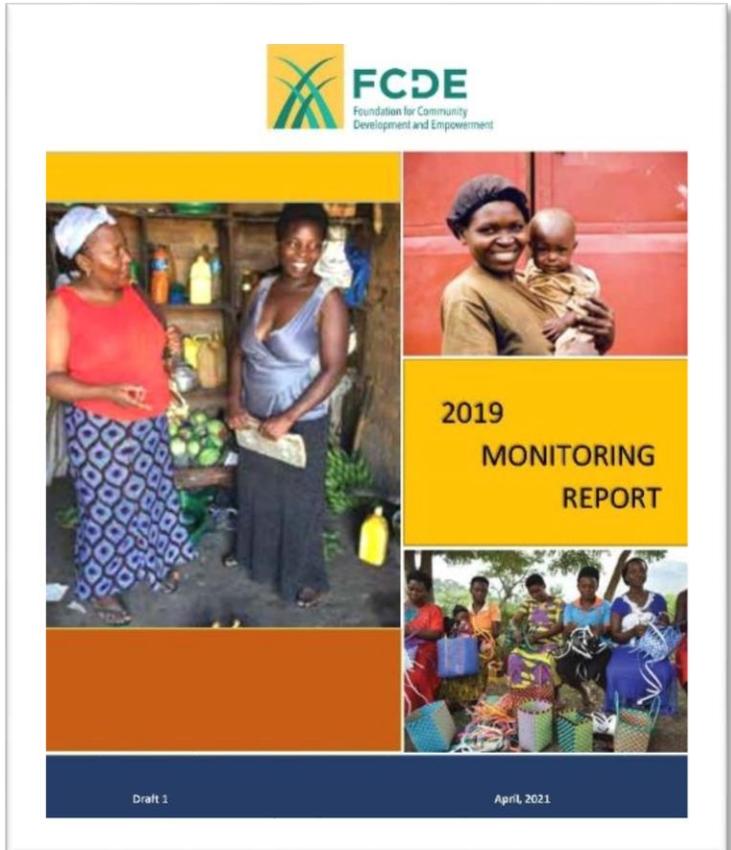
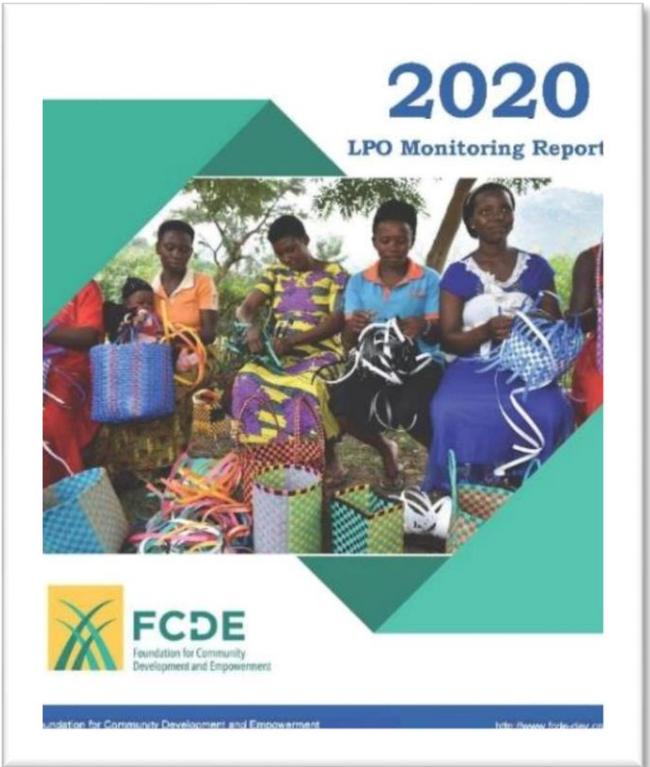
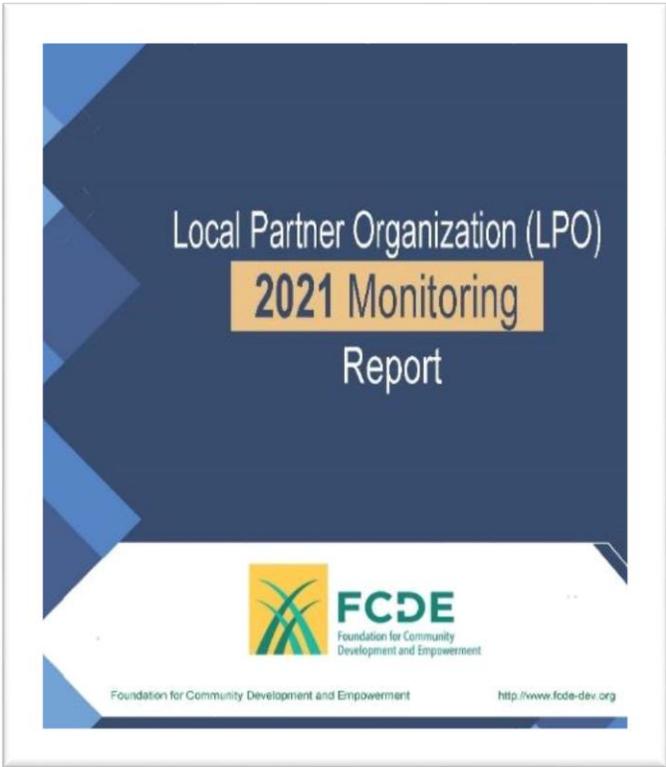


# 2022

## LPO Monitoring Report





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## LIST OF ABBREVIATIONS

<b>BoD</b>	Board of Directors
<b>COVID-19</b>	Coronavirus Disease 2019
<b>LPO</b>	Local Partner Organization
<b>M&amp;E</b>	Monitoring and Evaluation
<b>FCDE</b>	Foundation for Community Development and Empowerment
<b>OVC</b>	Orphans and Vulnerable Children
<b>PWD</b>	Person with Disability

### 1.1 Background to the Annual Monitoring

FCDE used to conduct 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 adaptations 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 2022 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 2023 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.



**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.

## ANALYSIS AND FINDINGS

This section includes the findings from the 2022 Monitoring assessment among 47 LPOs interviewed from Kasese and Rukungiri districts, as validated from the 47 responses of the 2022 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 46 LPOs which willingly participated in the monitoring were characterized by a preponderance of Impact LPOs over Tier 2 as Tier 2 constituted 47% (22) and Impact Partners made-up 53% (25). Further, a higher degree of response was from LPOs within Kasese (60%; 28) as opposed to those in Rukungiri (40%; 19).

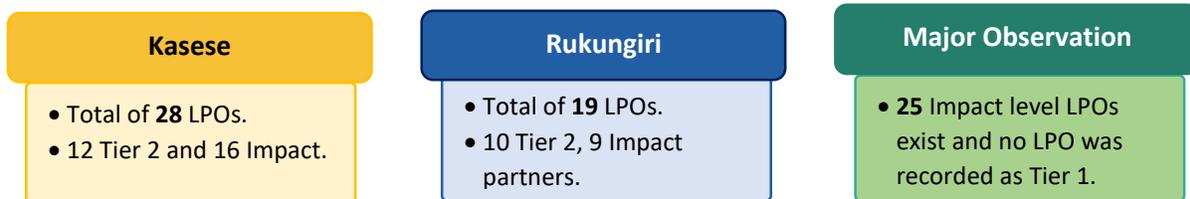


Figure 2: Number of LPO respondents by theme and district

Impact level partners increased in count from a combined 18 in the 2020/21 LPO analysis to 25 in the 2022 LPO monitoring report accordingly. All partner’s responses were not recorded and ranked based on the Tier system.

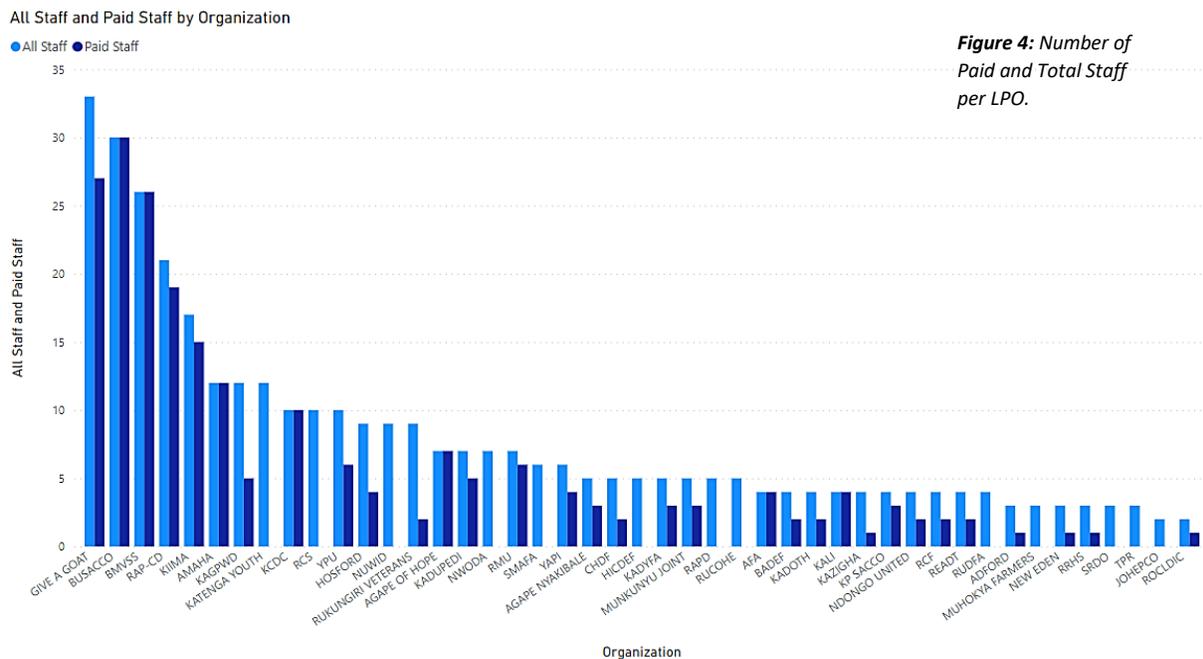
On website ownership, the below LPOs per location were recorded as having a website;

	Tier 2	Tier 3	Impact Partner
Kasese	1	8	5
Rukungiri	0	2	2
<b>Total Count</b>	<b>1</b>	<b>11</b>	<b>7</b>

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

b) Staff

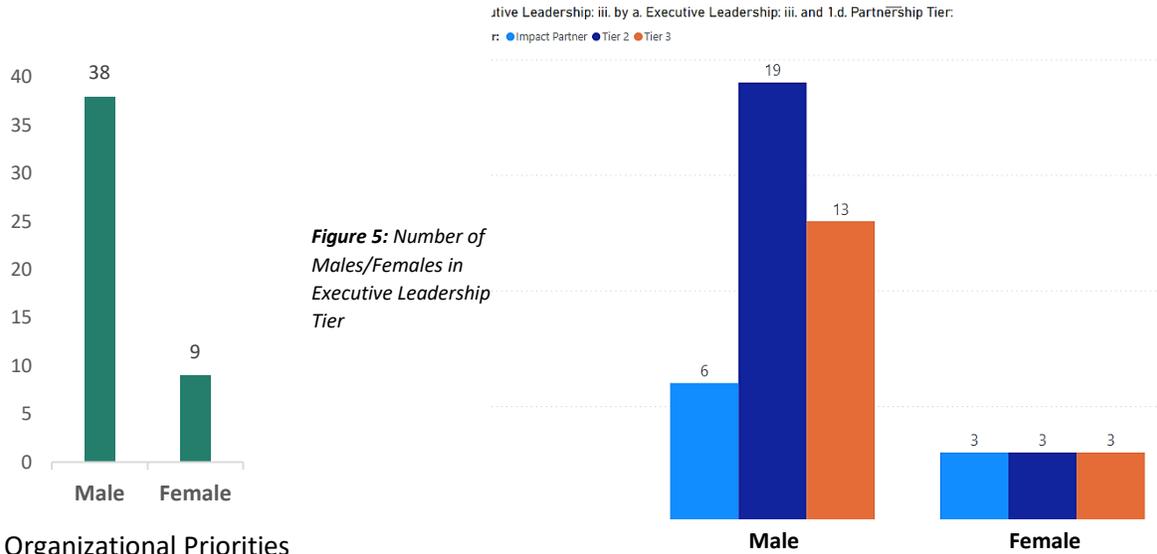
Staffing among LPOs was assessed through determining which roles were paid, dedicated, and filled by either male or female staffers per LPO. A total of 357 total staff were reported by respondents representing 47 LPOs across both sites. This is a reduction from 388 and 430 reported in 2020 ( $n=50$ ) and 2019 ( $n=52$ ) respectively, 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 2020/21 and 2019 for the LPOs. The results from this as per the tool used are shown below;



A large proportion of LPOs with the greatest number of staff were as expected in the Tier 3/Impact Partner category. LPOs in Rukungiri ( $n=19$ ) had on average 48% staff paid for all the recorded staff in an organization (147 total, 71 Paid), which is a reduction from the 60% paid staff ratio from the last assessments. While Kasese LPOs ( $n=28$ ) had an average 69% payment rate for all staff, an increase from 58% in previous assessments, which goes to show that labor dynamics are not homogeneously equivalent 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

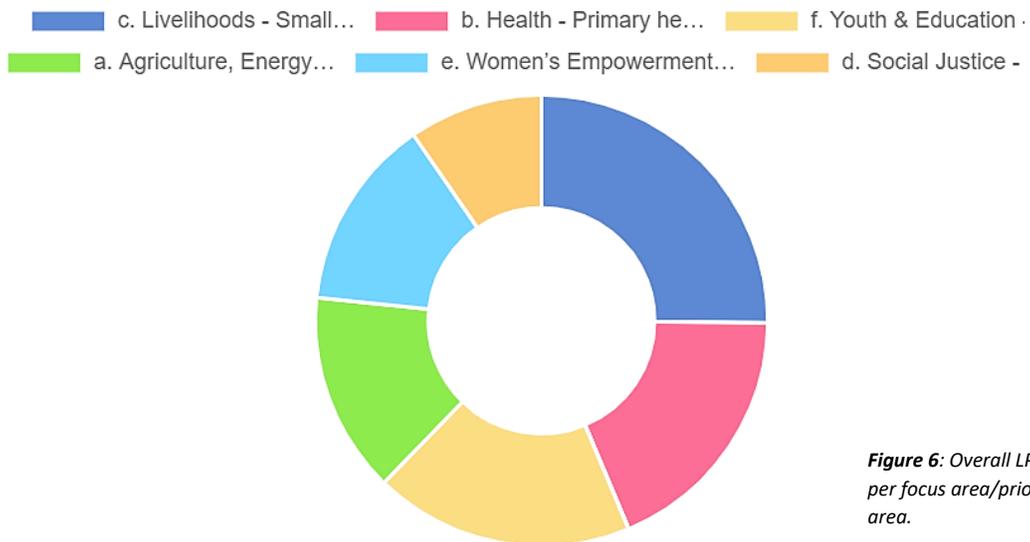


nature of work that LPO staff are engaged in. Below is a summary of Executive Leadership gender with about 3 in 10 Executive Leadership occupied by women;



**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 from the last assessment. Social Justice and Agriculture, Energy & Environment were the least selected focus areas, which is similar to the trends recognized in the 2020/21 and 2019 LPO report.



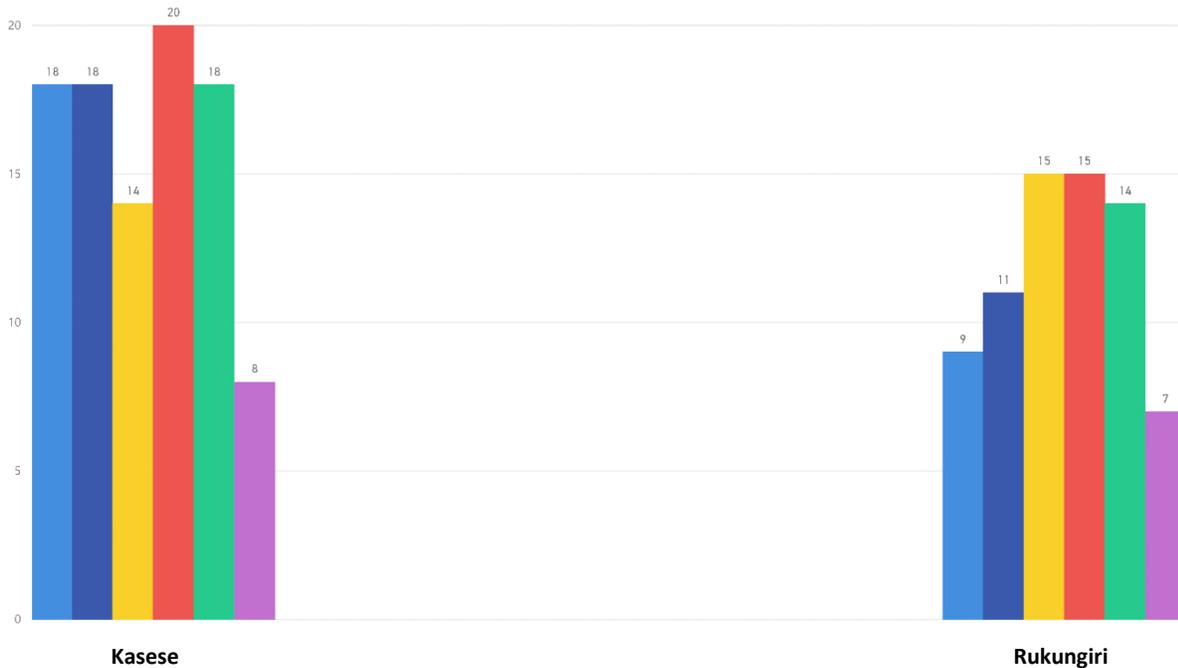


Figure 6: Number of LPOs per focus area/priority area.

Compared to 2020/21 results, Livelihoods has risen to become one of the prioritized areas for LPOs in 2022 when compared to 2020/21, where it was Health that was the priority. This is particularly highlighting the probable health related Covid-19 pandemic response projects that eventually morphed into livelihoods and back to school initiatives. Livelihoods remains the predominant focus area for most LPOs with Health, 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;

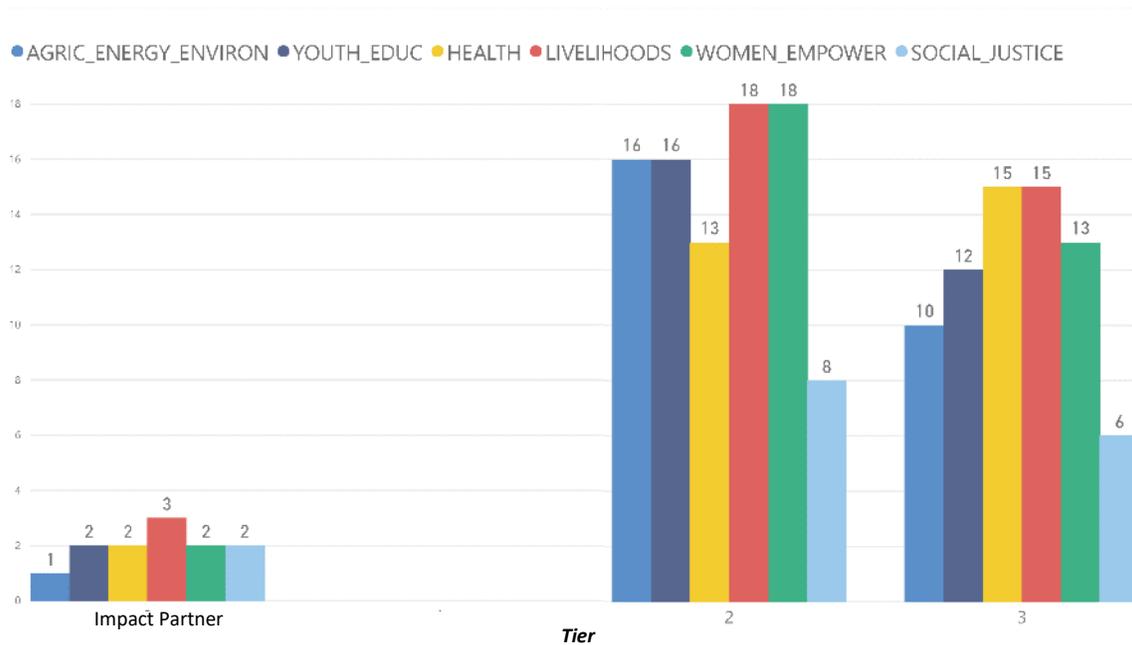


Figure 7: Number of LPOs per focus area/priority area by Tier

### 3.2 Organizational Tools Use

When LPOs were asked if they used the operational tools listed below, close to 100% indicated they use the MVV, Multi-Year plans and Annual budget related tools which is different categorization with the multi-year compared to previous assessments, and vastly different from 2018 where the first three tool categories were the most mentioned. M&E tools continue to show progressively lower uptake culminating in about 50% of LPOs mentioning that they have a M&E system in place for their work. 2 LPOs mentioned that they did not have financial guidelines and system.



Predominantly, **all LPOs reported utilizing a Mission, Vision, and Values (MVV) tool** with more than 95% reporting that they use financial guidelines and systems in their work, compared to the 88% from previous assessments. 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;
JOHEPCO
RUCOHE
AGAPE NYAKIBALE
NWODA
RUKUNGIRI VETERANS
RCS

No Financial Guidelines and System
AFA
KAZIGHA

### 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 and after that period. 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;

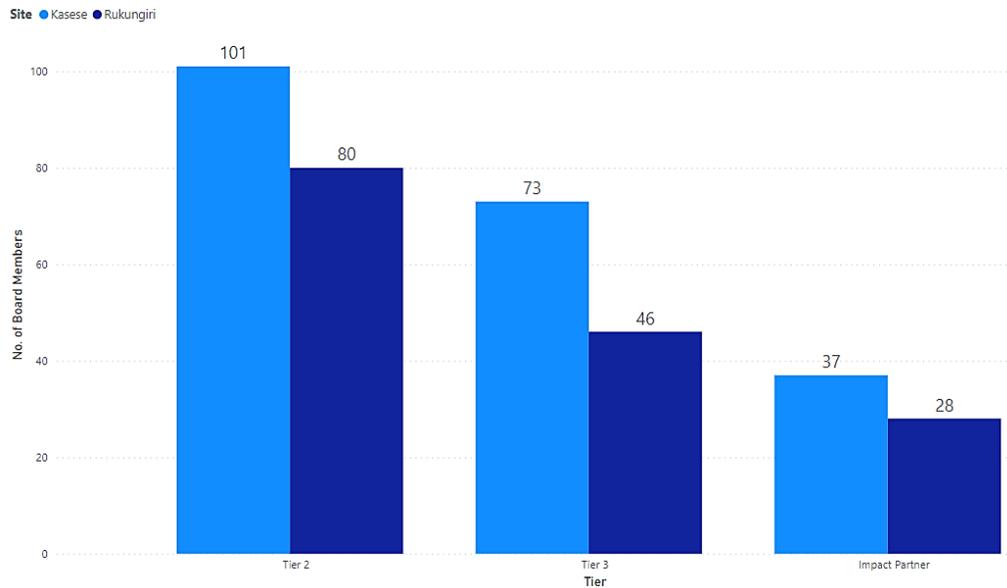


Figure 9: Number of Board Members per Tier per Site

The number of Board members in LPOs is spread uniformly amongst 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, it could also be the case that after the Covid pandemic there was a general downsizing of LPOs and organizational structures to facilitate the new realities that were brought about by the pandemic situation;

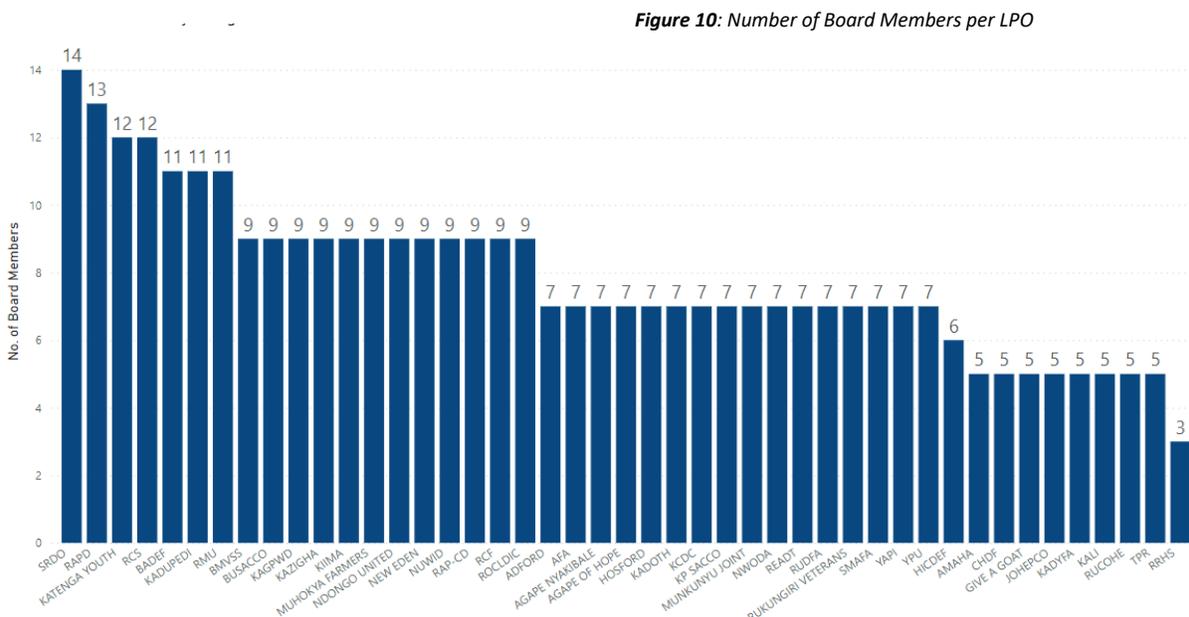
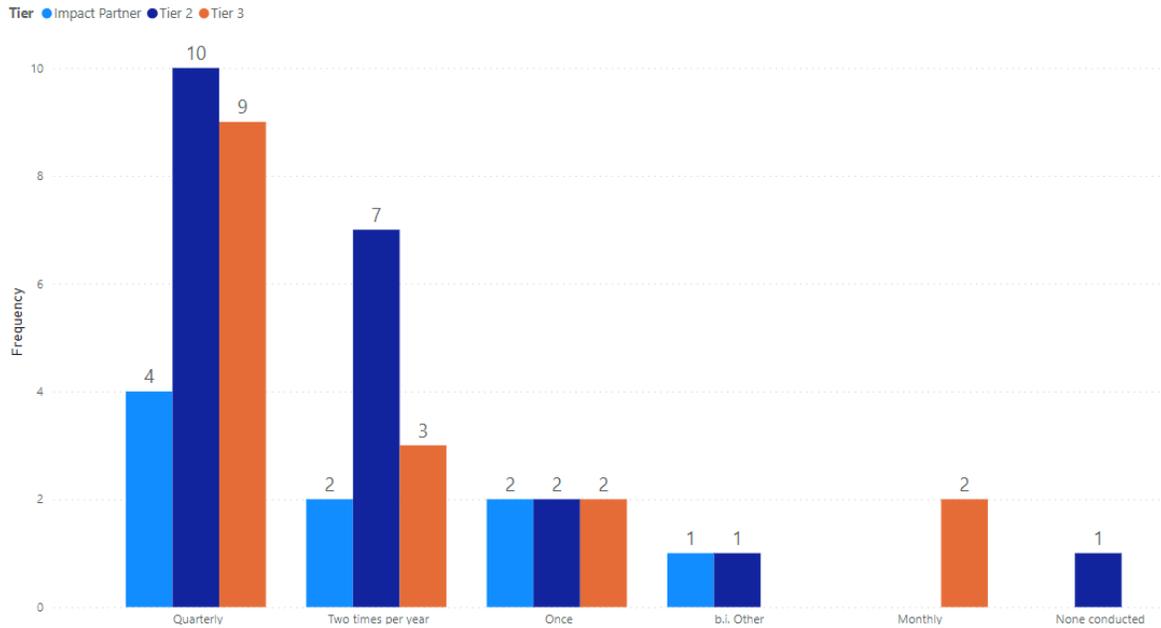


Figure 10: Number of Board Members per LPO

**b) Board Meetings and Frequency**

As expected, due to the change in way of work post pandemic, 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;



**Figure 11: Number of LPOs per Category of Board Meeting Frequency**

RCS was the only LPO that mentioned that they did not have any Board meetings for 2022 compared to several LPOs in the last assessments that did not conduct any board meetings due to pandemic related limitations to NGO work. RCS could be followed up to ensure that the situation stated is reflective of what is currently reported in the assessments respectively;

**LPOs reporting no board meeting held for 2022**

RCS

NWODA

AGAPE OF HOPE

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

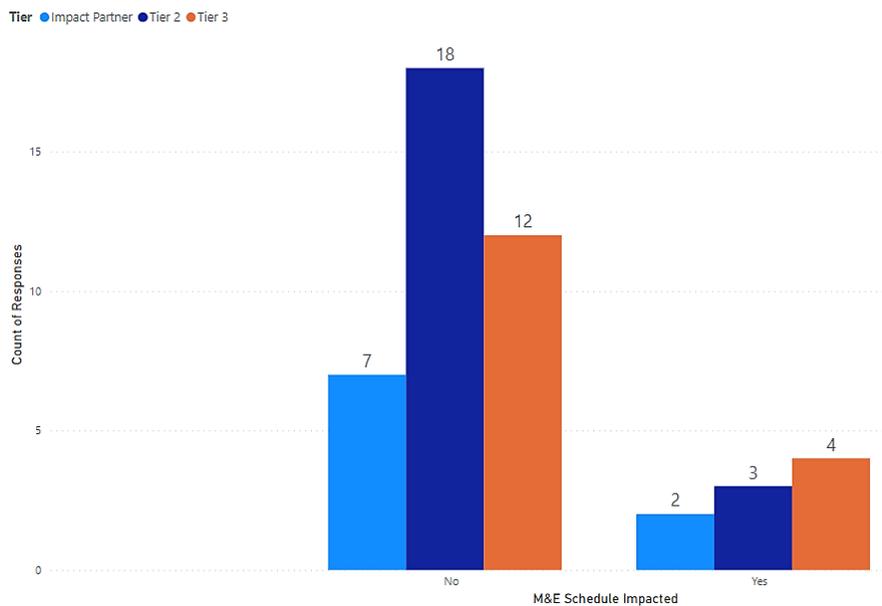
*"The Board of Directors is supposed to meet 4 times a year but could not due to shortage of resources to facilitate them."  
"The meetings were only affected by lack of funding"*

**3 LPOs did not have any board meetings in 2022.**



### b) M&E Activities

Fewer LPOs reported carrying out M&E activities regularly including Impact partners. Collectively however, more LPOs reported carrying out M&E activities than not carrying them out completely. As shown in the chart below, Impact 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.



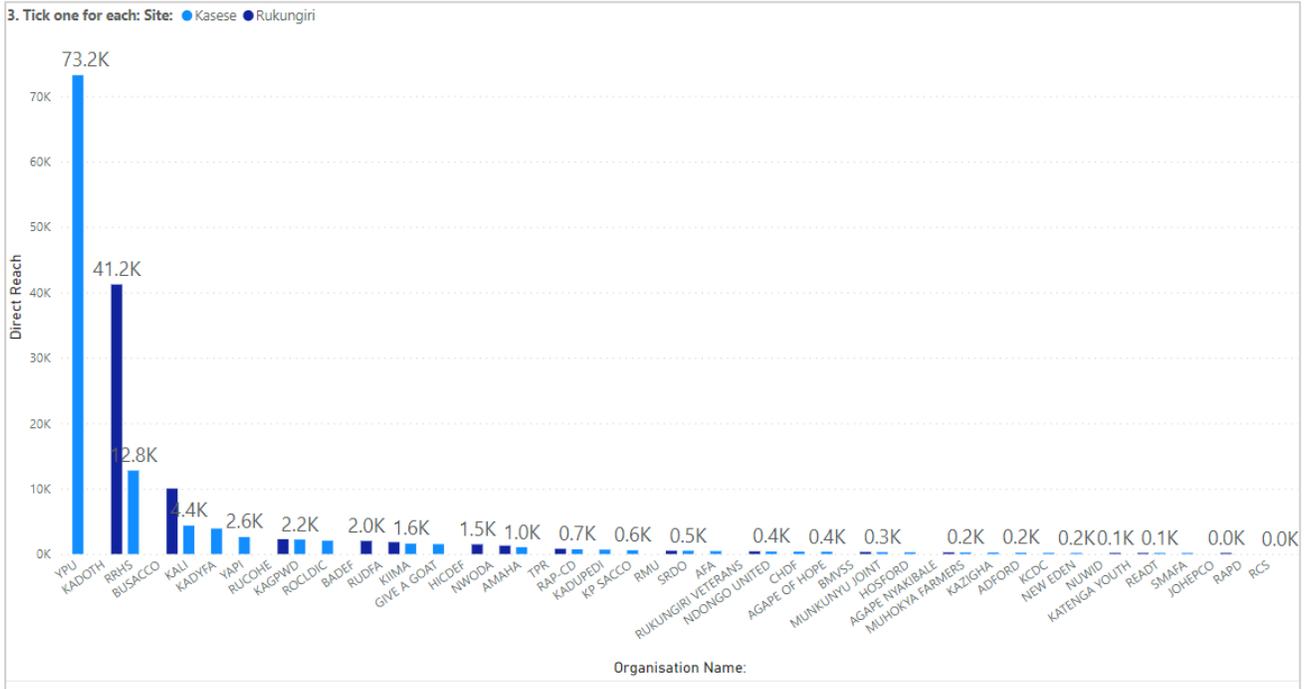


Figure 15: Beneficiary reach per LPO with Tier category

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 is good when put into the context of the slow economy, lost program time due to the pandemic and LPOs that ceased operation or dropped off.



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

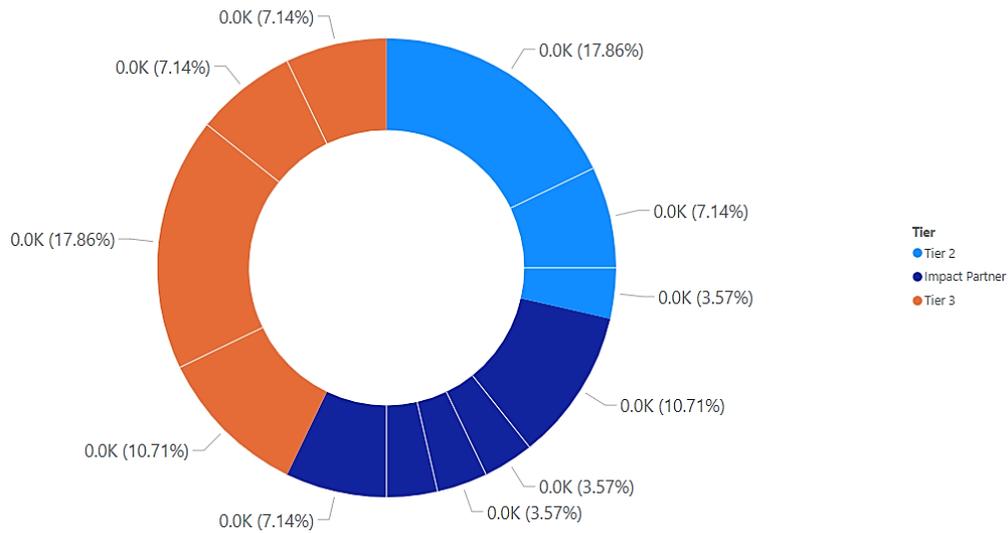


Figure 16: Number of Joint Programmes per Tier

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 8.395 Billion**, which is a close to **20% increase in revenue for 2022**, from the total revenue reported for the last assessment (UGX 6.984 Billion) and less than 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 are figures to provide a disaggregated picture for this revenue;

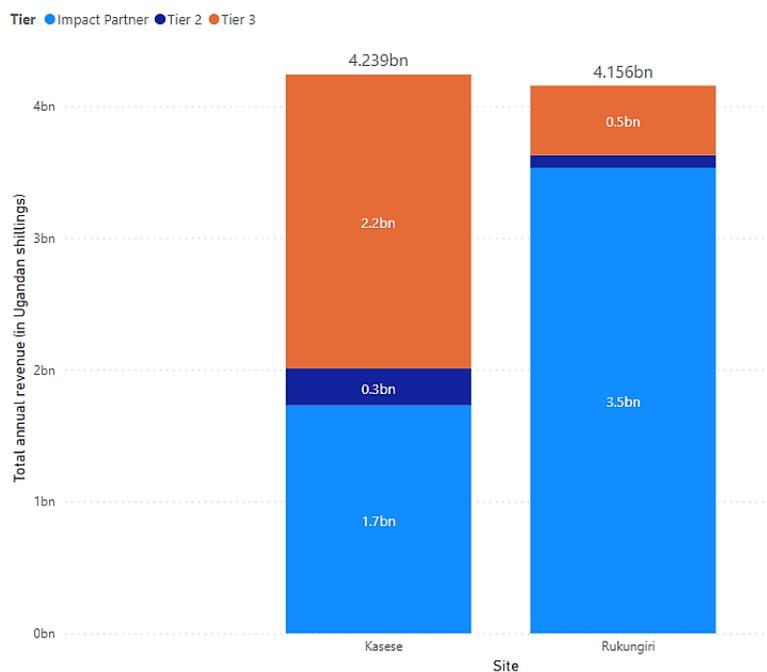


Figure 17: Revenue total per site by Tier category

Kasese has the greatest number of LPOs reported and hence reported the largest amount of funding by its LPOs. Impact Partner 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	4,239,143,815
Rukungiri	4,155,610,012
<b>Total</b>	<b>8,394,753,827</b>



Funding sources were largely from grants, individuals and earned income for both Tier 2, 3 and Impact partners in 2022. As shown below, all tier category LPOs reported having earned income /revenue for their activities as shown in the illustration below;

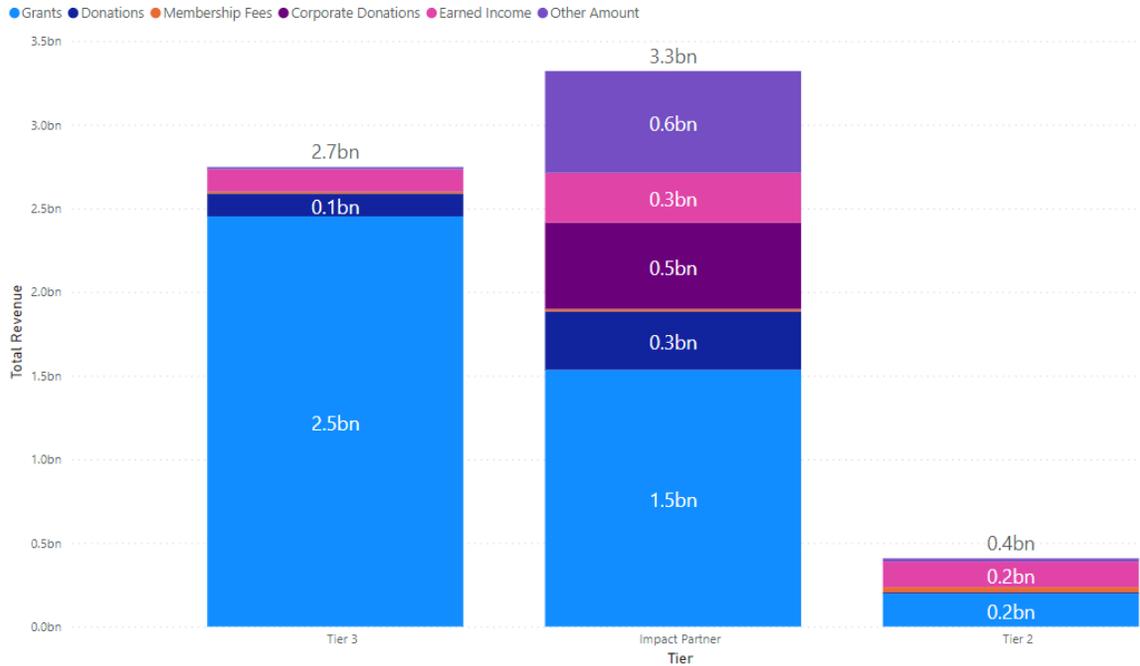


Figure 18: Revenue totals by Tier with funding source type

### 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, 15% of staff were recorded to have advanced computer skills, which is an improvement from 8% in 2020/21 and a step back towards the 17% reported in the 2018 survey. The summary below also reveals that more staff are reported for Kasese in terms of computer ability;

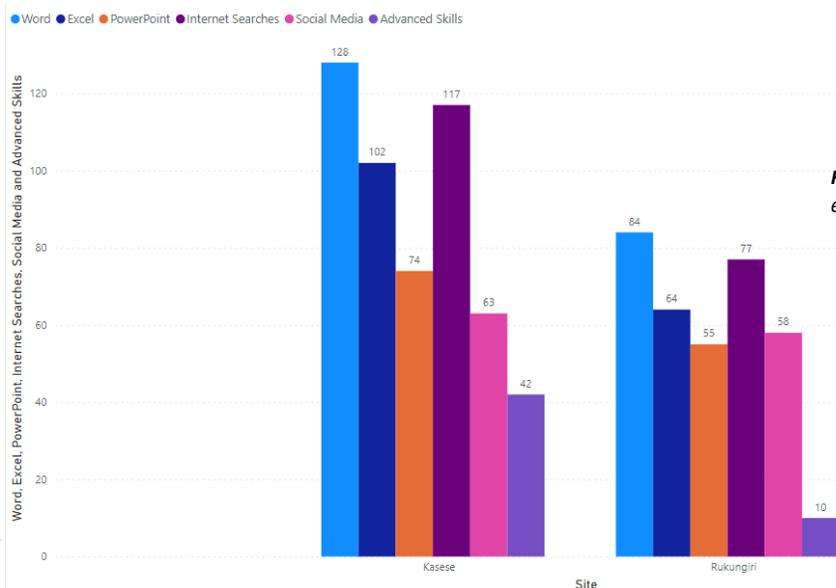
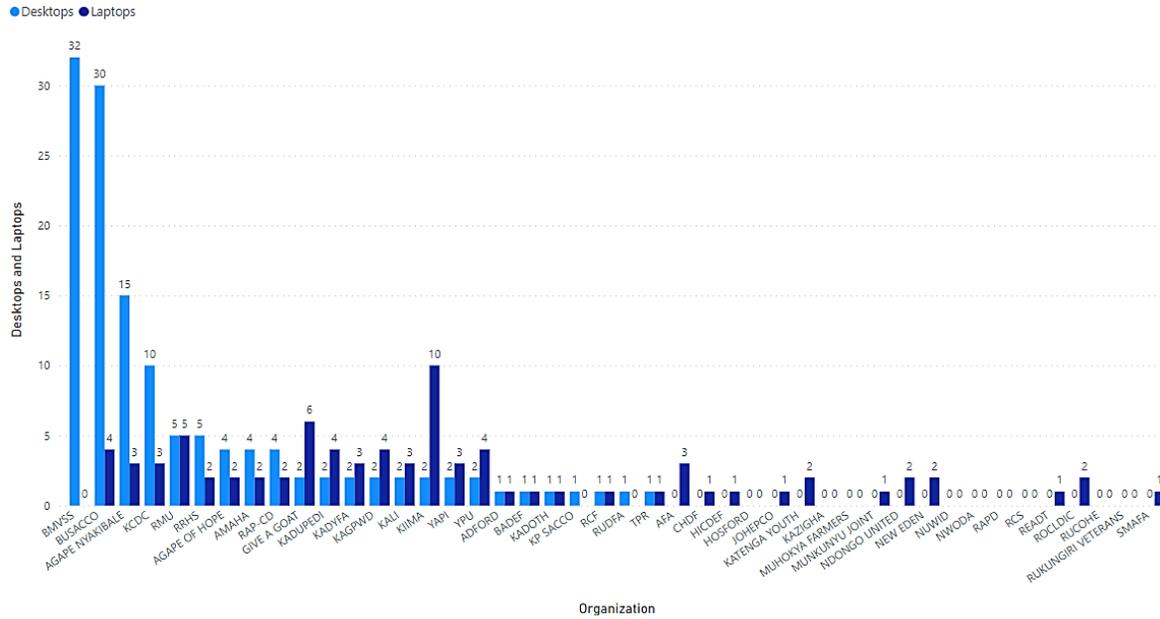


Figure 19: Number of staff who can effectively use computers.

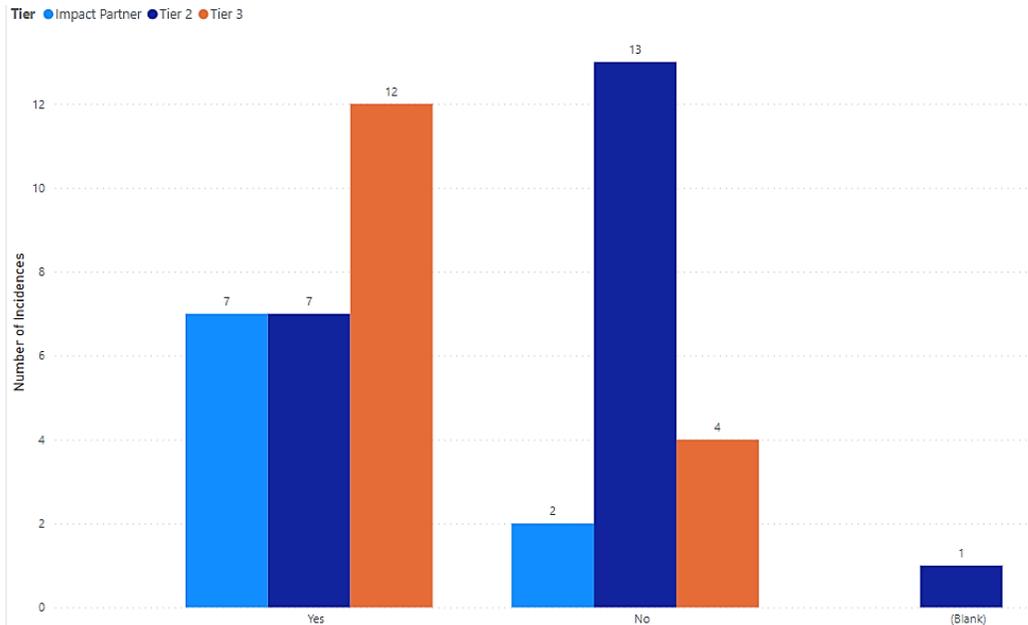
**c) Functional Computers and Internet Access**

The greatest number of functional computers was 34 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**

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

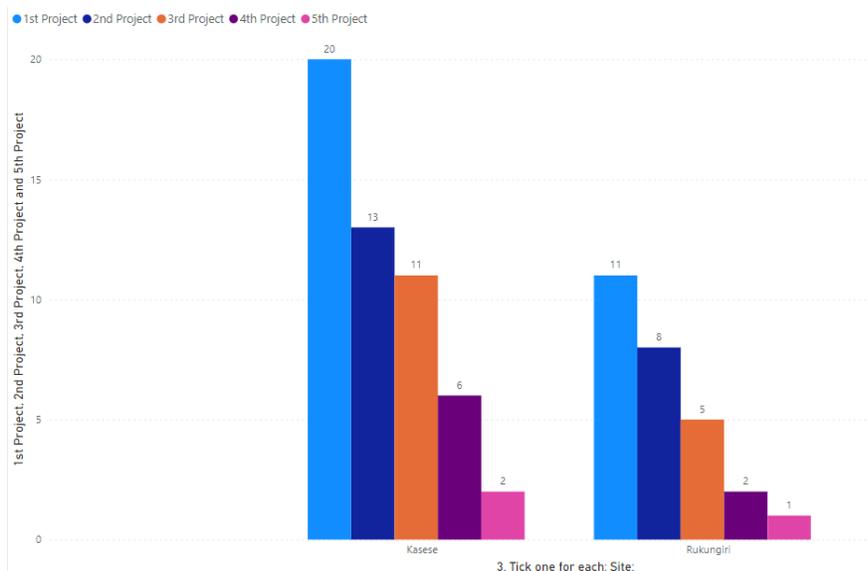
### 3.6 Grant Proposals

To capture a snapshot in time of LPO grant fundraising, FCDE asked organizations to indicate the number of proposals submitted and grants awarded during 2022. 79 proposals were submitted in 2022 which is less than the 118 and 95 proposals submitted in 2020/21 and 2019 respectively by more LPOs. 85% of LPOs (40 of 47) submitted at least one proposal, a slight improvement from previous assessments, representing an average of 2 proposals per organization, which is similar to results recorded for 2020, 2019 and 2018.

Over 60% of LPOs submitted 1 to 2 proposals for 2022, which is a stark difference when compared to 2018 results and is similar to the 2020 and 2019 results on this metric.

LPOs Submitted at least one proposal per Location	
Kasese	52
Rukungiri	27

Overall, LPOs reported a 52% success rate for grant funding proposals for 2022, representing a big improvement from 17% in 2019 and a slight reduction from 55% success rate from previous assessments. 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;



**Figure 23:** Proposals submitted per location.



## LESSONS, RECOMMENDATIONS AND CONCLUSION

These lessons, and recommendations are similar to those put forward for the 2022 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 2022.



### 4.1 Lessons from this monitoring exercise

- 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.

#### 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.

#### 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.
- Detailed funding modalities, their shifts over the years, and an economic forecast based on revenue sources over time.

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.



**This report was jointly written by FCDE and Gilbert Kitembo; an Independent Consultant.**

Uganda.

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