

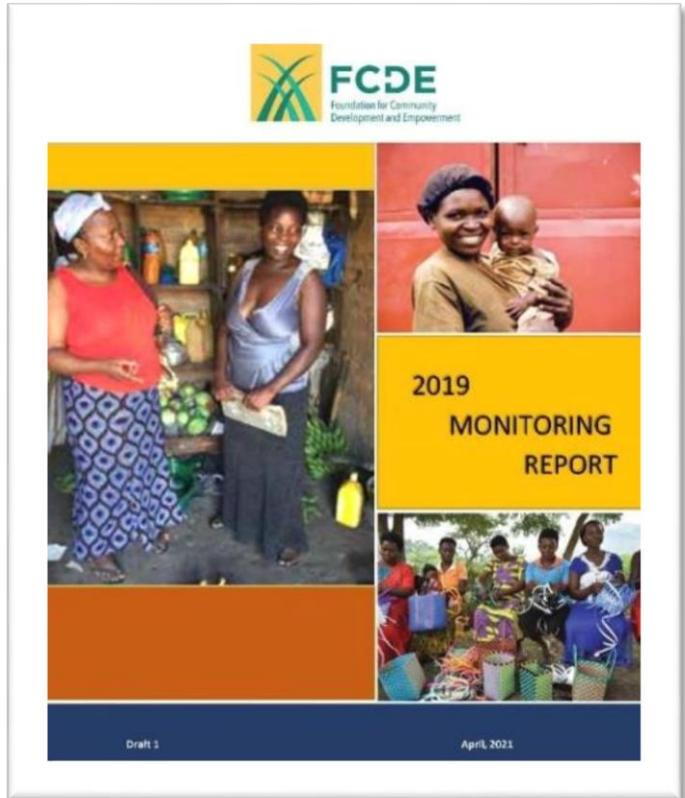
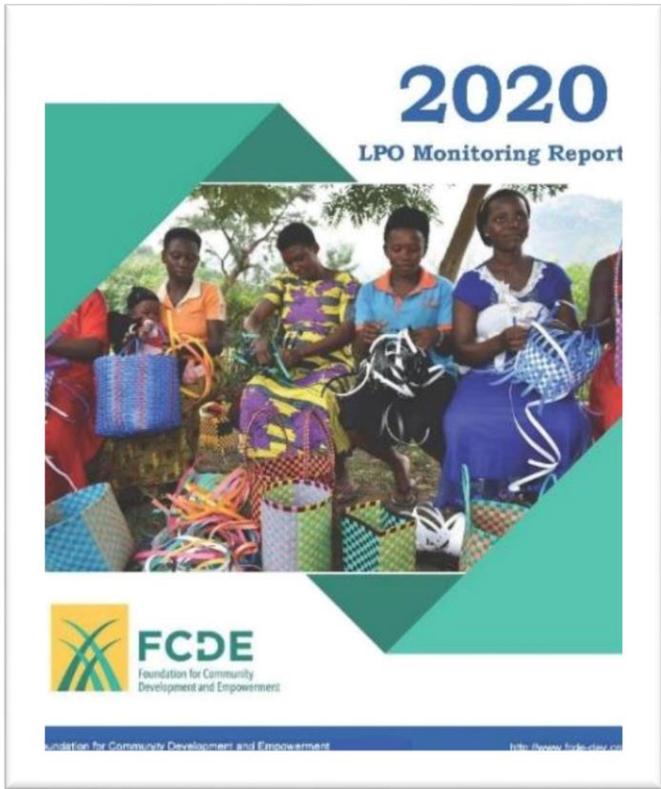
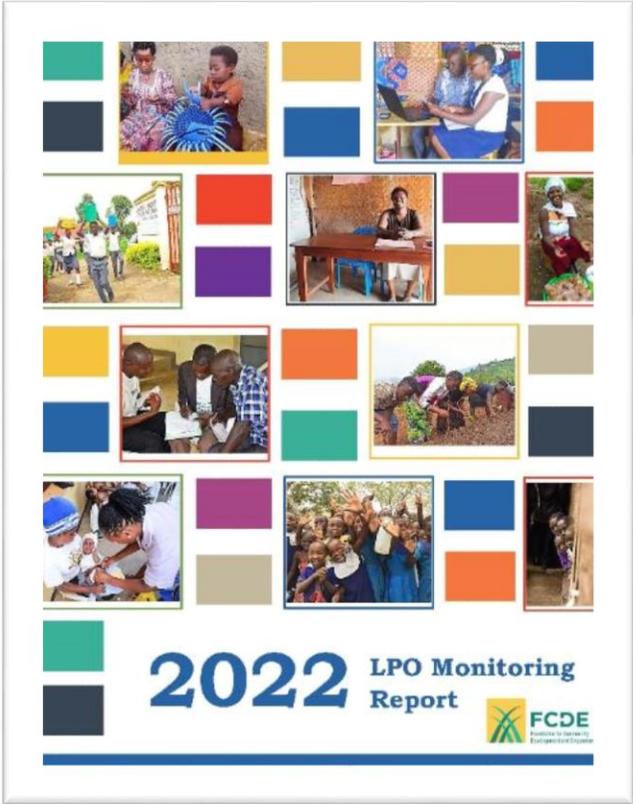


FCDE
Foundation for Community
Development and Empowerment



2023

LPO Monitoring Report



CONTENTS

- LIST OF ABBREVIATIONS 2
- OVERVIEW 3
 - 1.1 Background to the Annual Monitoring..... 3
 - 1.2 Focus of the End-Year Monitoring 3
- METHODOLOGY AND APPROACH TO THE MONITORING 5
 - 2.1 Analysis design and coverage 5
 - 2.2 Quality Control in data collection and cleaning..... 5
 - 2.3 LPO Monitoring Data Collection Challenges 5
- ANALYSIS AND FINDINGS 6
 - 3.1 Organizational Priorities and Staff 6
 - 3.2 Organizational Tools Use 10
 - 3.3 Boards of Directors and M&E 10
 - 3.4 Beneficiary Count for LPOs (direct and through joint programmes) 14
 - 3.5 Funding Sources and Technology 17
 - a) Annual Revenue 17
 - b) Technology Tools 18
 - c) Functional Computers and Internet Access 19
 - 3.6 Grant Proposals 20
- LESSONS, RECOMMENDATIONS AND CONCLUSION 22
 - 4.1 Lessons from this monitoring exercise 22
 - 4.2 Recommendations based on this monitoring..... 22
 - 4.2 Assessments or Surveys to consider for the future.. **Error! Bookmark not defined.**

LIST OF ABBREVIATIONS

BoD	Board of Directors
COVID-19	Coronavirus Disease 2019
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



OVERVIEW

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 54 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.



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 2023 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 2024 Year-End survey and in regard to the shifting context caused by post Covid-19 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 2023 Monitoring assessment among 54 LPOs interviewed from Kasese and Rukungiri districts, as validated from the 54 responses of the 2023 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 54 LPOs which willingly participated in the monitoring were characterized by a majority of Tier 2 over others as Tier 2 constituted 38% (21), Impact Partners made-up 22% (12), Tier 3 were 24%(13) and Tier 1 recorded as 16%(8). Further, a higher degree of response was from LPOs within Kasese (63%; 29) as opposed to those in Rukungiri (37%; 20).

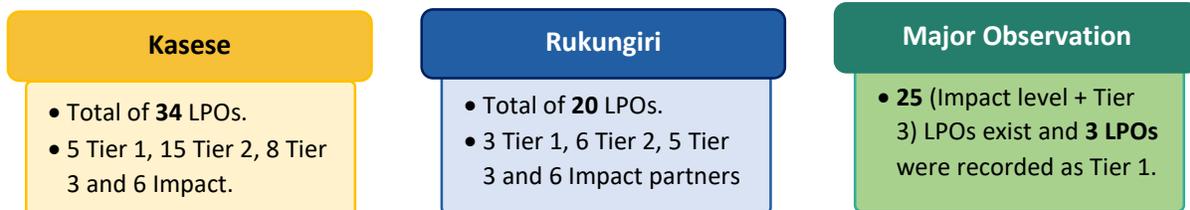


Figure 2: Number of LPO respondents by theme and district

Total LPOs participating in annual survey increased from 47 to 54 with a notable increase in tier 1 LPOs, compared to the 2022 LPO assessment. Impact partners stayed at a total of 25 (Impact + Tier 3 categories) for both 2022 and 2023.

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

	Tier 1	Tier 2	Tier 3	Impact Partner
Kasese	4	4	6	4
Rukungiri	2	1	3	5
Total	6	5	9	9

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 470 total staff were reported by respondents representing 54 LPOs across both sites. This is an increase from 357, 388 and 430 reported in 2022($n=47$), 2020 ($n=50$) and 2019 ($n=52$) respectively, and still greater than the 292 reported for 2018. On average, for every 5 staff, 2 staff were paid, which is a lower ratio as results from 2022, 2020/21 and 2019 for the LPOs. The results from this as per the tool used are shown below;

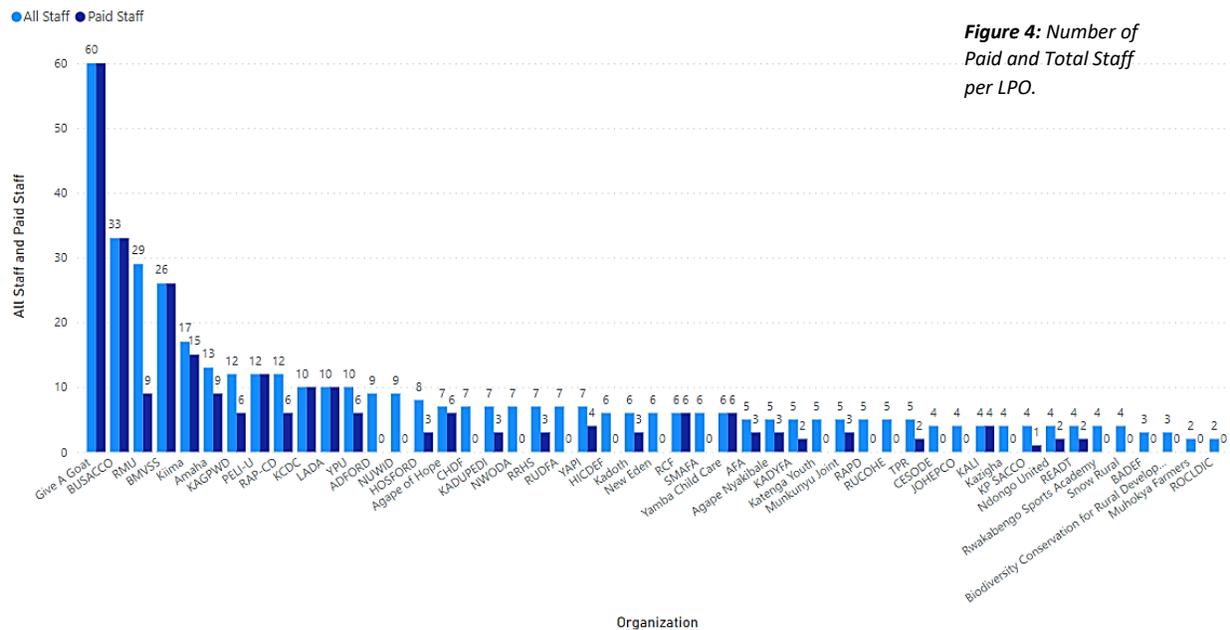


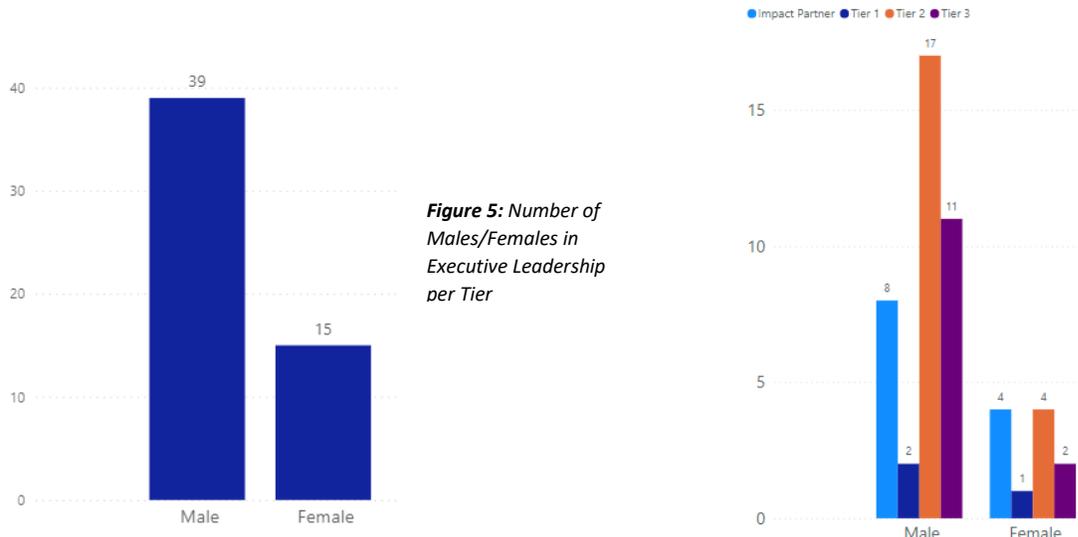
Figure 4: Number of Paid and Total Staff per LPO.

A large proportion of LPOs with the greatest number of staff were as expected in the Tier 3/Impact Partner category. LPOs in Rukungiri ($n=20$) had on average 35% staff paid for all the recorded staff in an organization (294 total, 104 Paid), which is a successive reduction from the 48% and 60% paid staff ratio from the 2022 and 2021 assessments respectively. While Kasese LPOs ($n=34$) had an average 61% payment rate for all staff, a reduction from 69% and increase from 58% in 2022 and 2021 assessments respectively, 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



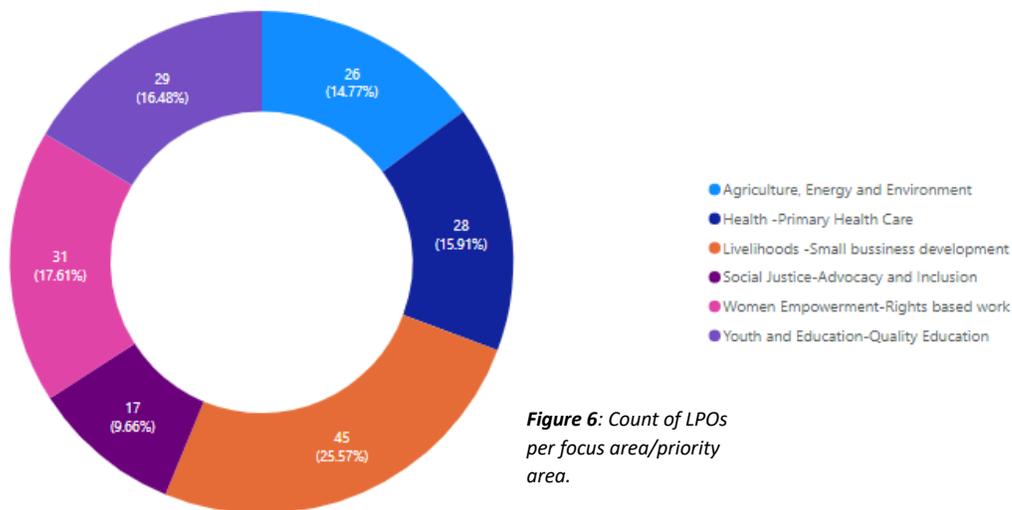
also be the case that this combination of paid/unpaid positions is perfect for the nature of work that LPO

staff are engaged in. Below is a summary of Executive Leadership gender with about 2 in 10 Executive Leadership occupied by women, a reduction from 3 in 10 for the 2022 LPO analysis;



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 2022, 2020/21 and 2019 LPO reports.



Compared to both 2022 and 2020/21 results, Livelihoods continues to become one of the prioritized areas for LPOs in 2023 when compared to 2022/21, where it was both Health and Livelihoods that were the priority. This is particularly highlighting the probable El Nino-aligned, health related post Covid-19 pandemic response projects that eventually morphed into livelihoods and back to school initiatives. It is expected that efforts would go into agriculture given the transition from El Nino to La Nina weather events in 2023 affecting climate. 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;

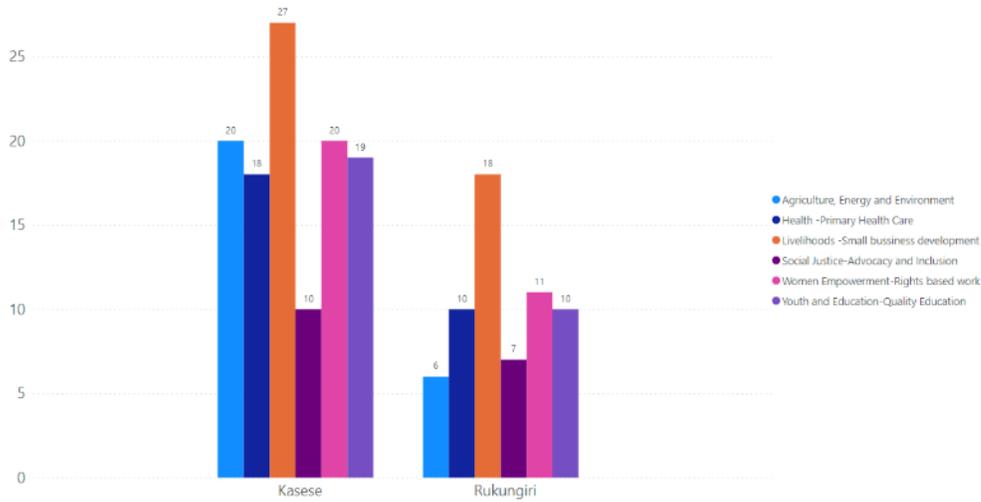
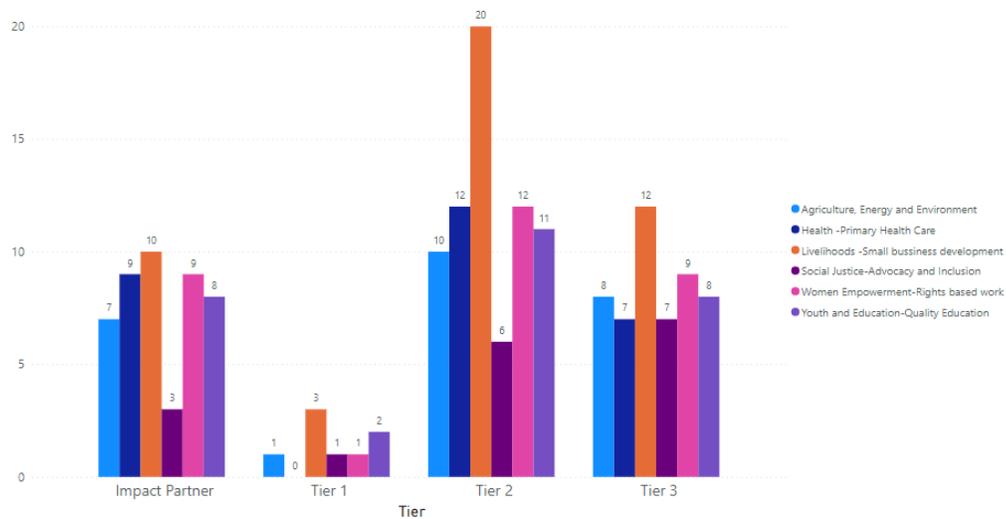


Figure 6: Number of LPOs per focus area/priority area.



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, and Financial guide document 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 40% of LPOs mentioning that they have a M&E system in place for their work, which is less from 50% of previous assessments.



Impact LPOs account for 80% of M&E uptake.

100% of LPOs reported having and using the financial guide tool, about 70%(n=36) reported utilizing the annual budget tools. It stands to reason that capacity needs to be directed towards the LPOs that reported not using annual budget tools as listed below per aspect;

No Annual Budget Tools used;

- Munkunyu Joint
- RCF
- New Eden
- Kazigha
- NWODA
- RUCOHE
- RUDFA
- JOHEPCO
- Rwakabengo Sports Academy
- Katenga Youth
- NUWID
- RAPD
- Biodiversity Conservation for Rural Development

3.3 Boards of Directors and M&E

a) Number of Board Members

Crucial organizational elements like the board of directors were also determined. From the time of 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 average number of board members from this data collected;

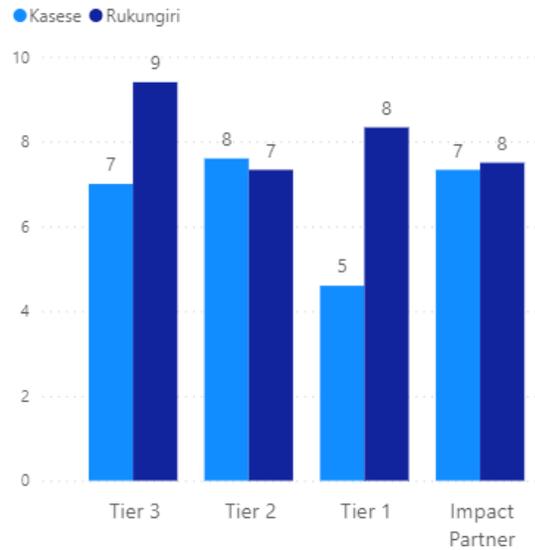
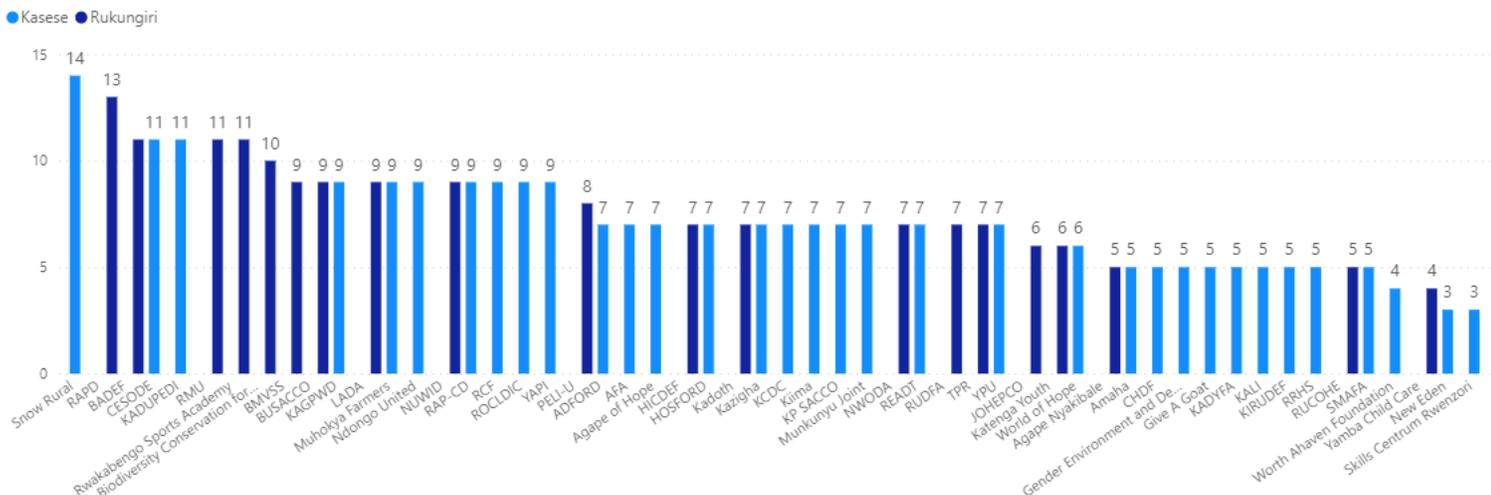


Figure 9: Number of Board Members per Tier per Site

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 with the mainstreaming of remote work, with a lot of the LPOs mentioning that they use online platforms. LPO boards typically meet quarterly (51% reported this) more than any other frequency of meetings. Annual board meetings were next dominant among Tier 2 LPOs (5 LPOs) compared to Tier 3 (1 LPO) that reported routinely having these board meetings at least once a year as summarized below;

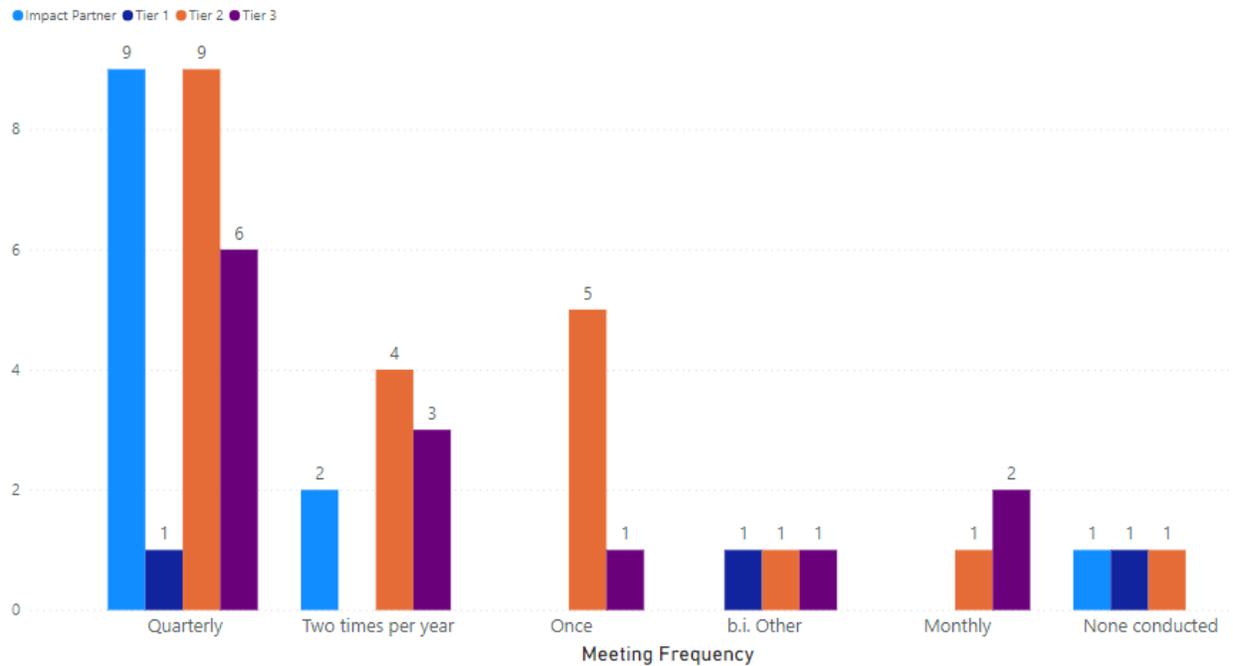


Figure 11: Number of LPOs per Category of Board Meeting Frequency

3s LPO mentioned that they did not have any Board meetings for 2023 compared to several LPOs in the last assessments that did not conduct any board meetings due to pandemic related limitations to NGO work. Below are the LPOs that stated they did not have any board meeting for 2023;

LPOs reporting no board meeting held for 2023

YPU

Biodiversity

JOHEPCO

Reasons for 'Other' frequency of meeting were recorded as some LPOs meeting 3 or 6 times in 2023.

3 LPOs did not have any board meetings in 2023.

b) M&E Activities

Fewer LPOs reported carrying out M&E activities regularly including Impact partners. Collectively, Impact level LPOs reported carrying out M&E activities than not carrying them out completely. As shown in the chart below, Tier 1 and 2 LPOs were carrying out M&E less frequently compared to other Tier categories;

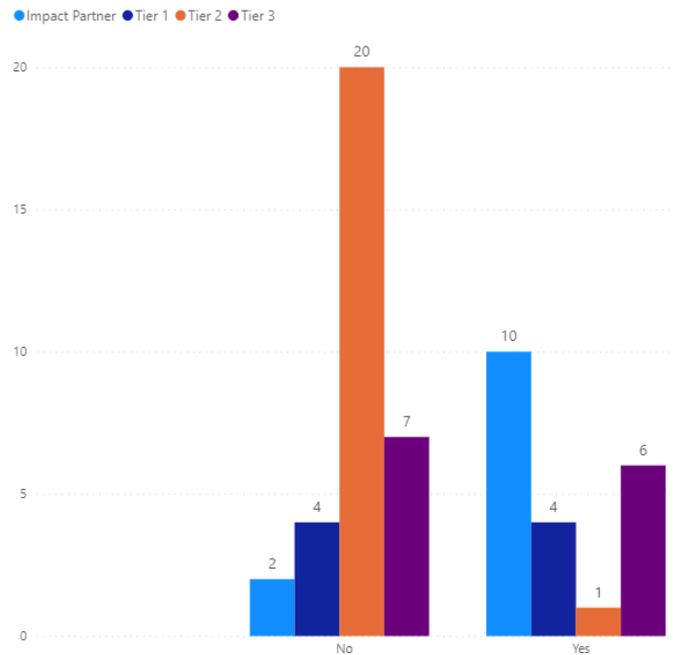


Figure 12: Number of LPOs per M&E activity frequency category

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.

On average, a Tier 2 LPO directly reached close to 650 beneficiaries while a Tier 3 LPO reached about 1,000 beneficiaries directly in 2023. It should be noted that some LPOs like Kadoth include estimated reach by Radio within the reported beneficiary reach. In Kasese, LPOs like Kiima foods and Kali closed certain projects that led to low reach compared to last year. Impact partners were the highest with an average reach of 7,400 individuals. The charts that follow highlight the beneficiaries reached for 2023;

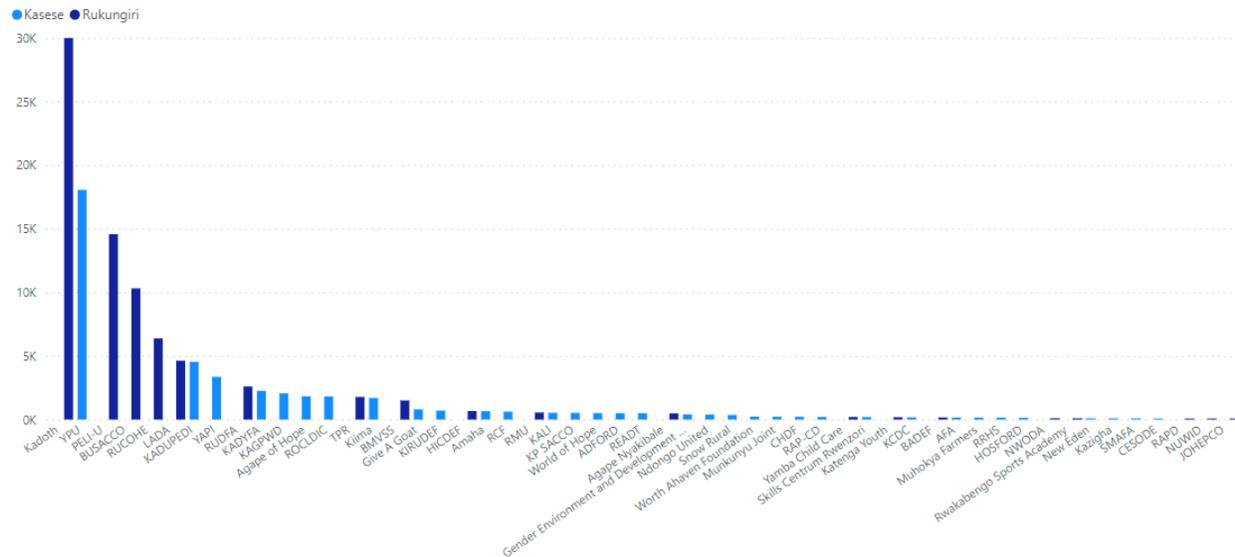


Figure 15: Beneficiary reach per LPO with Tier category

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 funding due to donor re-prioritization and LPOs that ceased operation or dropped off.



Joint programs were evenly spread across both Tier 1, 2, 3 and Impact LPOs in both sites;

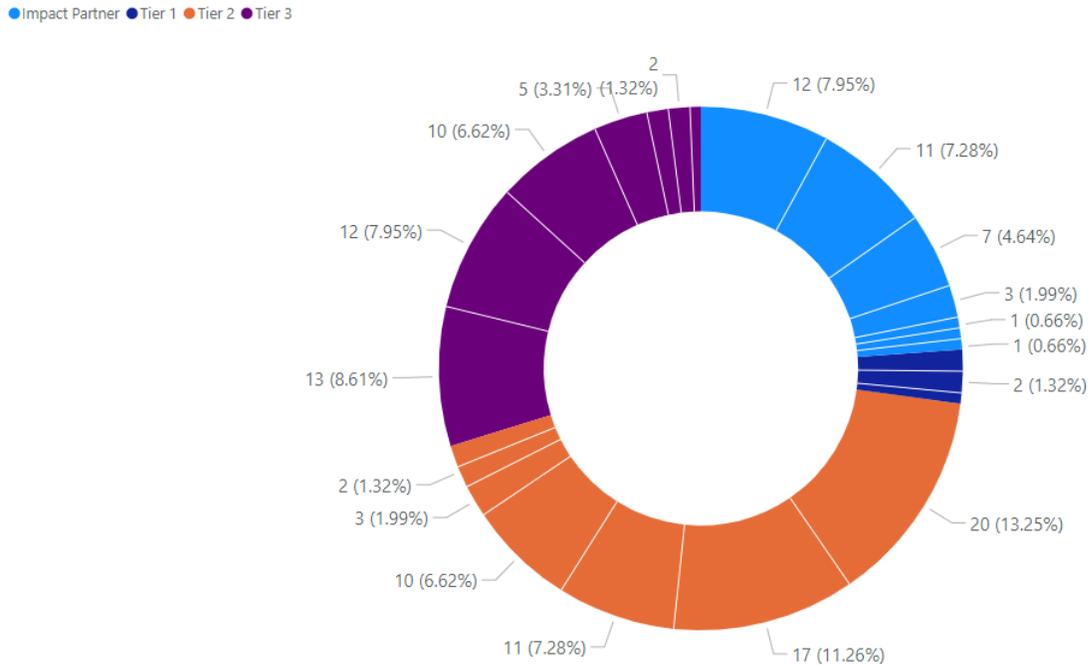


Figure 16: Number of Joint Programmes per Tier

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 9.443 Billion**, which is a close to **11% increase in revenue for 2023**, from the total revenue reported for the last assessment 2022(UGX 8.395 Billion), 2021(UGX 6.984 Billion) and less than 2019(UGX4.2 Billion). This is impressive considering the funding limitations due to project realignment due to some donor pullout / reprioritization. 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 dedicated financial assessment or audit. Below is are figures to provide a disaggregated picture for this revenue;

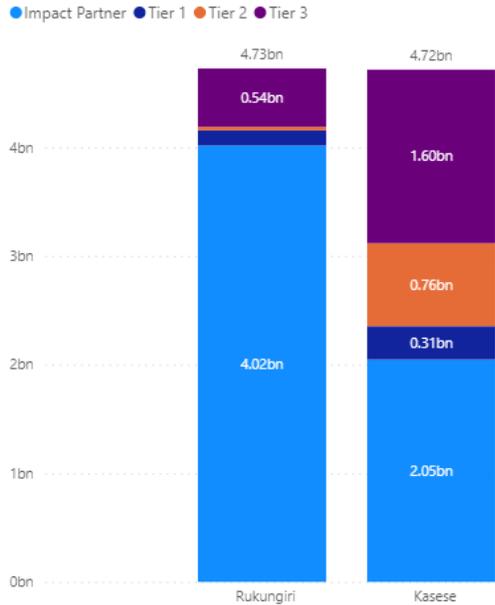


Figure 17: Revenue total per site by Tier category

Kasese has the greatest number of LPOs reported but recorded the least amount of funding by its LPOs with a notable increase in Rukungiri LPOs revenue from last year. Impact Partner LPOs were few but generally dominate in the amount of funding compared to other Tiers.

Income Table (Total Annual Revenue)

District	2023 Funding (UGX)	2022 Funding (UGX)
Kasese	4,716,149,281	4,239,143,815
Rukungiri	4,727,476,362	4,155,610,012
Total	9,443,625,643	8,394,753,827



Funding sources were largely from grants, individuals and earned income for both Tier 2, 3 and Impact partners in 2023, which is a similar picture as 2022. As shown below, all tier category LPOs reported having earned income /revenue for their activities as disaggregated in the chart below;

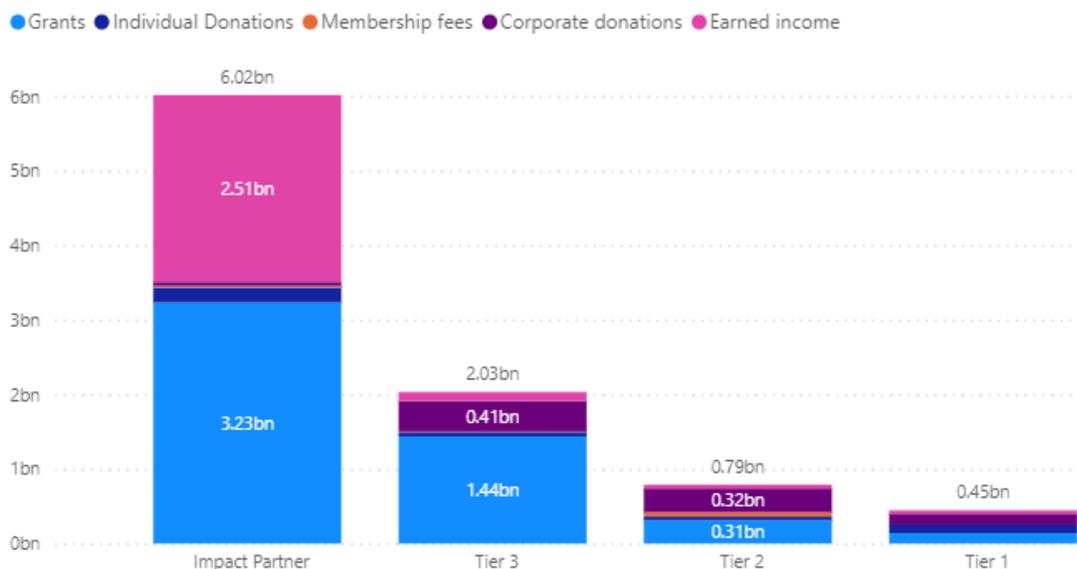


Figure 18: Revenue totals by Tier with funding source type

*There was UGX 5m categorized under 'Other'

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, 21% of staff were recorded to have advanced computer skills, which is an improvement from 15% in 2022, 8% in 2020/21 and a step forward from the 17% reported in the 2018

survey. The summary below also reveals that more staff are reported for Kasese in terms of computer ability;

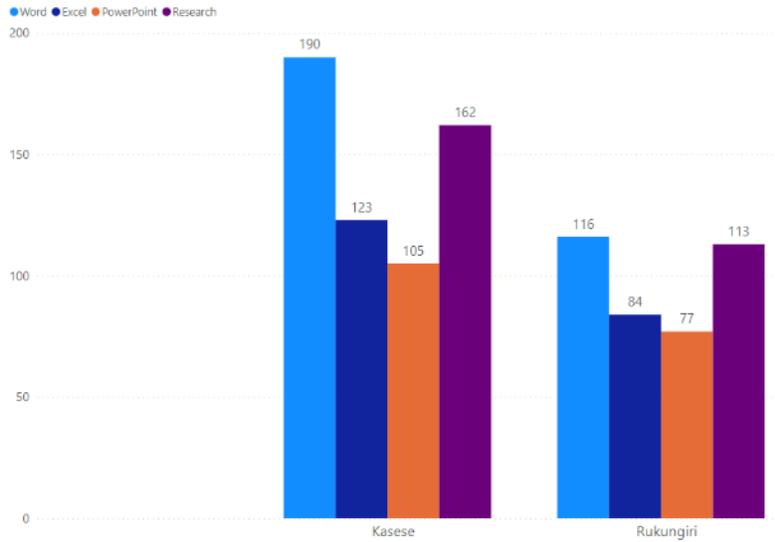


Figure 19: Number of staff who can effectively use computers and applications.

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;

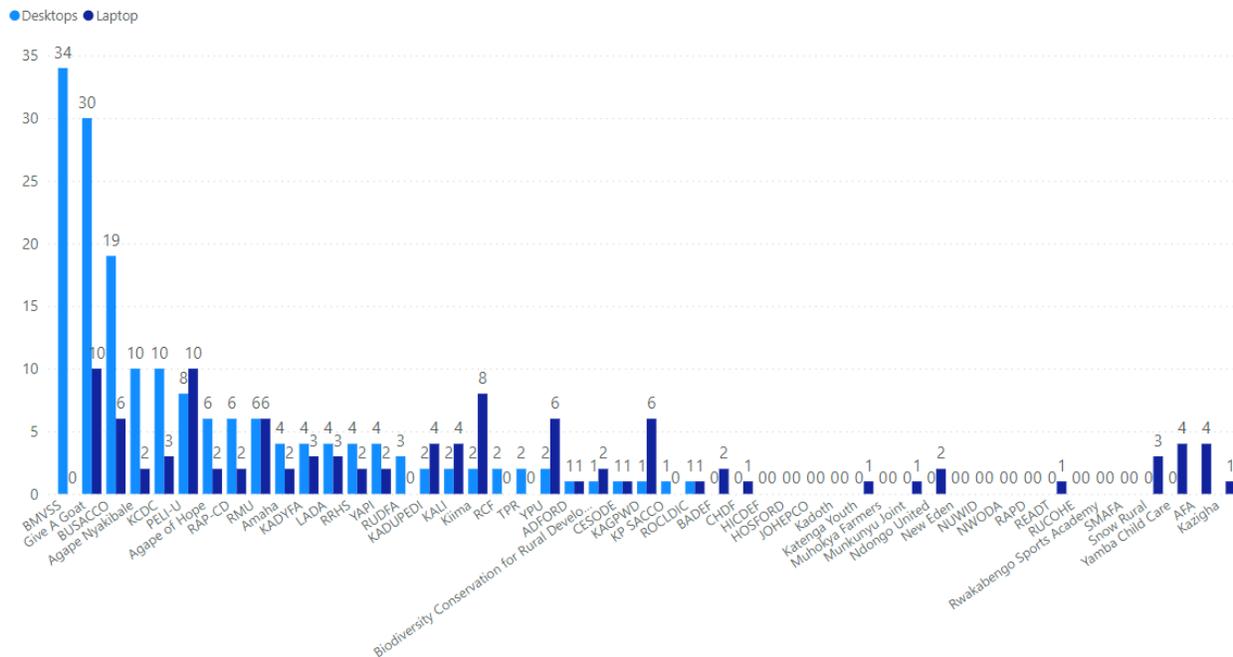


Figure 20: Number of computers per LPO

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 chart below shows a summary of internet access by LPOs;

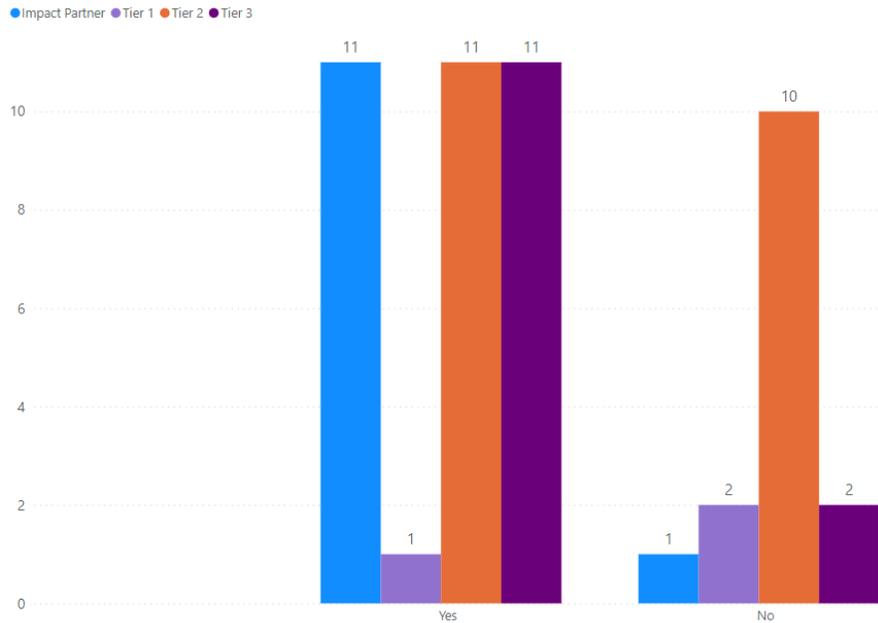


Figure 21: LPOs with Internet Access

13 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 2023. 102 proposals were submitted in 2023 which is in the ballpark of the 79, 118 and 95 proposals submitted in 2022, 2020/21 and 2019 respectively by LPOs. 69% of LPOs (37 of 54) submitted at least one proposal, a slight reduction from previous assessments (85%), representing an average of 2 proposals per organization, which is similar to results recorded for 2022, 2020, 2019 and 2018.

Over 40% of LPOs submitted 1 to 2 proposals for 2023, which is a stark difference when compared to 2018 results and is less than the 2022, 2021, 2020 and 2019 results on this metric.

	2023	2022
Kasese	76	52
Rukungiri	26	27
Total	102	79

Overall, LPOs reported a close to 60% success rate for grant funding proposals for 2023, representing a big improvement from 52% in 2022, 17% in 2019 and a slight increase from 55% success rate from other assessments. This could be due to support offered by FCDE in grant writing and the trainings offered in relation to organizational strategy, communication and impact reporting;

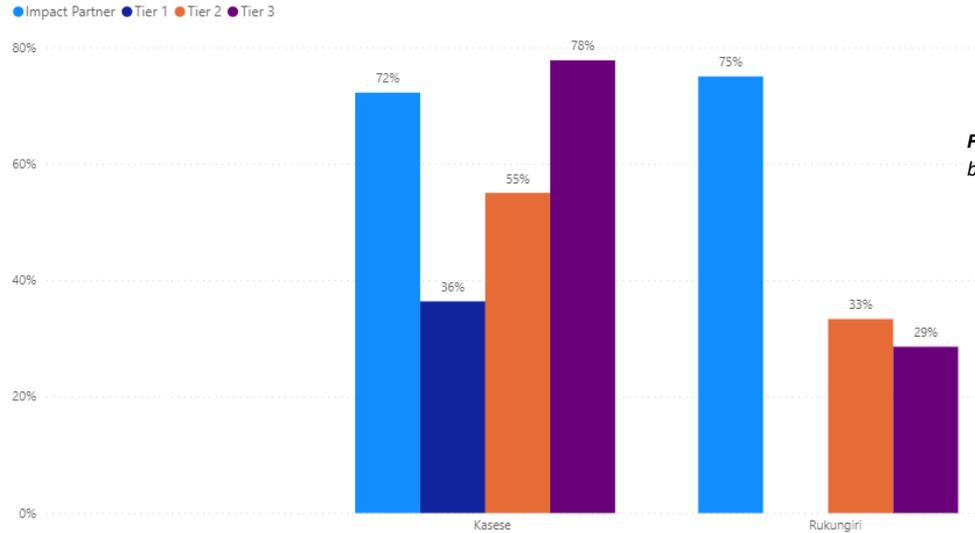


Figure 23: Grant Success Rate by Location by Tier.

FCDE supported the writing of 35 proposals for all categories of LPOs in 2023. This represents close to 40% 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 a positive relationship 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;



LESSONS, RECOMMENDATIONS AND CONCLUSION

These lessons, and recommendations are similar to those put forward for the 2023 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. 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.



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 like Kobo are effective for this exercise.

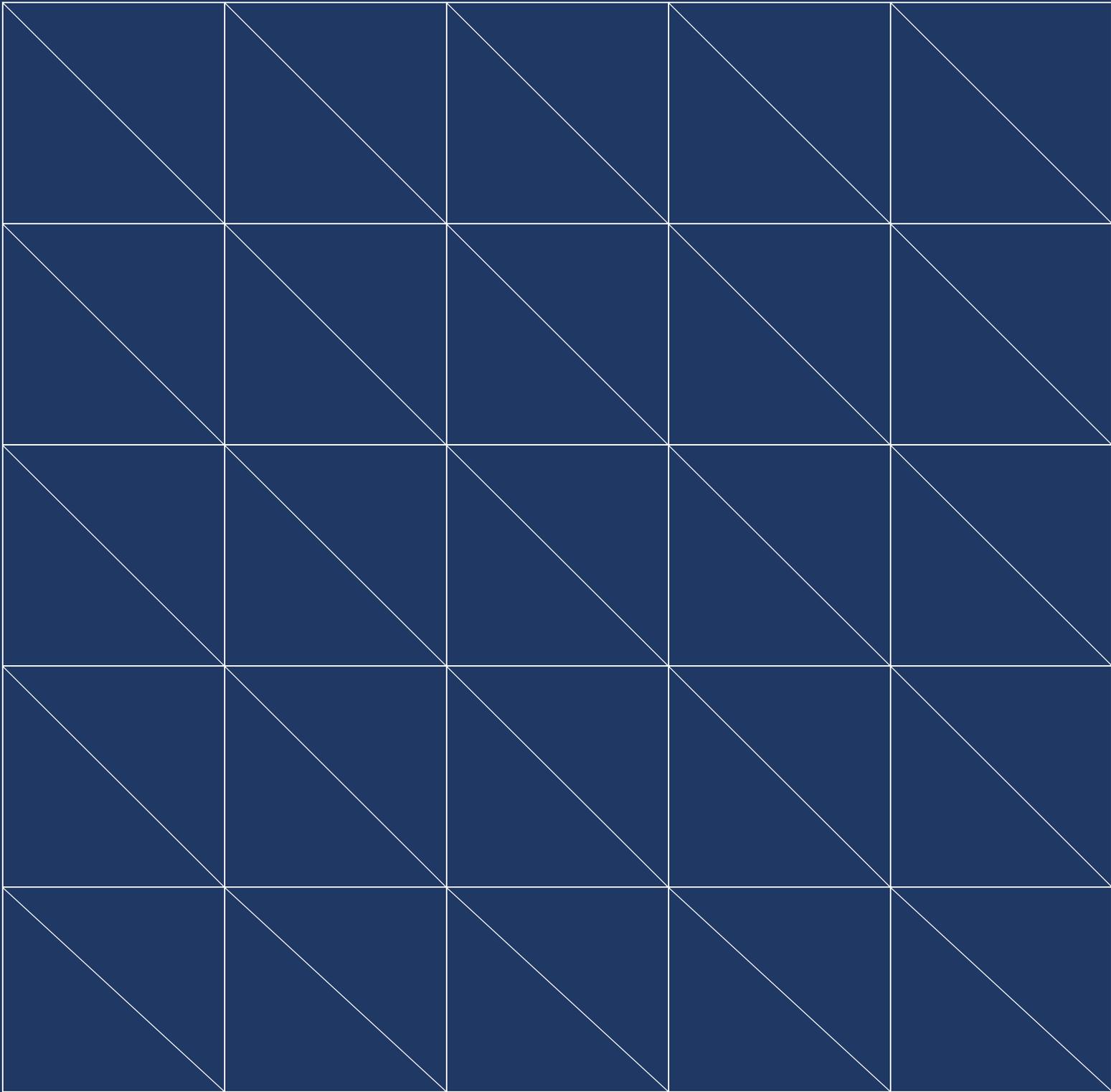
4.2 Recommendations based on this monitoring

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 shifting donor context, 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.

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.
- FCDE might consider collecting GPS coordinates of LPO locations such that geographic insights and summaries can be generated from the data.



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

Uganda.

For any inquiries about this report or the work that FCDE does, email: info@fcde-dev.org