are to support the preparation of the 2021 Year-End survey and in regard to the shifting context caused due to Covid-19 work disruptions.

c) Provide documentation, training or technical assistance, as needed, to staff who support data collection and entry.

METHODOLOGY AND APPROACH TO THE MONITORING

2.1 Analysis design and coverage

Initial survey 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. To achieve the best results, a mix of exploratory and descriptive data analysis were used. The exploratory procedure provided a variety of visual and numerical summaries of the data, either for all cases or separately for groups of cases. It worked with both dependent and group variables. Descriptive data analysis would involve the use of field-based experiences and reports on particular fields to bring out the meaning of data. Staff who carried out these interviews were debriefed through a set of 6 question about the survey process and whose results are included in the challenges and concluding sections of this report. The strength and nature of relationships between demographics or certain LPOs and the results they achieved were determined and general conclusions were made based on the results of this determination. From the data shared, these analysis types and approaches were applied to directly answer the aspects stipulated in the scope of work.

2.2 Quality Control in data collection and cleaning

Quality control was done based on a data quality management cycle (Melissa Data Corp., 2015). Training of staff and competent enumerators, pretesting of tools, backstopping and hands-on supervision were done to maintain an integral standard of data collection from LPOs during the activity. The approaches below were done to ensure quality;

Competent data collectors were identified from among staff members and individuals who had previously carried out the survey. A special meeting session was held remotely to familiarize all the staff and enumerators on the revised data collection tool. After the joint data review, cleaning and triangulation processes within and among LPOs, follow-up was done for LPO data that was incomplete or did not provide comprehensive responses.
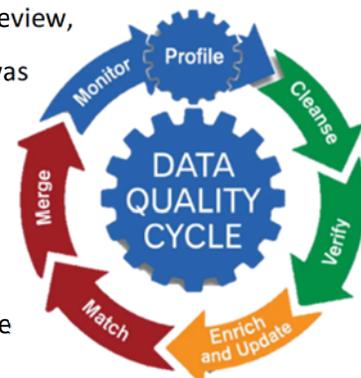

Figure 1: Data quality

2.3 LPO Monitoring Data Collection Challenges

- A number of LPO key staff were not always immediately available during the scheduled time of the interviews.
- There was inconsistency of information collected on LPOs that was later rectified during data cleaning.

This section includes the findings from the 2020 Monitoring assessment among 50 LPOs interviewed from Kasese and Rukungiri districts, as validated from the 50 responses of the 2020 participants. The data gathered from LPOs in the districts were tallied, analyzed, and interpreted using mostly Microsoft excel pivot tables and descriptive charts. Frequency, ranking, weighted mean and simple correlations were used to describe the typicality of responses from the LPOs.

The data collected in this phase of FCDE monitoring includes information on socio-economic characteristics; it also includes opinions from key LPO stakeholders in the districts.

3.1 Organizational Priorities and Staff

a) Overview of LPOs

The 50 LPOs which willingly participated in the monitoring were characterized by a preponderance of Tier 2 LPOs over Impact Partners as Tier 2 constituted 90% (49) and Impact Partners made-up 10% (5). Further, a higher degree of response was from LPOs within Kasese (60%; 30) as opposed to those in Rukungiri (40%; 20).
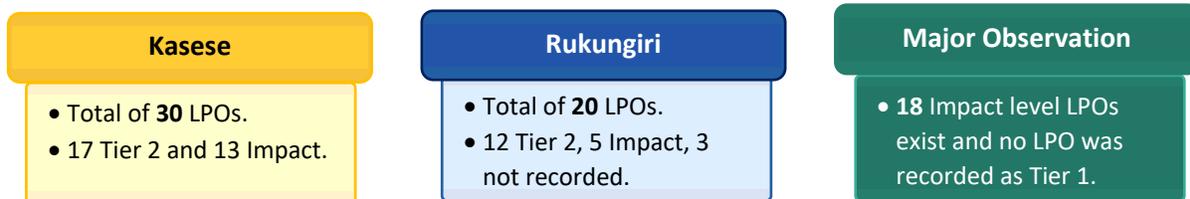
Kasese	Rukungiri	Major Observation
• Total of **30** LPOs. • 17 Tier 2 and 13 Impact.	• Total of **20** LPOs. • 12 Tier 2, 5 Impact, 3 not recorded.	• **18** Impact level LPOs exist and no LPO was recorded as Tier 1.

Figure 2: Number of LPO respondents by theme and district

Impact level partners (Tier 3) increased in count from a combined 5 in the 2019 LPO analysis to 18 in the 2020 LPO monitoring report accordingly. 3 partner's responses were not recorded or ranked in based on the Tier system.

On website ownership, the LPOs per location were recorded as having a website;

	Tier 2	Tier 3	Tier *Uncategorized*
Kasese	4	9	0
Rukungiri	2	0	2
Total Count	6	9	2

Figure 3: Number of LPOs with websites per location and Tier.

b) Staff

Staffing among LPOs was assessed through determining which roles were paid, dedicated, and filled by either male or female staffers per LPO. A total of 388 total staff were reported by respondents representing 50 LPOs across both regional sites, this is a reduction from 430 reported for 2019 (*n=52*) and greater than the 292 reported for 2018. On average, for every 5 staff, 3 staff were paid, which is the same ratio as results from 2019 for the LPOs. The results from this as per the tool used are shown below;

Figure 4: Number of Paid and Total Staff per LPO.
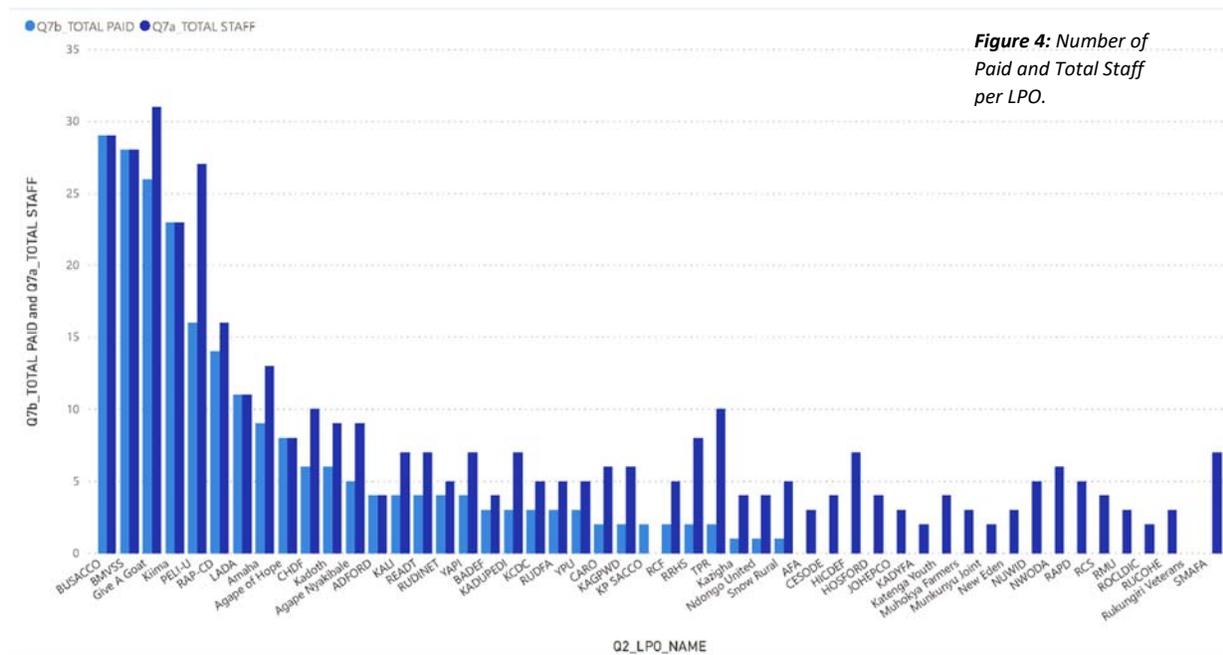
A large proportion of LPOs with the greatest number of staff were as expected in the Tier 3 category. LPOs in Rukungiri (*n=20*) had on average 60% staff paid for all the recorded staff in an organization (177 total, 107 Paid). While Kasese LPOs (*n=30*) had an average 58% payment rate for all staff, which goes to show that labor dynamics could be homogeneously spread in the development contexts of Western Uganda where Kasese and Rukungiri are. It could also be the case that this combination of paid/unpaid positions is perfect for the nature of work that LPO staff are engaged in. Below is a summary of Executive Leadership gender with about 3 in 10 Executive Leadership occupied by women;
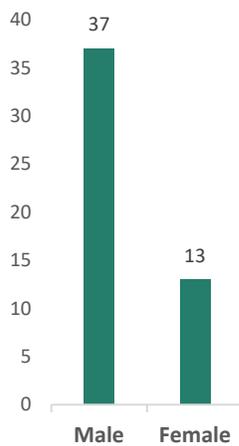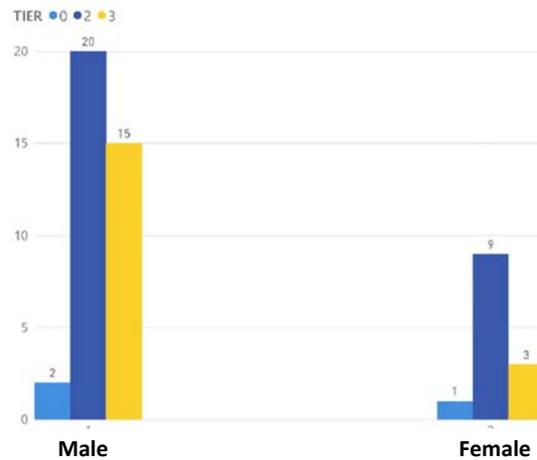

About 30% of Executive Leadership positions are occupied by women.

Figure 5: Number of Males/Females in Executive Leadership per Tier

c) Organizational Priorities

LPOs were asked to identify which among FCDE's six focus areas best described their own organizational priorities and focus. Findings revealed an average of 2 areas were reported per LPO, which is similar to the results of 2019. Social Justice and Agriculture, Energy & Environment were the least selected focus areas, which is similar to the trend recognized in the 2019 LPO report.
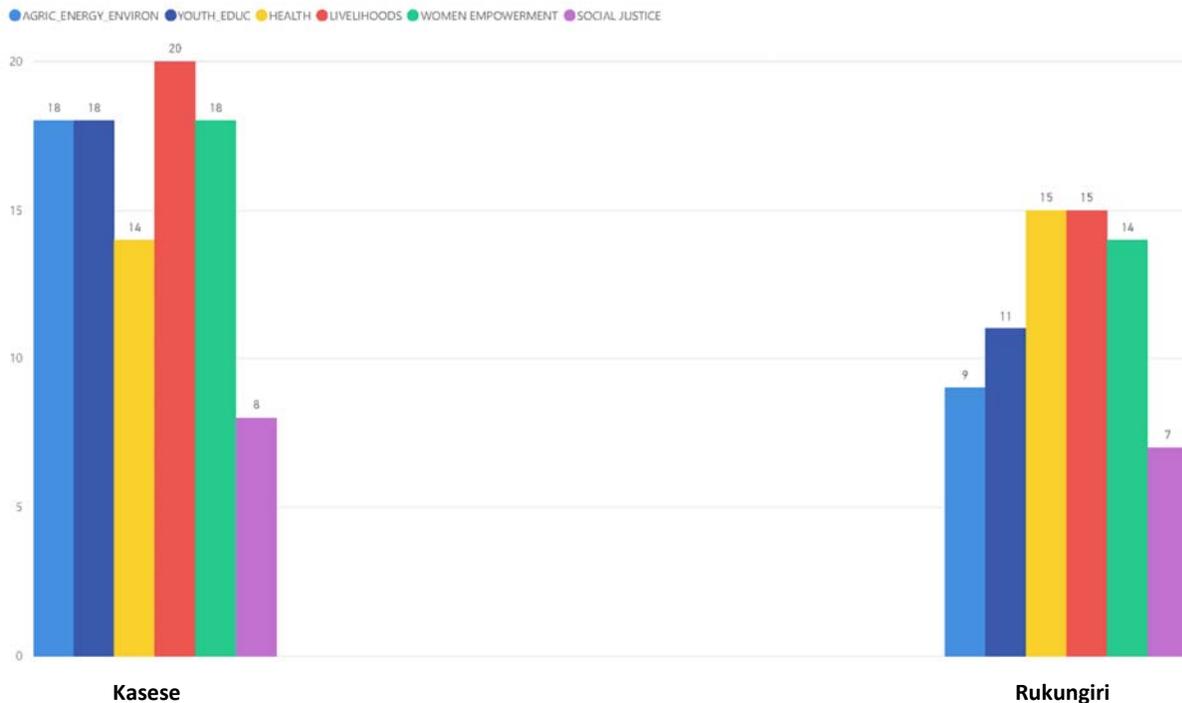

Figure 6: Number of LPOs per focus area/priority area.

Compared to 2019 results, **Health as a focus area has risen to become one of the prioritized areas for LPOs in 2020 when compared to 2019**. This is particularly highlighting the probable health related Covid-19 pandemic response projects that arose during the pandemic. **Livelihoods remains the predominant focus area for most LPOs** with Women's empowerment, Youth & Education being among the fairly rated themes for the mostly the Tier 2 LPO category. Below is the distribution of responses per LPO Tier;
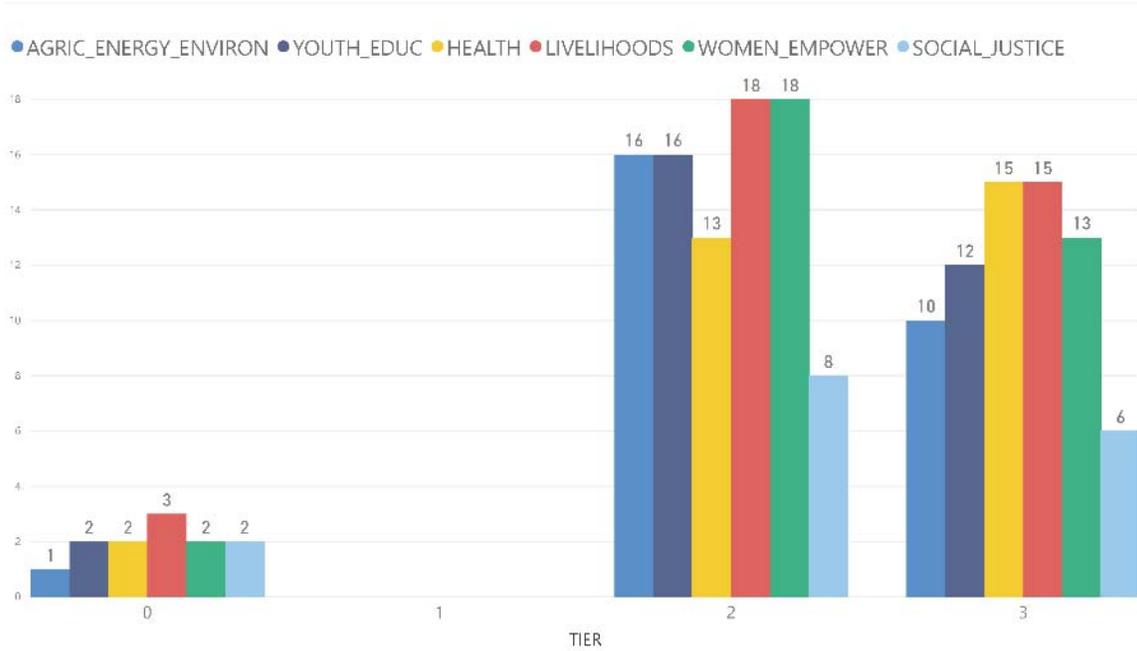

Figure 7: Number of LPOs per focus area/priority area by Tier

3.2 Organizational Tools Use

When LPOs were asked if they used the operational tools listed below, 85% to 95% indicated they use MVV, Multi-Year plans and Annual budget related tools which is different categorization with the Multi-year compared to 2019, and vastly different from 2018 where the first three tool categories were the most mentioned. Professional development and M&E tools showed progressively lower uptake culminating in about 28% of LPOs mentioning that they use a Professional development policy as illustrated below.
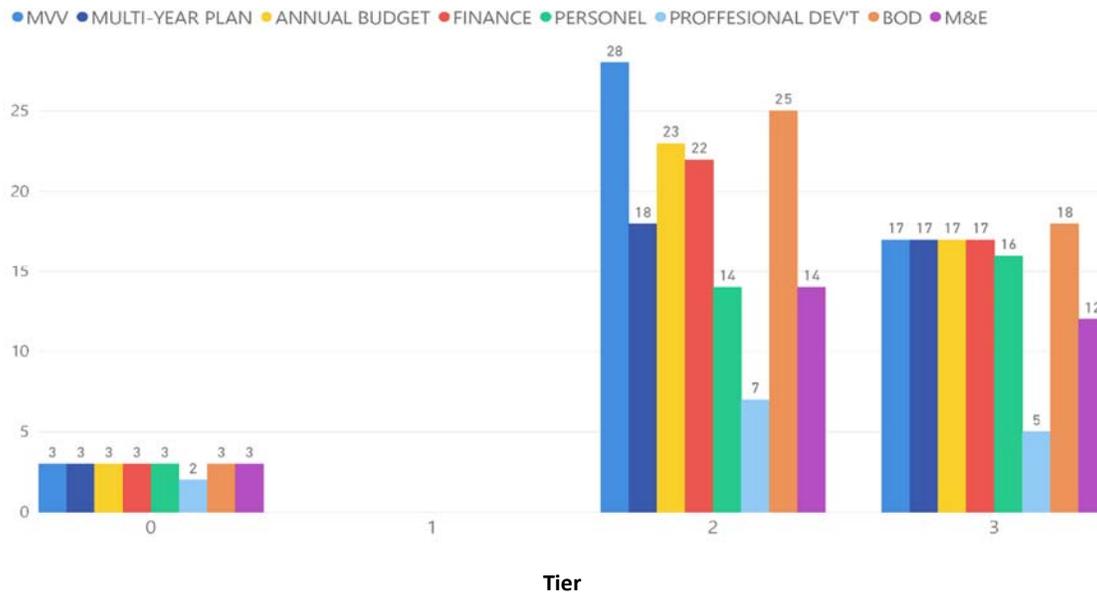
Health was rated as a dominant LPO focus area in 2020.

Tier

Figure 8: *Number of LPOs reporting Use of each tool per Tier*

Predominantly, all but 2 LPOs reported utilizing a Mission, Vision, and Values (MVV) tool with more than 88% reporting that they use Financial guidelines and systems in their work. It stands to reason that capacity needs to be directed towards the intersecting LPOs that reported using neither of the crucial tools as listed below per aspect;

No Annual Budget tool;
Kadoth
Katenga Youth
Munkunyu Joint
NUWID
RCS
RUCOHE
SMAFA

No Mission, Vision, and Values (MVV)
AFA
BMVSS

3.3 Boards of Directors and M&E

a) Number of Board Members

Crucial organizational elements like the board of directors were also determined especially in the context of the Covid-19 pandemic. During lockdowns for example, board meetings could not be possible for some LPOs and as such crucial organizational decisions were left pending or delegated to a few members. Board

staffing in terms of number was determined and will be compared over time as a metric for organizational growth. Below are summary charts showing numbers of board members from this data collected;
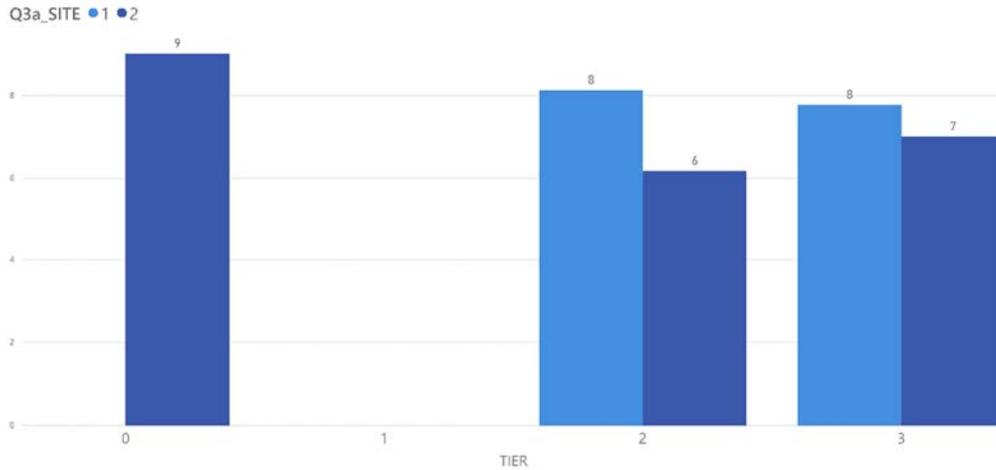

Figure 9: Average Number of Board Members per Tier per Site

Interestingly, numbers of board numbers are categorical amongst the LPOS irrespective of the site, as shown in the chart that follows. This could be because roles within boards are definite and cannot be expanded further than necessary. LPOs with smaller boards could be followed up for clarity and support offered accordingly;

Figure 10: Number of Board Members per LPO
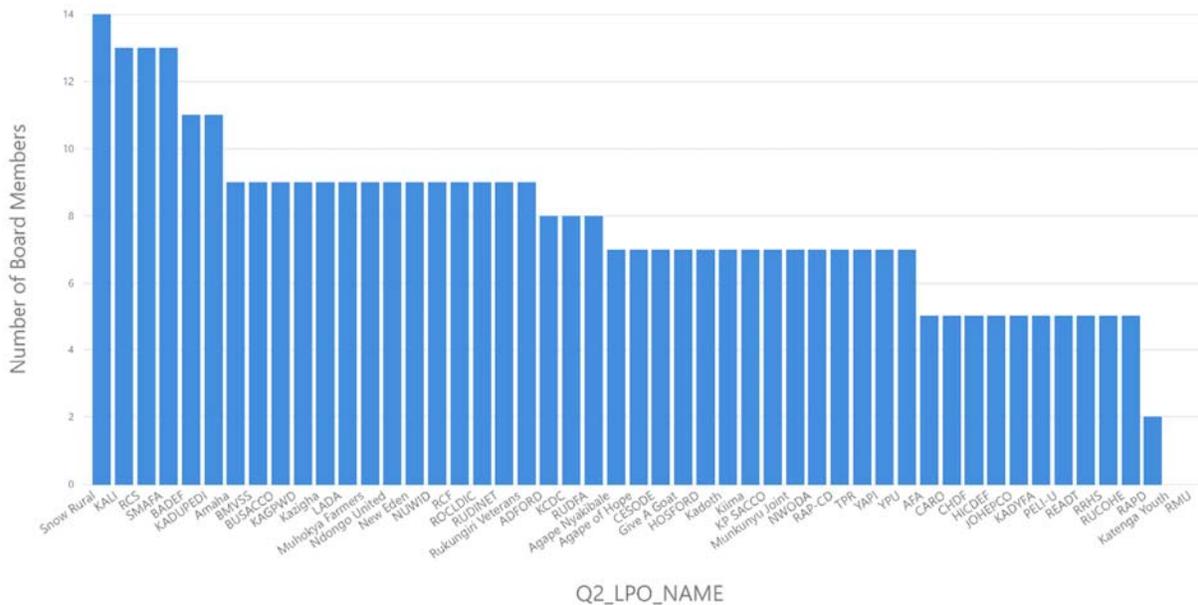
b) Board Meetings and Frequency

As expected, due to the change in way of work close to 6 in every 10 LPOs mentioned that schedule of their board meetings was impacted by the pandemic and subsequent lockdowns. LPO boards typically

meet quarterly (34% reported this) more than any other frequency of meetings. Bi-annual board meetings were dominant among Tier 2 LPOs (10 LPOs) compared to Tier 3 (2 LPOs) that reported routinely having these board meetings at least twice a year as summarized below;

TIER ●0 ●2 ●3
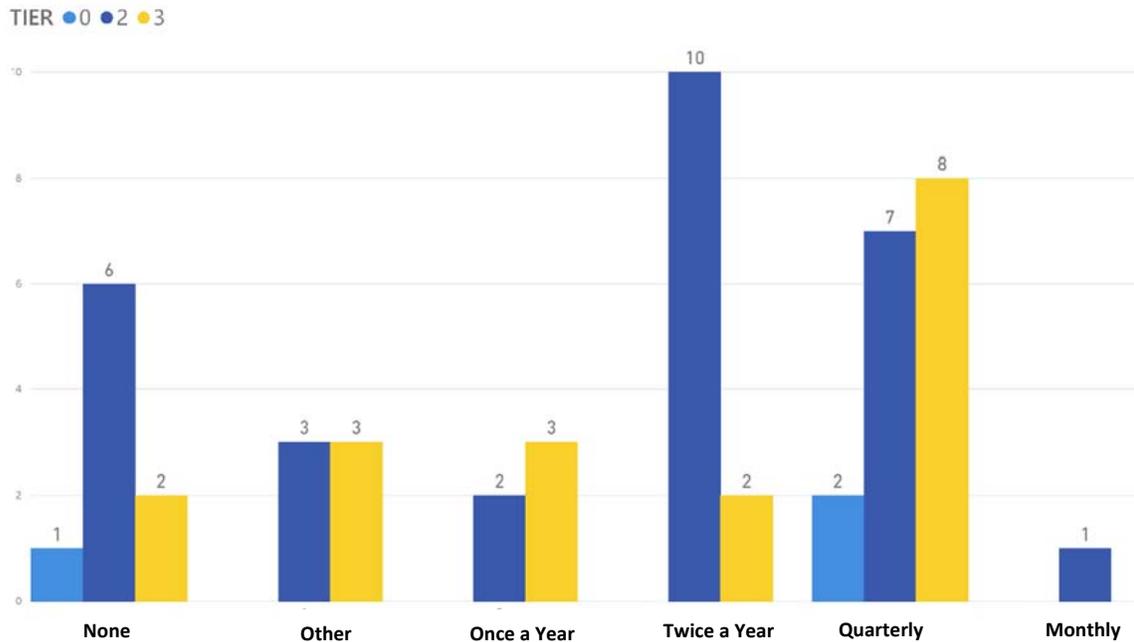
Figure 11: Number of LPOs per Board Meeting Frequency category

KCDC was the only LPO that mentioned that they had their Board meetings on a monthly basis for 2020 and 9 LPOs mentioned not having any board meetings for 2020. These should be followed up to determine the matters around the lack of meetings for 2020;

LPOs reporting no board meeting held for 2020
BUSACCO
JOHEPCO
Katenga Youth
Munkunyu Joint
RCS
RMU
RRHS
SMAFA
TPR

9 LPOs did not have any board meetings in 2020.

Reasons for 'Other' frequency of meeting were recorded as;

"Met once due to covid-19 but normally meet twice a year"
"held one meeting in january"

b) <u>M&E Activities</u>

Fewer LPOs reported carrying out M&E activities regularly including 4 Tier 3 LPOs. Collectively however, more LPOs reported carrying out M&E activities at least once a year (29 LPOs) than not carrying them out completely (16 LPOs). As shown in the chart below, Tier 3 LPOs were carrying out M&E more frequently compared to other Tier categories;

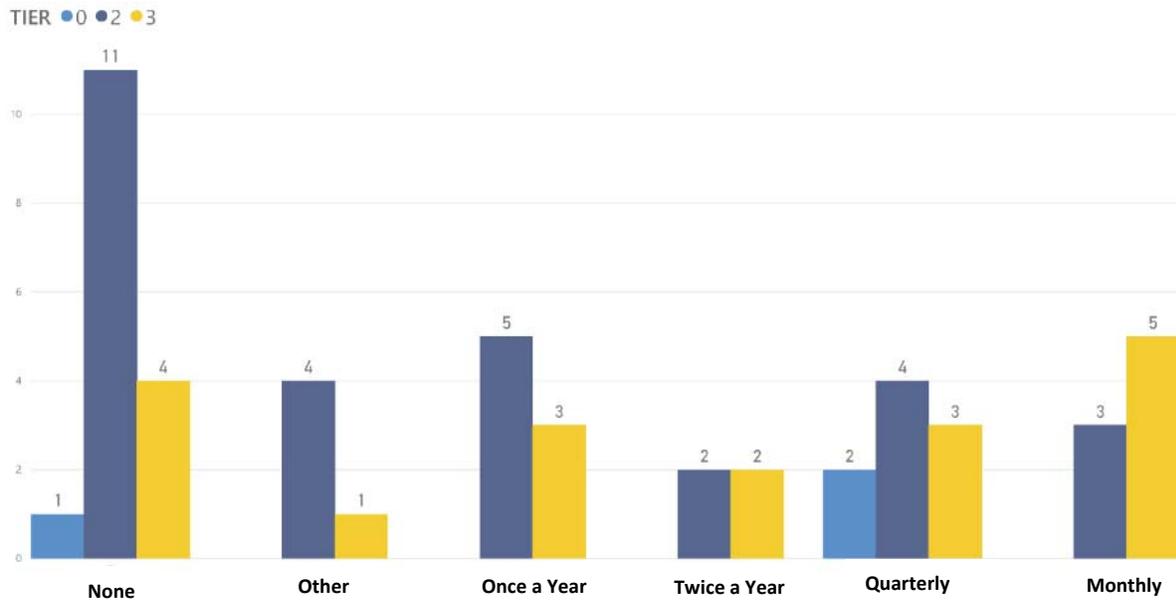*Figure 12: Number of LPOs per M&E activity frequency category*

M&E activities were reported to have been fairly evenly affected amongst Tier 2 and 3 LPOs across both locations. This could be because since most M&E activities are field based, and movement was restricted, it was inevitable for activities to be affected uniformly as illustrated below;

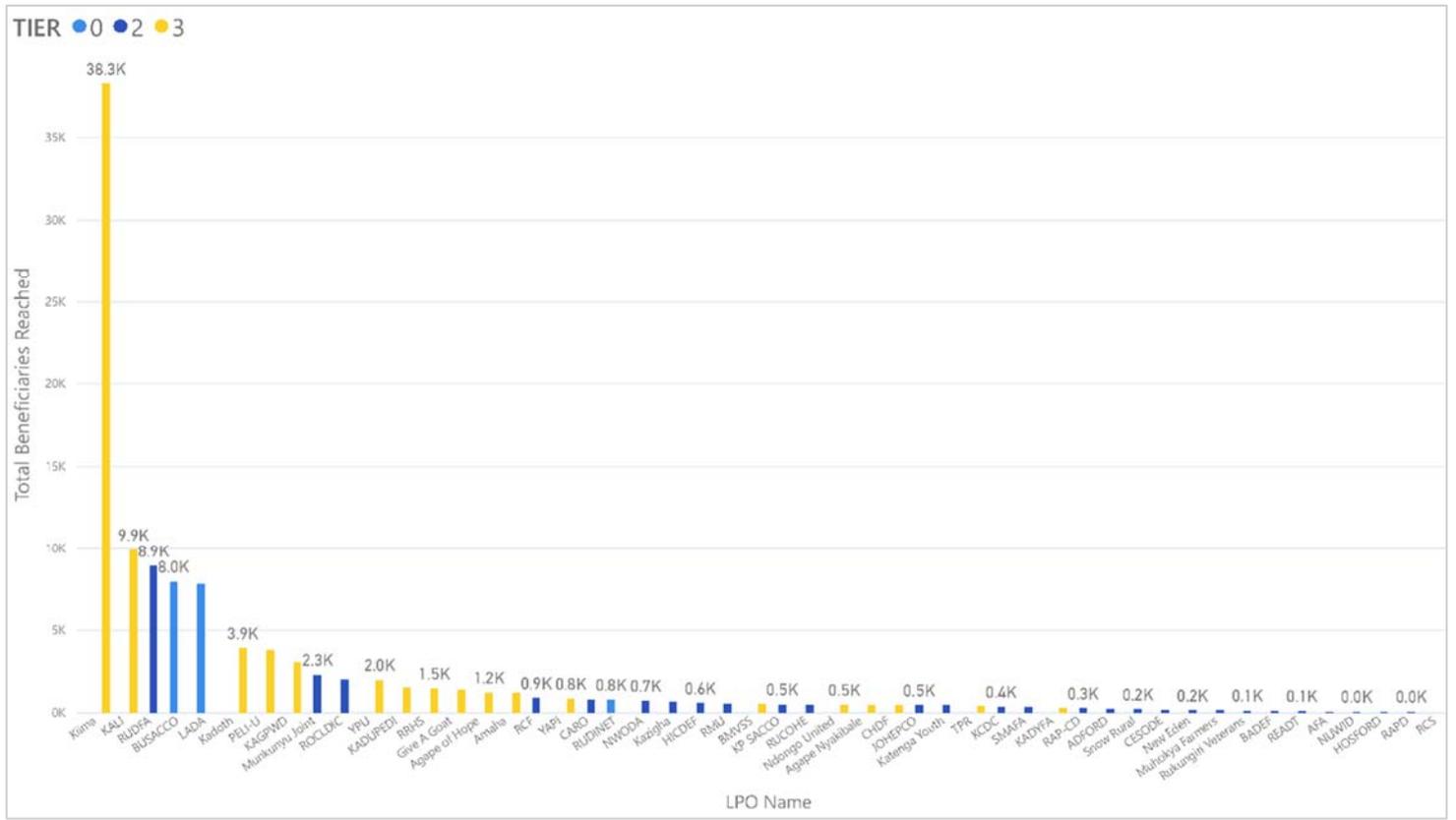*Figure 13: Number of LPOs responding to being affected by the Pandemic*

The most prevalent reason for the lack of frequent M&E activities was cited as being due to lockdowns restricting movement, as illustrated through the word cloud below representing the frequency of occurrence of the words below with size based on qualitative responses from LPO respondents on this;

Figure 14: *Word cloud of responses from LPOs on why M&E activities were not done in 2020*

3.4 Beneficiary Count for LPOs (direct and through joint programmes)

LPOs were asked to state their programmes and the number of beneficiaries who directly participated in each programme during January-December 2020 including those reached through special pandemic related projects. All LPOs reported a summed direct beneficiary count of exactly 109,570 individuals reached in both Kasese(71,408) and Rukungiri(38,162). This is a reduced difference by 17,773 from the 127,343 individuals reached directly the year before. However, in 2020, there were 2 less LPOs than in 2019. Double counting was proactively avoided more in the 2020 survey than in the previous assessments.

Beneficiary Table

District	Tier 0	Tier 2	Tier 3	Total
Kasese	-	9,269	62,139	71,408
Rukungiri	16,553	12,482	9,127	38,162
Total	16,553	21,751	71,266	**109,570**

On average, a Tier 3 LPO reached close to 4,000 beneficiaries while a Tier 2 LPO reached about 1,000 beneficiaries directly in 2020. The charts below highlight the beneficiaries reached for 2020;

109,570 direct beneficiaries were reached by LPOs in 2020.

Figure 15*: Beneficiary reach per LPO with Tier category*

Tier 3 LPOs generally dominated the upper percentile of high beneficiary numbers reached with a few Tier 2 LPOs in the same category. This somewhat plateau beneficiary reach compared to 2019 (a 2% reduction) is good when put into the context of the lockdowns, lost program time due to the pandemic and LPOs that ceased operation or dropped off.

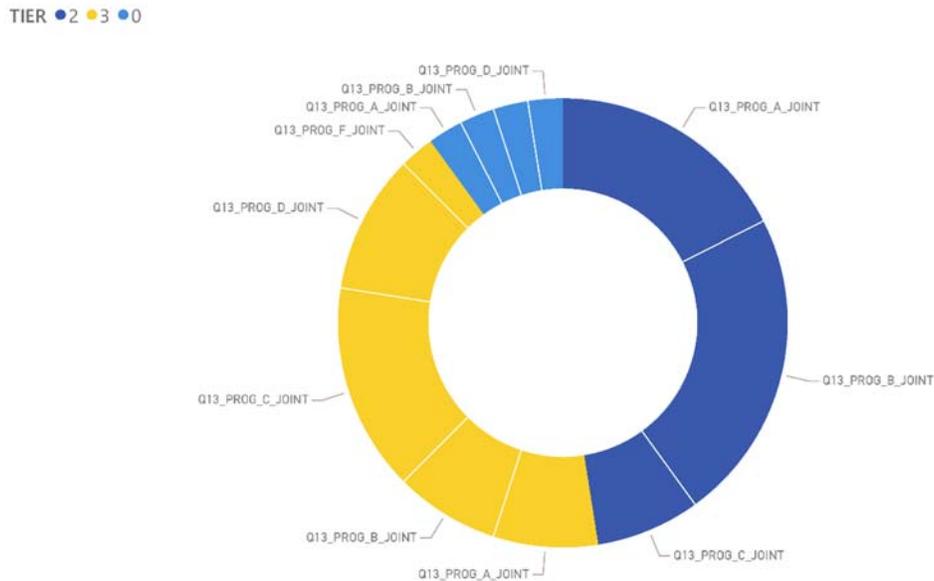Joint programs were evenly spread across both Tier 2 and 3 LPOs in both sites;

TIER ●2 ●3 ●0

Figure 16: Number of Joint Programmes per Tier

When all the LPOs were asked to name their predominant programs, they did so by stating program titles that included in most cases the subject /thematic area of the project. Below are word clouds of generated from these project titles per site;

Kasese project titles
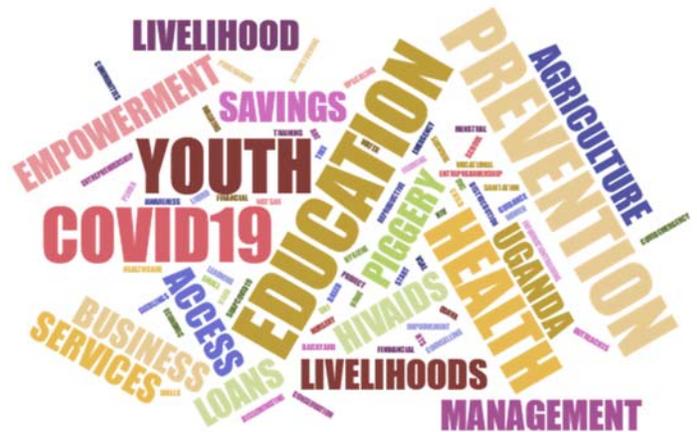
Rukungiri project titles

Vulnerable populations reached through these projects included the listed following; OVCs, PWDS, CHILD HEADED HOSEHOLDS, ELDERLY, PREGNANT WOMEN.

3.5 Funding Sources and Technology

a) Annual Revenue

All LPOs reported a combined total annual revenue of UGX 6.984 Billion, which is a close to 40% increase from the total revenue reported for 2019 (UGX4.2 Billion). This is impressive considering the funding limitations due to project realignment during the pandemic. It is important to note that this is reported and may not be completely representative of the respective revenue portfolios that would be determined thoroughly through a financial assessment or audit. Below is are figures to provide a disaggregated picture for this;
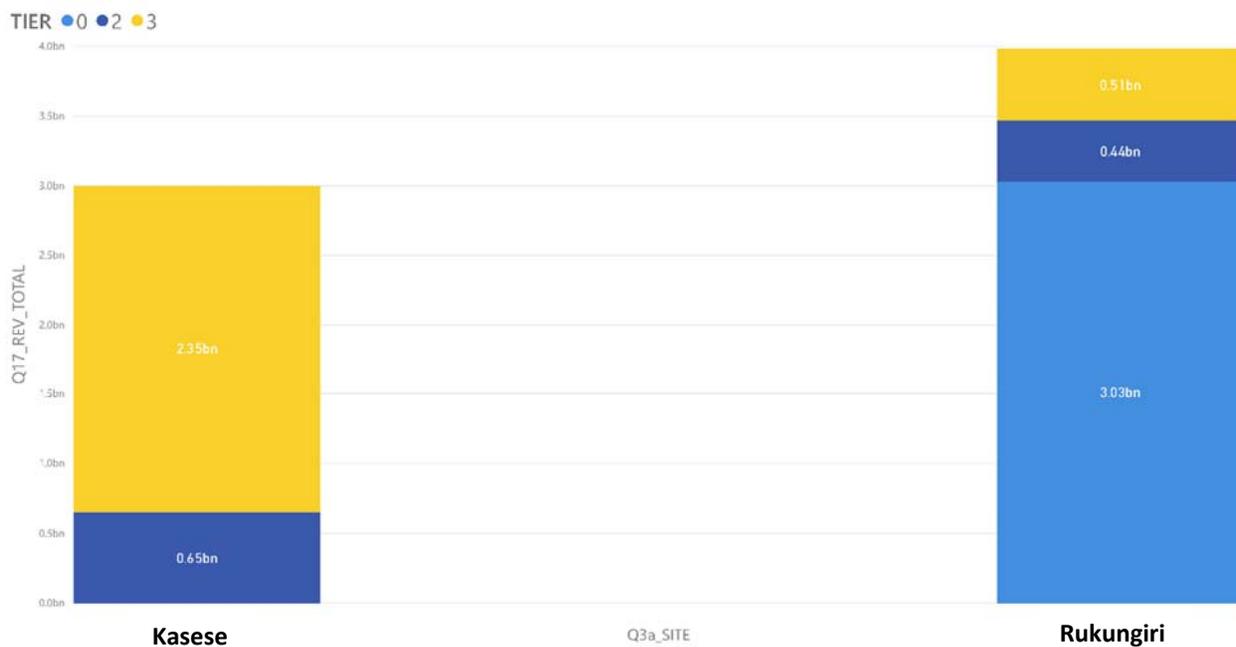

Figure 17: Revenue total per site by Tier category

Although Kasese has the greatest number of LPOs reported, Rukungiri reported the largest amount of funding by its LPOs. Tier 3 LPOs were few but generally dominate in the amount of funding compared to other Tiers.

Income Table (Total Annual Revenue)

District	Total Funding (UGX)
Kasese	2,999,500,000
Rukungiri	3,984,500,000
Total	**6,984,000 ,000**

UGX 6.98 Billion was reported as revenue by LPOs in 2020.

Funding sources were largely from grants, individuals and earned income for both Tier 2 and 3 LPOs in 2020. As shown below, all tier category LPOs reported having earned income /revenue for their activities as shown in the illustration below;
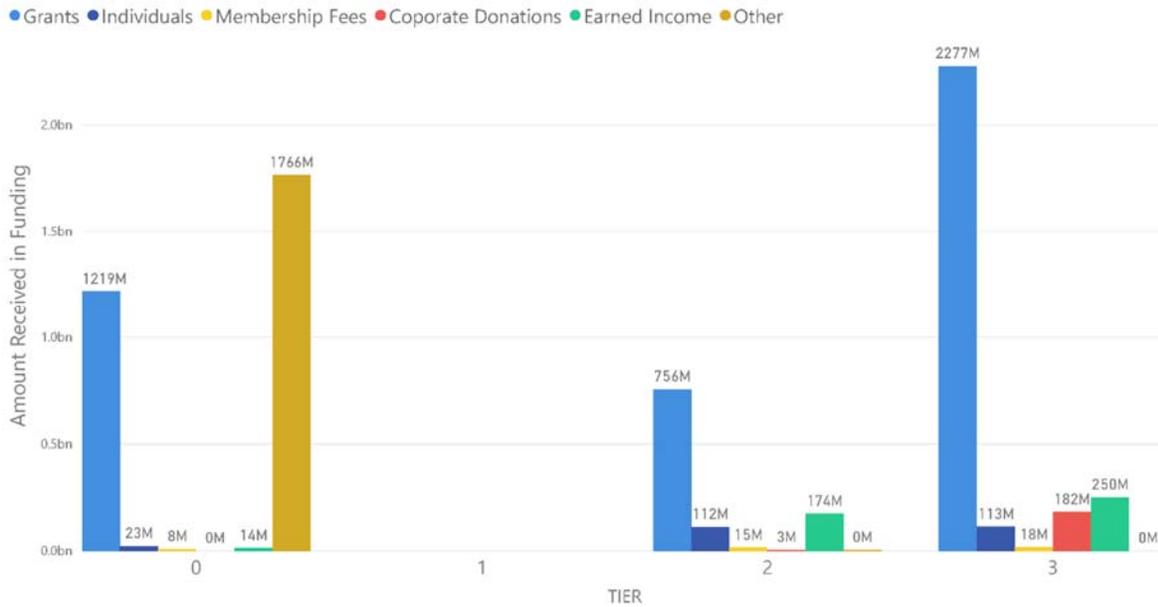

Figure 18: Revenue totals by Tier with funding source type

b) Technology Tools

The majority of LPOs have staff with computer and internet skills in retrospect to both the 2019 and 2018 survey data as well. However, 8% of staff were recorded to have advanced computer skills, which is an improvement from 4% in 2019 and a step back towards the 17% reported in the 2018 survey. The summary below also reveals that more staff are reported for Kasese;
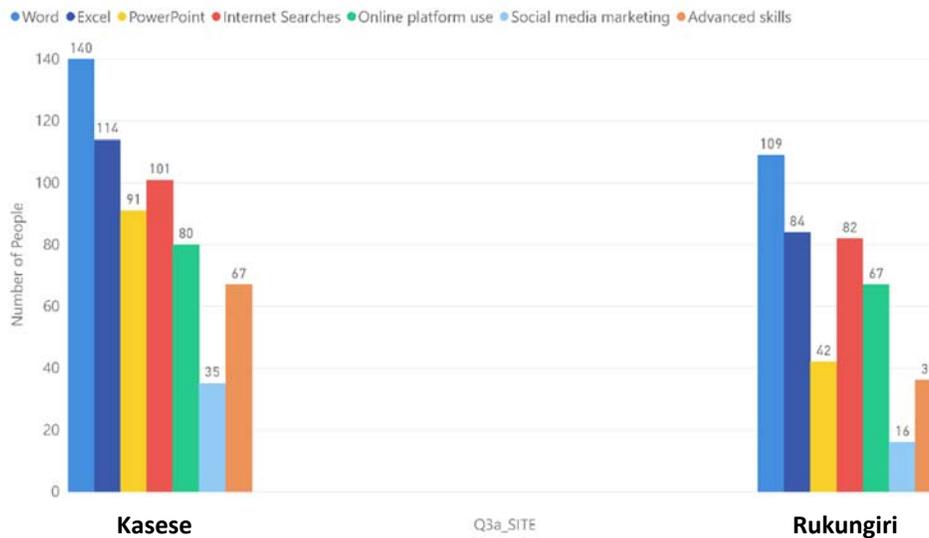

Figure 19: Number of staff who can effectively use

c) Functional Computers and Internet Access

The greatest number of functional computers was 21 for a single LPO and there were LPOs without a functional computer as detailed below;
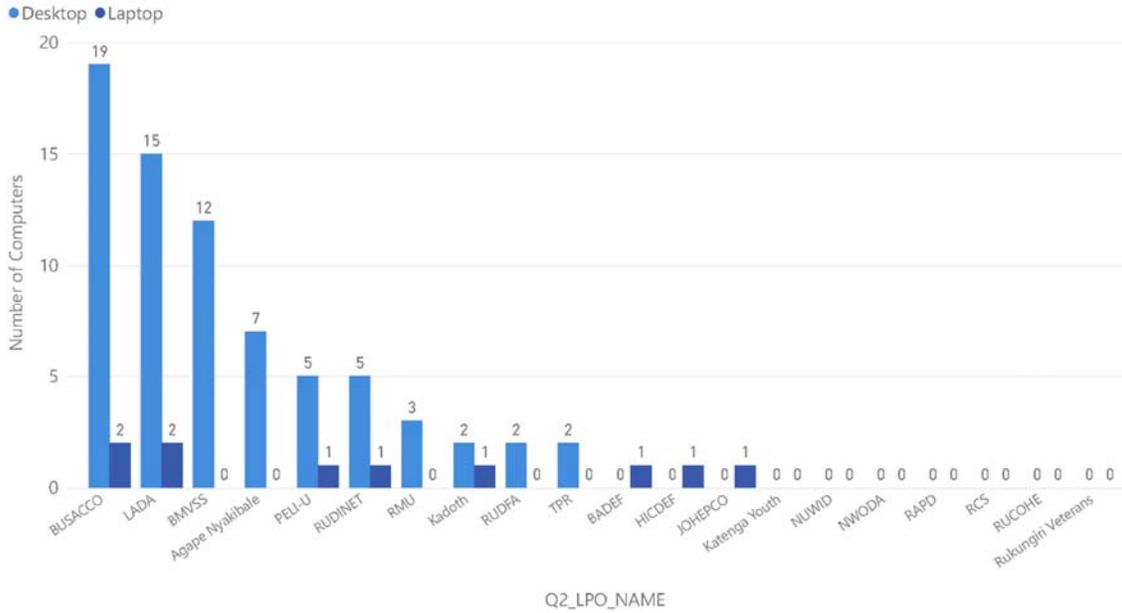

Figure 20: Number of computers per LPO

Few LPOs have internet access as summarized below. This poses communication, marketing and branding problems as the internet is a predominant channel through which each of them is done. The figure below shows a summary of internet access by LPOs;
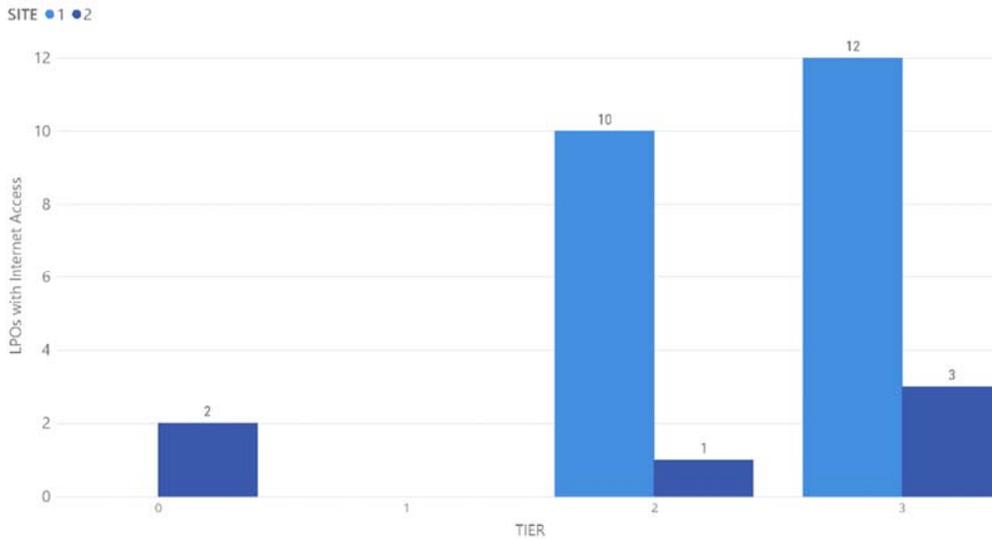

Figure 21: LPOs with Internet Access

6 organizational connections were made by LPOs through FCDE. These connections ranged from church-based organizations, Embassies, to corporations that support livelihoods-based organizations.

A fairly even number of Tier 2 and Tier 3 LPOs reported attending in-person or remote trainings during the 2020 annual period as shown below;
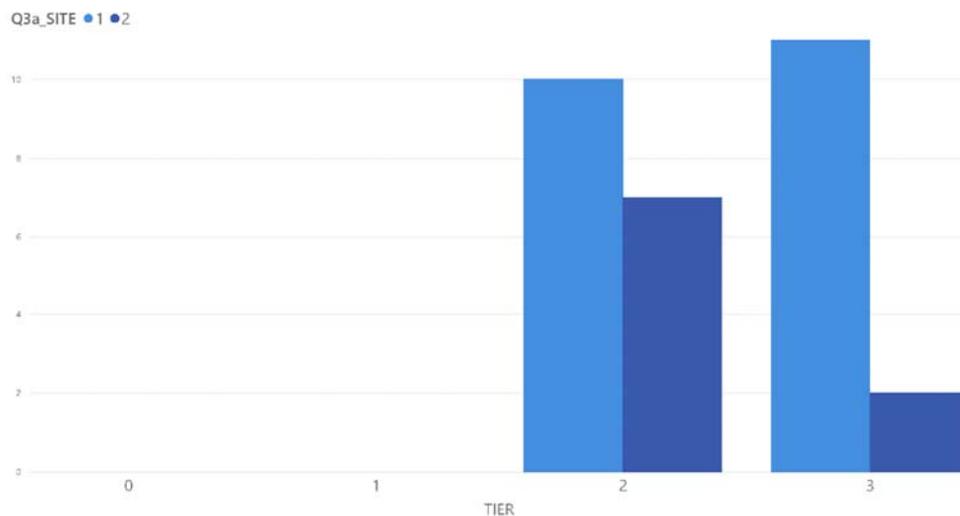

Figure 22: *LPOs staff who participated in any in-person or online organizational capacity-building training*

3.6 Grant Proposals

To capture a snapshot in time of LPO grant fundraising, FCDE asked organizations to indicate the number of proposals submitted and grants awarded during 2020. 118 proposals were submitted in 2020 which is more than the 95 proposals submitted in 2019 by more LPOs. 84% of LPOs (42 of 50) submitted at least one proposal, a slight improvement from 41 submitted for 2019, representing an average of 2 proposals per organization, which is similar to results recorded for both 2019 and 2018.

Over 60% of LPOs submitted 1 to 2 proposals for 2020, which is a stark difference when compared to 2018 results and is similar to the 2019 results on this metric.

LPOs Submitted at least one proposal per Location	
Kasese	25
Rukungiri	17

Overall, LPOs reported a 55% success rate for grant funding proposals for 2020, representing a big improvement from 17% in 2019. This could be due to support offered by FCDE in grant writing and the multiple Covid-19 related projects that sprung up in response to the pandemic;

FCDE supported the writing of 76 proposals for all categories of LPOs in 2020. This represents over 605 of all proposals. The success rates of proposals with regard to FCDE support would need to be further reviewed to determine attribution, but from the initial results, there was relationship a positive between the support and improvement in proposal success rates for all categories of LPOs.

The proposals submitted by LPOs were focused on the following based on the word cloud generated from the project titles of projects in the submissions;

These lessons, and recommendations are similar to those put forward for the 2019 analysis because these are similar surveys. The monitoring assessment was conducted in a cross-sectional manner within a short period of time rather than it being structured as a longitudinal survey, to best capture the concrete transitions and progresses of LPOs over their time under FCDE's support and in light of the Covid-19 pandemic project disruptions. The monitoring was focused on LPO's background information, organizational structure, revenue streams, program themes, and the effectiveness of crucial organizational elements like the board of directors and aspects of the Covid-19 pandemic in 2020.

4.1 Lessons from this monitoring exercise

- Enumerators write notes on the side that are not included in the report because they are not digitized. These could be included in the debrief with the field staff.
- It is important to engage the field teams first in case there are any observed data gaps then arrive at conclusive recommendations.
- Collaborative reviews through a centralized online platform are effective for this exercise.

4.2 Recommendations based on this monitoring

Data collection, entry and tools
- As much as possible, all LPOs should always be individually assessed to determine individual organizational performance based off of survey results.
- Additional components that need to be assessed, outside of the end year surveys especially in light of the Covid pandemic, should be through a separate survey.
- Indicators that are derived from the annual survey questions should be vetted for how they inform the wider decision-making structures of FCDE, in accordance with the Theory of Change.
- An in-depth extra training on database management and data analysis should be carried out.

- Refresher trainings on data management, analysis and the importance of M&E FCDE should always be carried out prior to major data collection or intermittently for existing staff, including on indicators.

Long-term data recommendations/to be considered for the future

- An M&E strategy document, that includes detail on indicators, tools and where they inform should be formulated based-off of the ToC.
- A dedicated position, to manage data, coordinate surveys and support reporting should be considered as part of the organizational structure.
- Digitized centralized data collection, through a tool such as KoboCollect, Google Forms or Activity Info should be considered for efficiency.
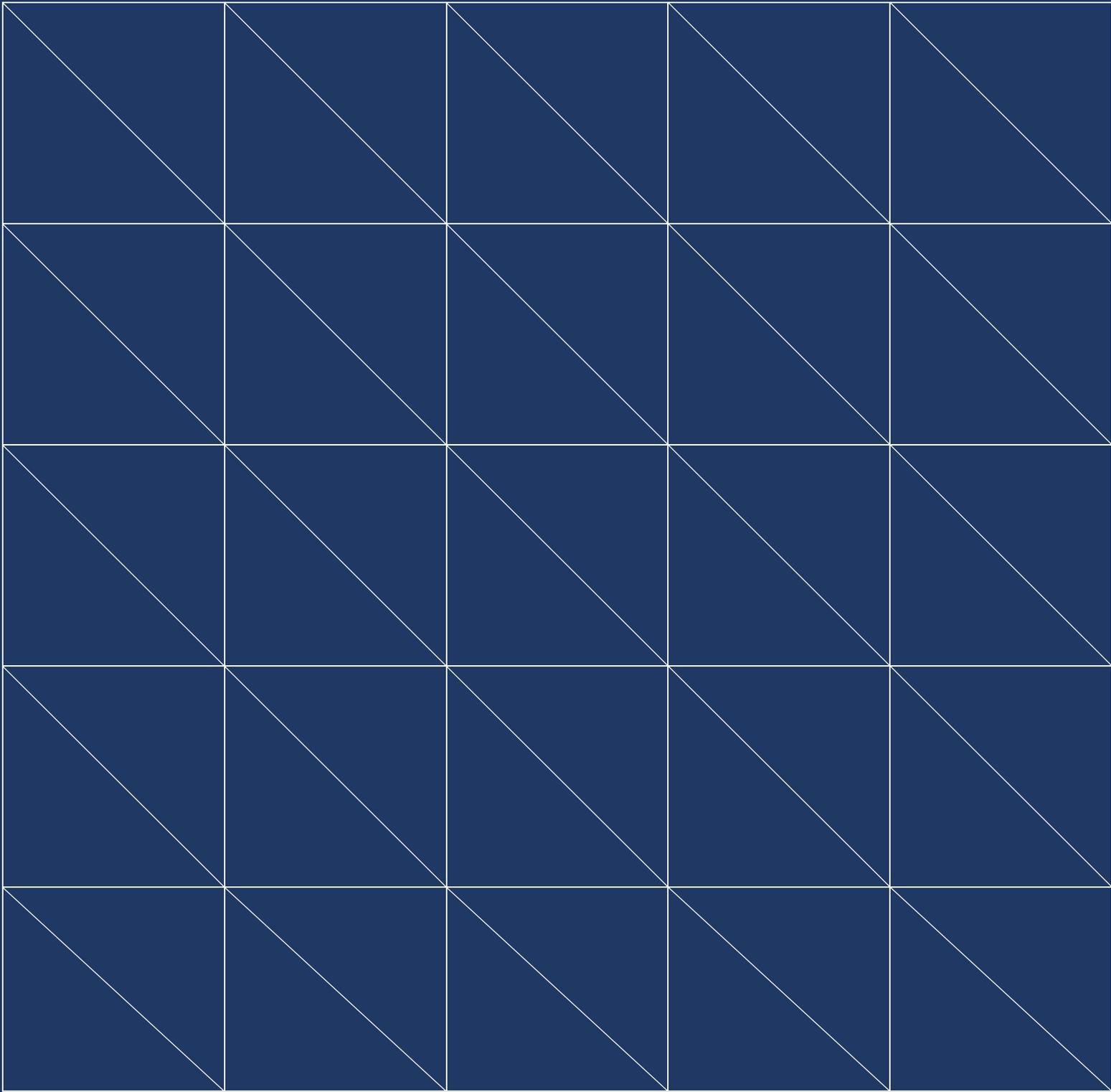
4.2 Assessments or Surveys to consider for the future

Based on findings in this report and discussions held with the FCDE team over the period that this report was being drafted, the following assessment themes are recommended;

- Determine the shift in LPO priorities due to the Covid-19 pandemic lockdown.
- Rates of adoption of M&E and program performance measurement principles.

The survey is relevant and informs a lot of LPO level support, if the timely results are shared back to the LPO during support visits, the findings could be used to inform annual strategies around fundraising, specialist support or resource re-allocation for both FCDE and her LPOs accordingly.