



FCDE's Local Partners Monitoring Report: 2024



We build local capacity to lead community change in rural East Africa.

We envision a Locally led development that transforms lives.

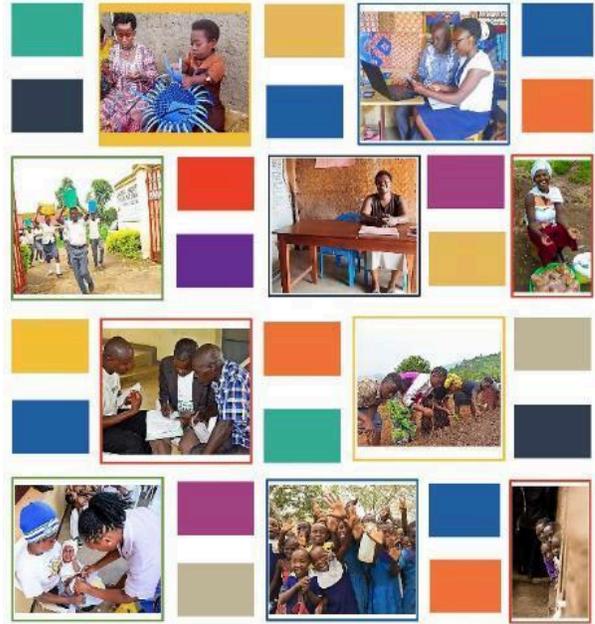
<https://fcde-dev.org/>



2023 LPO Monitoring Report

Foundation for Community Development and Empowerment

<http://www.fcde-dev.org>



2022 LPO Monitoring Report



Foundation for Community Development and Empowerment

<http://www.fcde-dev.org>

Local Partner Organization (LPO) 2021 Monitoring Report



Foundation for Community Development and Empowerment

<http://www.fcde-dev.org>

2020

LPO Monitoring Report



Foundation for Community Development and Empowerment

<http://www.fcde-dev.org>

CONTENTS

LIST OF ABBREVIATIONS.....	3
OVERVIEW.....	4
1.1 Background to the Annual Monitoring.....	4
1.2 Focus of the End-Year Monitoring.....	4
METHODOLOGY AND APPROACH TO THE MONITORING.....	6
2.1 Analysis design and coverage.....	6
2.2 Quality Control in data collection and cleaning.....	6
2.3 LPO Monitoring Data Collection Challenges.....	6
ANALYSIS AND FINDINGS.....	7
3.1 Organizational Priorities and Staff.....	7
3.2 Organizational Tools Use.....	11
3.4 Beneficiary Count for LPOs (direct and through joint programs).....	15
3.5 Funding Sources and Technology.....	17
a) Annual Revenue.....	17
b) Technology Tools.....	19
c) Functional Computers and Internet Access.....	19
3.6 Grant Proposals.....	21
LESSONS, RECOMMENDATIONS AND CONCLUSION.....	22



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



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 targeted to collect annual data from 30 continuing LPOs and the 14 newly recruiting LPOs and it yielded responses from 44 which were 100%. These local partner organizations are 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 or capacity building for locally led organizations.



1.2 Focus of the End-Year Monitoring

FCDE is focused on strengthening and learning from its 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 2024 end-of-year data for Kasese and Rukungiri sites, 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 2025 Year-End survey and in regard to our new strategic plan 2025 – 2027.
- 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 questions 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.

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.



Figure 1: Data quality process used

ANALYSIS AND FINDINGS

This section includes the findings from the 2024 Monitoring assessment among 30 LPOs interviewed from Kasese and Rukungiri districts. 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 30 LPOs which willingly participated in the monitoring were characterized by a majority of impact partners: 11 which represented 37%, Tier 3 partners are 7 representing 23%, Tier 2 partners are 4 representing 13% and tier 1 are 8 representing 26%. Further, a higher degree of response was from LPOs within Kasese 19 representing 63% as opposed to those in Rukungiri who were 11 representing 37%.

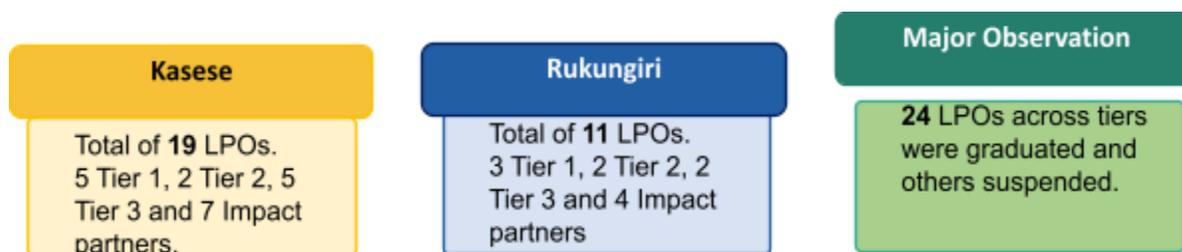


Figure 2: Number of LPO respondents by theme and district

Total LPOs participating in the annual survey decreased from 54 to 30 this presented 55% decrease. We graduated 5 LPOs (9%) and discontinued 19 (35%) LPOs and we never collected data from them. We brought on board 14 LPOs, making our current active partners 44 and a baseline report for 14 newly recruited LPOs will be presented in a baseline report.

Website ownership:

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

	Tier 1	Tier 2	Tier 3	Impact Partner
Kasese	4	2	4	4
Rukungiri	2	0	0	4
Total	6	2	4	8

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

Observation: 20 LPOs out of 30 have websites which is 67%. 11 websites are hosted which is 55% and 9 are free hosted which is 45%. The 11 hosted meets 80% of what an organizational website should look like while 9 which are free hosted are below the requirement of an organization

website, they lack key qualities of an effective organizational website like the captivating graphics, engaging language, key information and briefs.

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 198 staff and volunteers were reported by 30 LPOs respondents across both sites. 81 (40%) out of the 198 staff and volunteers are salaried. Kiima Foods is the leading employer among the LPOs with 18 (22%) salaried staff. 50% of the LPOs have Executive Directors that are paid a monthly salary. Many of our partner organizations still have unpaid staff as indicated below.

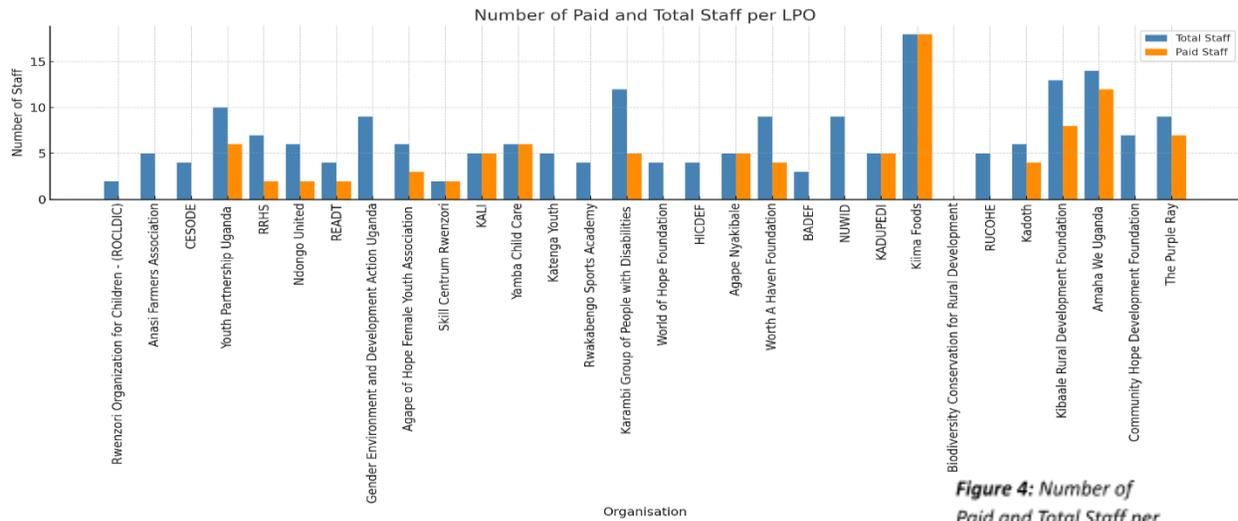


Figure 4: Number of Paid and Total Staff per LPO.

8 partner organizations have women in the executive leadership positions representing 27% as opposed to 22 partner organizations led by men representing 73%. As indicated below.

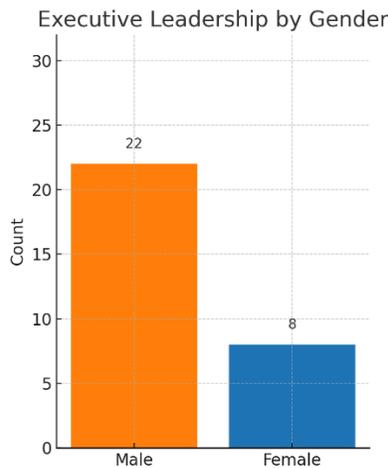
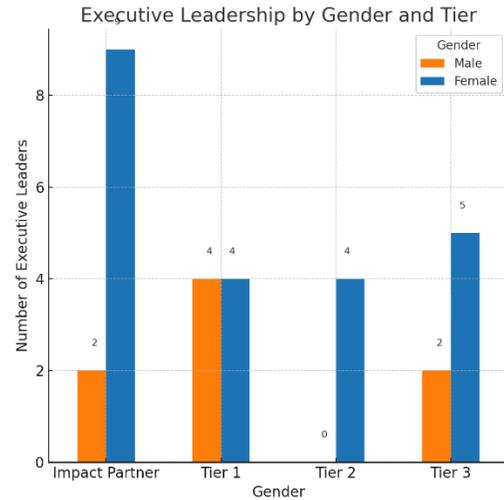


Figure 5: Number of Males/Females in Executive Leadership per Tier



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 from the last assessment. Social Justice and Youth & Education were the least selected focus areas, which is different to the trends recognized in the 2022, 2020/21 and 2019 LPO reports.

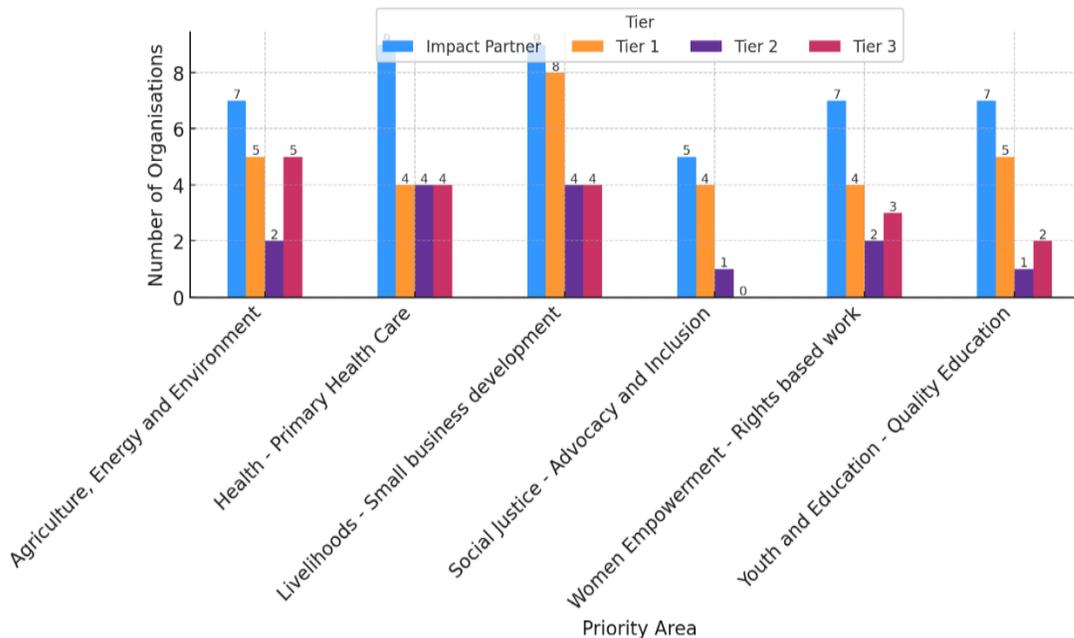


Compared to both 2023, 2022 and 2020/21 results, Livelihoods – small business development continues **to become one of the prioritized areas for LPOs in 2024 and also the same in 2023**. This is particularly highlighting the probable El Nino-aligned, health related post Covid-19 pandemic response projects 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 followed by Health, Agriculture, Energy and environment mostly among the impact partners and tier 1.



Figure 7: Number of LPOs per focus area/priority area.



3.2 Organizational Tools Use

- MVV 100%
- BOD constitution 100%
- Strategic Plan: 19 (63%) are using the strategic plan and 11 (37%) doesn't have the strategy.
- Human resource Policy: 24 (80%) have the human resource policy while 6 (20) doesn't have.
- Annual budget: 25 (83%) have the annual operating budget while 5 (17%) doesn't have.
- Finance guideline: 28 (93%) have the finance guideline while only 2 (7%) doesn't have.
- M&E System: 11 (37%) have while 19 (63%) doesn't have.

No Annual Budget Tools

used:

1. Katenga Youth
2. Rwakabengo Sports Academy
3. Agape Nyakibale
4. NUWID
5. Biodiversity Conservation for Rural Development

No Strategic Plan tool used

1. READT
2. Agape of Hope Female Youth
3. Skills Centrum Rwenzori
4. Yamba Child Care
5. Katenga Youth
6. Rwakabengo Sport Academy

7. Agape Nyakibale

8. NUWID

9. Biodiversity Conservation

10. Kibale Rural Development

11. RUCOHE

No Finance guideline tools

used

1. World of Hope Foundation
2. Kibaale Rural Development Foundation

No Human Resource Policy

tool used

1. Yamba Child Care
2. World of Hope Foundation
3. BADEF

4. NUWID

5. Biodiversity Conservation

6. Kibaale Rural Development Foundation

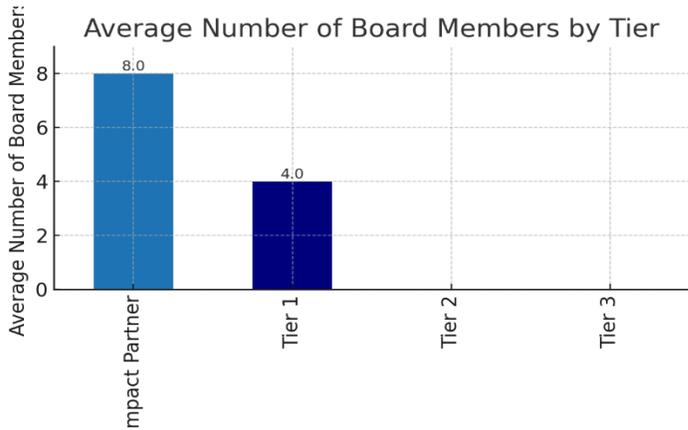
LPOs that have M&E System

1. GEDA
2. Agape of Hope Female Youth
3. HICDEF
4. Kiima Foods
5. The Purple Ray
6. Karambi Group of People with Disabilities
7. Agape Nyakibale
8. Worth A Haven Foundation
9. BADEF
10. NUWID
11. KADUPEDI

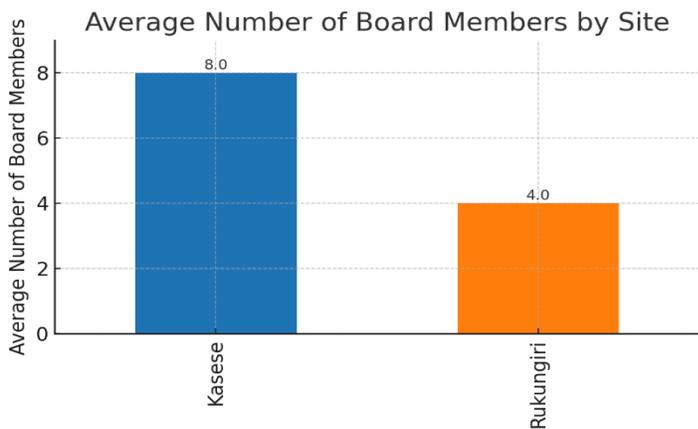
Observations: The findings demonstrate an urgent need in M&E as high priority and strategic planning lower priority. The need for M&E is also demonstrated in the challenges the data collectors go through while collecting data more especially on the beneficiaries.

a) Number of Board Members

The assessment captured data on the size of Boards of Directors across Local Partner Organizations (LPOs), using this as a proxy for organizational structure and governance maturity. As seen in the first chart below, Impact Partners reported the highest average number of board members (8), while Tier 1 organizations averaged 4. No valid board data was available for Tier 2 and Tier 3 at the time of analysis.

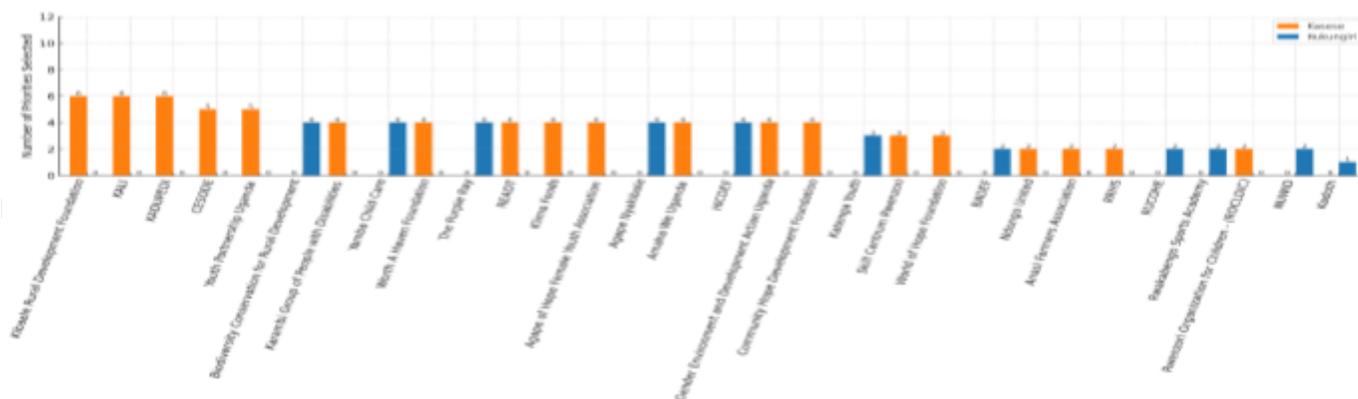


When viewed by site, Kasese-based LPOs reported an average of 8 board members, compared to 4 in Rukungiri. This discrepancy may indicate differences in organizational maturity, capacity, or registration timelines between the two locations.



The relatively uniform spread in board sizes across tiers and sites may be attributed to fixed governance requirements or statutory minimums. Smaller boards may reflect either streamlined governance structures post-COVID-19, or gaps in institutional development -warranting follow-up support to understand and address these dynamics where appropriate.

Figure 10: Number of Board Members per LPO



Only two organizations did not conduct board meetings in 2024.

1. RUCOHE
2. Biodiversity Conservation.

18 LPO boards typically meet quarterly (60 % reported this) more than any other frequency of meetings while 7 LPOs hold board meetings two times per year this represented 23% and most of the impact partners (9) out of (11) conduct board meetings quarterly as summarized below;

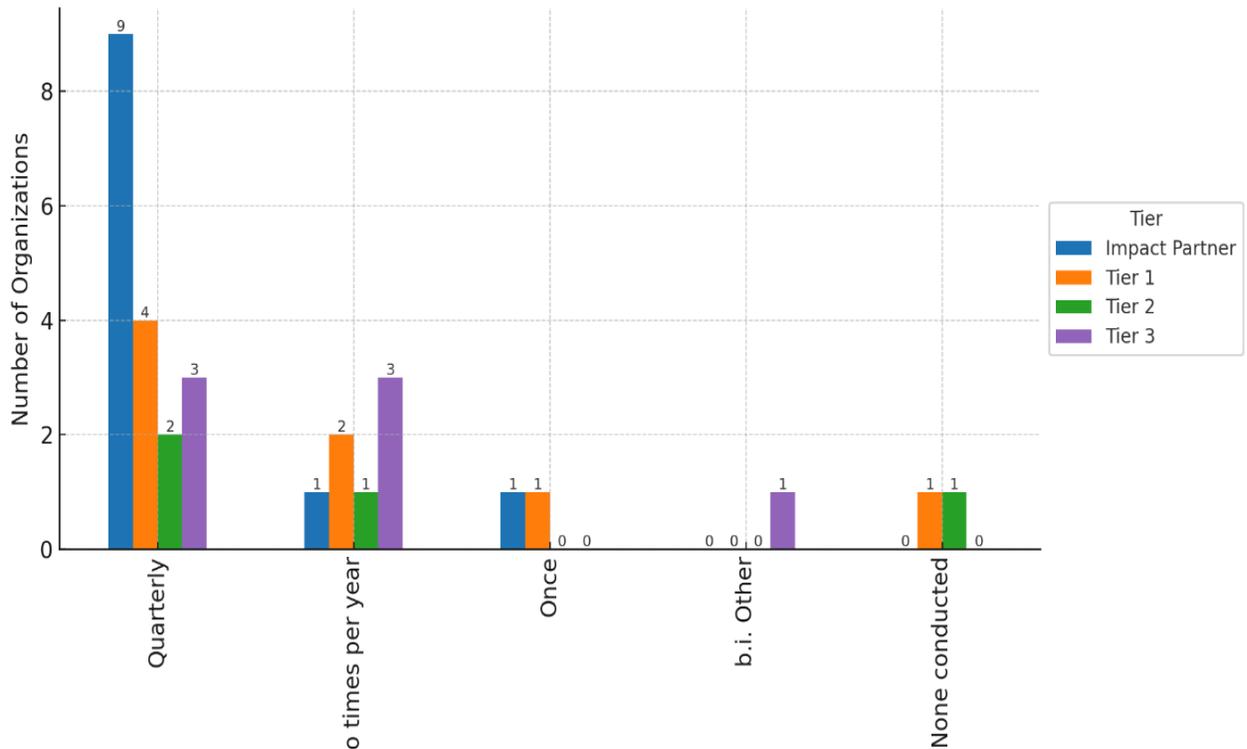


Figure 11: Number of LPOs per Category of Board Meeting Frequency Meeting Frequency

b) M&E Activities

50% of the LPOs reported carrying out M&E activities regularly while 50% of the LPOs reported that they never conducted M&E activities last year.

LPOs reported non conducted M&E Activities are named below;

- | | | |
|-----------|----------------------|---------------------|
| 1. ROCDIC | 7. Yamba Child Care | 12. RUCOHE |
| 2. CESODE | 8. Katenga Youth | 13. Kibaale Rural |
| 3. RRHS | 9. Rwakabengo Sports | 14. Amaha We Uganda |
| 4. NDONGO | 10. World of Hope | 15. Community Hope |
| 5. READT | 11. Biodiversity | |
| 6. KALI | Conservation | |

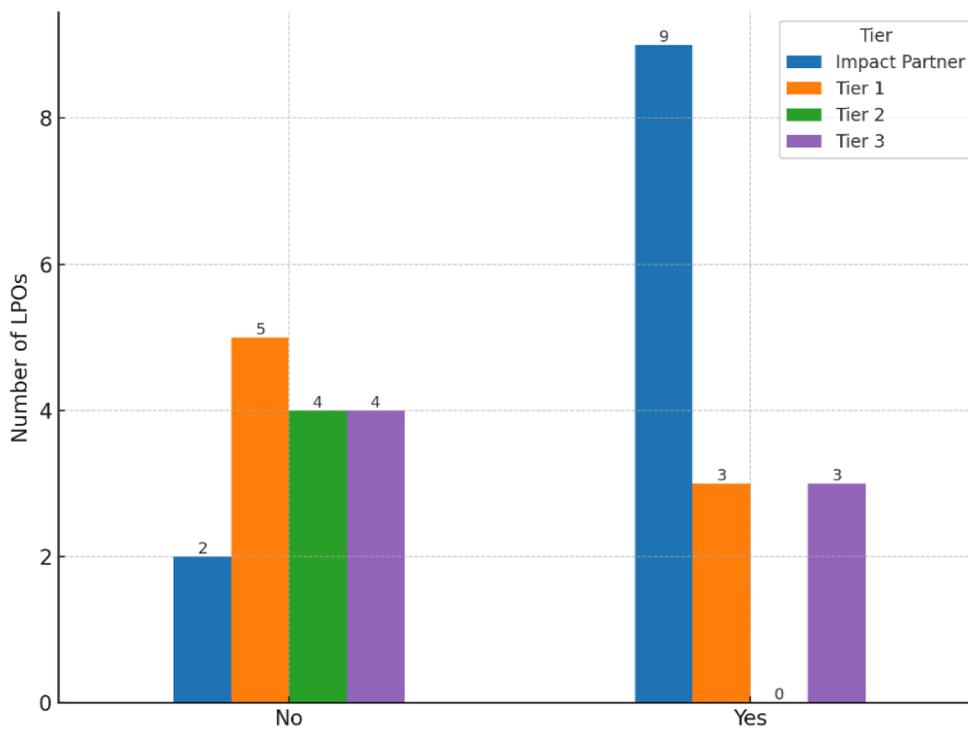


Figure 12: Number of LPOs per M&E activity frequency category

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

LPOs were asked to state their programs and the number of beneficiaries who directly participated in each program during January-December 2024. All LPOs reported a summed direct beneficiary count of exactly 49,125 individuals in both Kasese and Rukungiri.

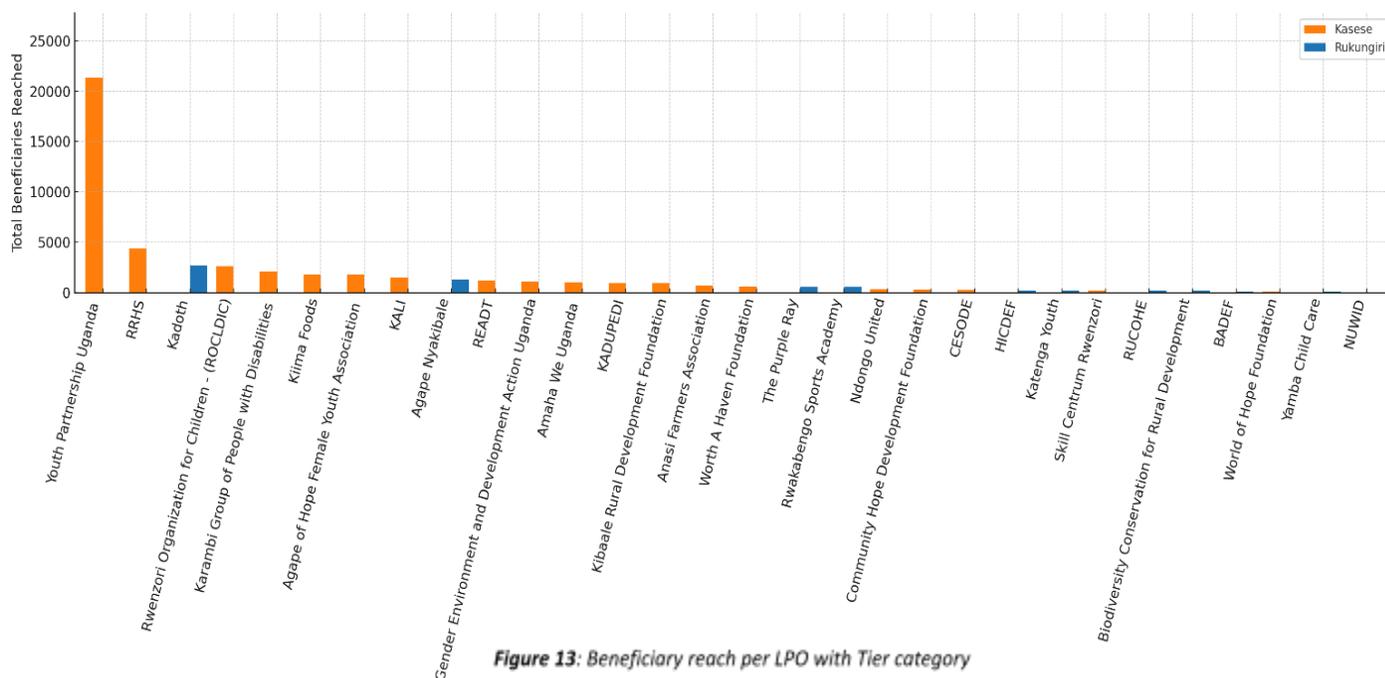
Per site

- ❖ Kasese: 42967 representing 87%.
- ❖ Rukungiri 6158 representing 13%.

Tiers Per Site.

- ❖ Kasese: Impact:33,710 (78%), Tier 3: 4942 (11.5%) Tier 2:1443 (3.3% Tier 1: 3650 (8.4%).
- ❖ Rukungiri: Impact: 4769 (77%), Tier 3: 187 (3%), Tier 2:424 (7%) Tier 1: 778 (13%).

Impact LPOs generally dominated the upper percentile of high beneficiary numbers reached, followed by tier 3 for Kasese and tier 1 for both sites.



3.5 Funding Sources and Technology

a) Annual Revenue

All LPOs reported a combined total annual revenue of 3,781,086,254, which is a drop of 40% revenue for 2023, from the total revenue reported for the last assessment 2023 (UGX 9.443 Billions, 2022(UGX 8.395 Billion), 2021(UGX 6.984 Billion) and less than 2019(UGX4.2 Billion).

2024 Revenue and sources.

- ❖ Grants: UGX 2,900,865,847 representing 77% of the total revenue.
- ❖ Donation from Individuals: UGX 223,842,600 representing 6% of the total revenue.
- ❖ Membership Fees: UGX 69,871,600 representing 2% of the total revenue.
- ❖ Corporate Donation: UGX 165,865,750 representing 4% of the total revenue.
- ❖ Earned Income: UGX 391,781,807 representing 10% of the total revenue.
- ❖ Other Sources: UGX 28,616,600 representing 0.7% of the total revenue.

Our partners highly receive financial support from grants which is 77% of the total revenue received by the 30 partner organizations. This is followed by earned income like social enterprises which is 10%.

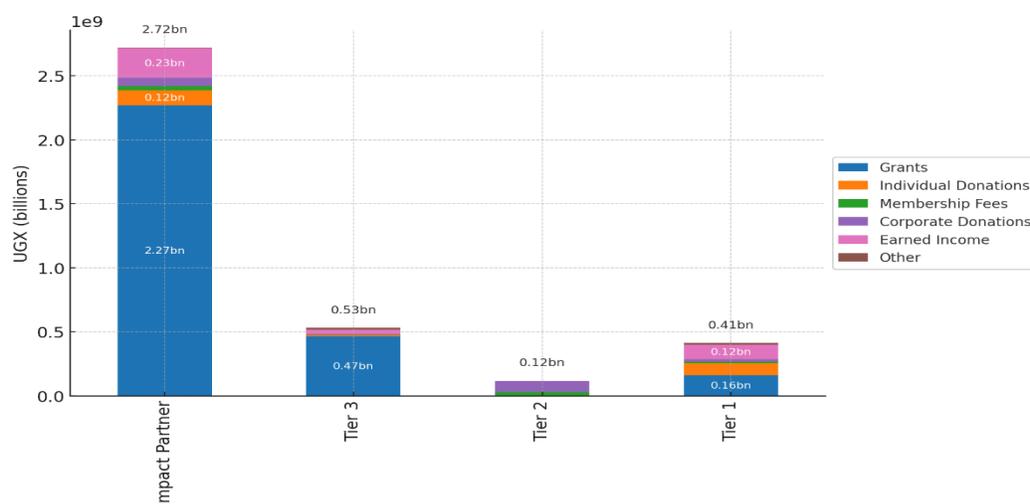


Figure 15: Revenue totals by Tier with funding source type

2024 Revenue Per Site.

Kasese: UGX 3,304,548,344 representing 87% of the total revenue among the partners.

Rukungiri: UGX 463,937,910 representing 13% of the total revenue among the partners.

Revenue per Tier.

Impact: UGX 2,706,883,371 representing 71% of the total revenue among the partners.

Tier 3: UGX 530,790,623 representing 14% of the total revenue among the partners.

Tier 2: UGX 118,041,600 representing 3% of the total revenue among the partners.

Tier 1: UGX 412,770,660 representing 11% of the total revenue among the partners.

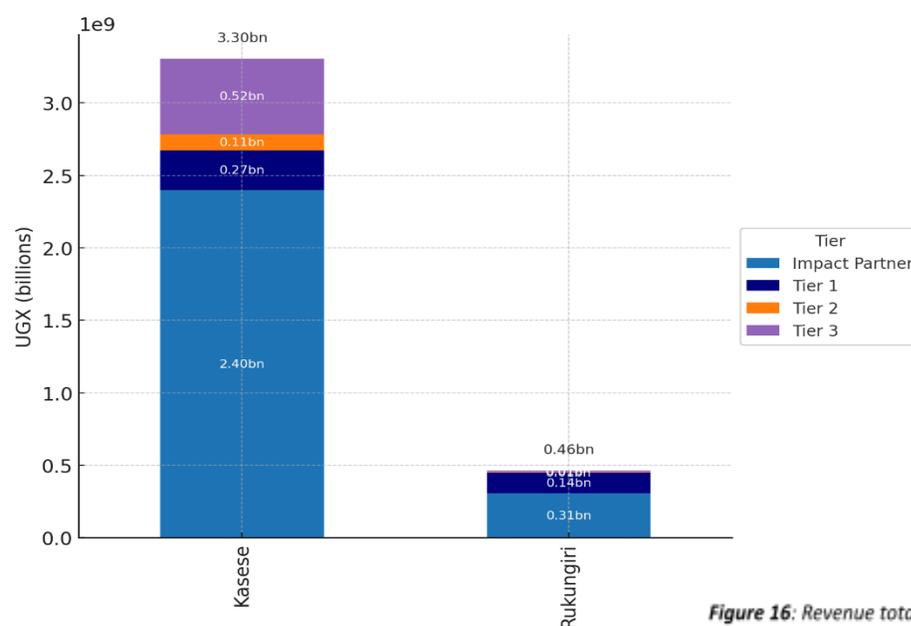


Figure 16: Revenue total per site by Tier category

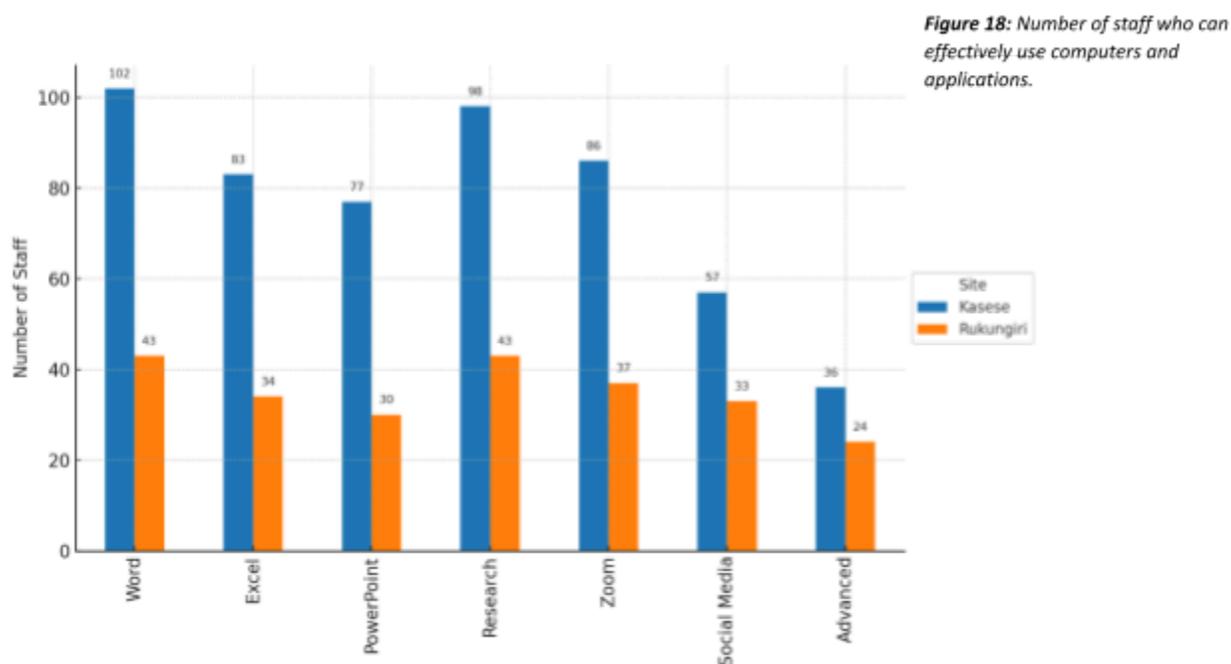
Kasese has the greatest number of LPOs reported with increased revenues and recorded the least amount of funding by LPOs with a notable decrease in Rukungiri LPOs revenue as opposed to last year. Impact Partner LPOs were many and also generally dominated in the amount of funding compared to other Tiers.

Income Table (Total Annual Revenue for 2023 and 2022)

<i>District</i>	2024 Funding (UGX) 30 LPOs	2023 Funding (UGX) 54 LPOs	2022 Funding (UGX) 53 LPOs
<i>Kasese</i>	3,304,548,344	4,716,149,281	4,239,143,815
<i>Rukungiri</i>	463,937,910	4,727,476,362	4,155,610,012
<i>Total</i>	3,781,086,254,	9,443,625,643	8,394,753,827

b) Technology Tools

100% of the LPOs report having at least one or two staff/volunteers that know how to use word and internet, 88% of the LPOs report having staff/volunteers that know how to use excel. The table below demonstrates the details of the number of staff/volunteers familiar with computers.



c) Functional Computers and Internet Access

3 LPOs report having no computers or laptops.

- ❖ HICDEF
- ❖ NUWID
- ❖ RUCOHE

7 LPOs report having no access to the internet at their offices

- ❖ HICDEF
- ❖ Agape Nyakibale
- ❖ NUWID
- ❖ Biodiversity Conservation
- ❖ RUCOHE
- ❖ Kibaale Rural
- ❖ Community Hope

The greatest number of functional computers was 10 for a single LPO and there were LPOs without a functional computer as detailed below;

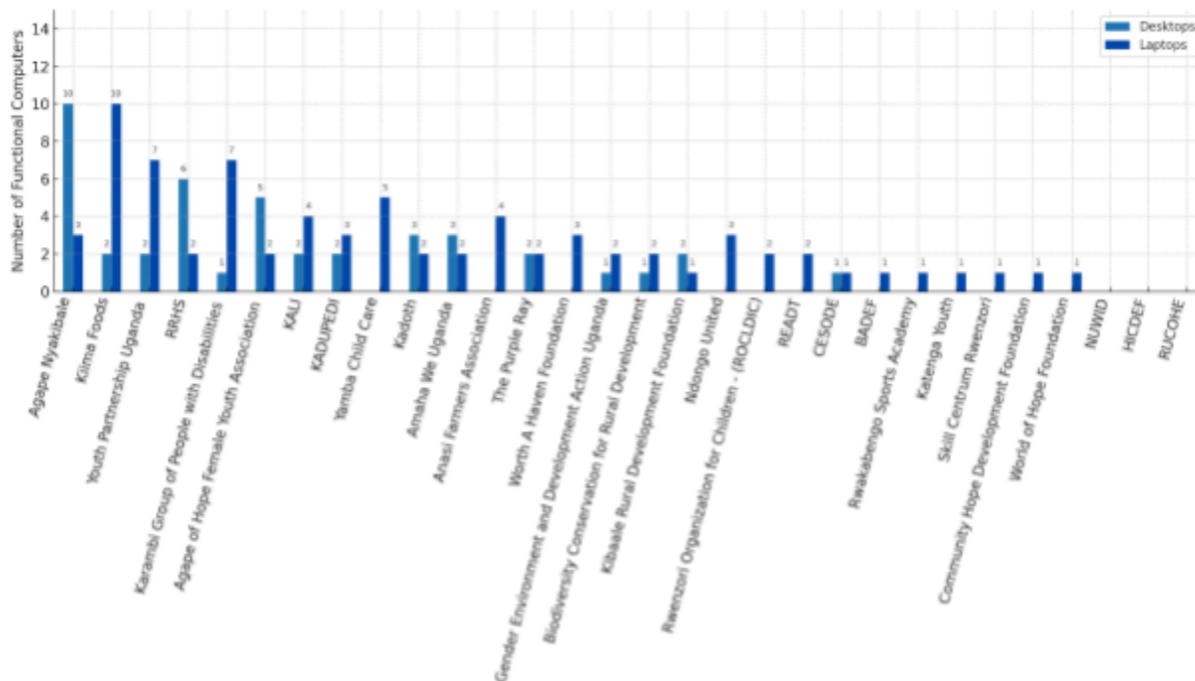


Figure 19: Number of computers per LPO

Few LPOs have no 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;

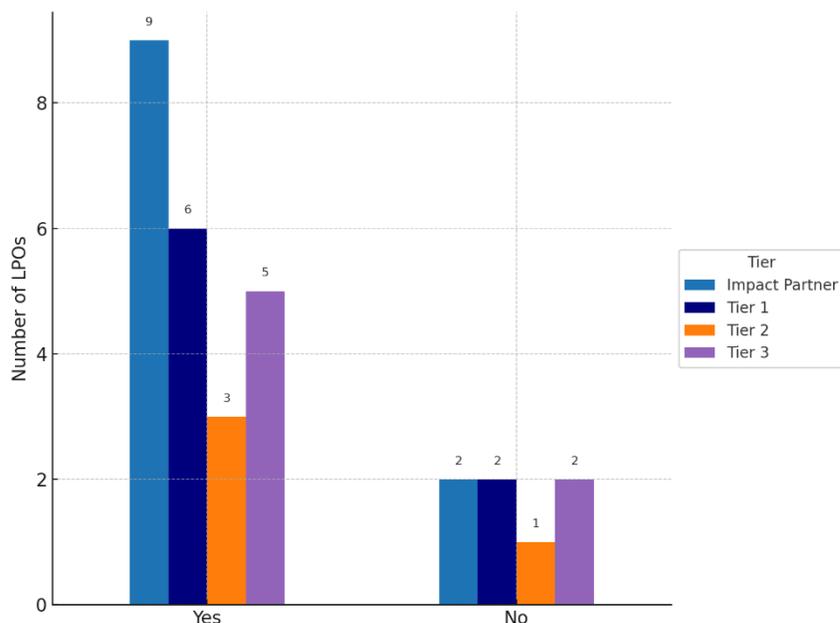


Figure 20: LPOs with Internet Access

3.6 Grant Proposals

To capture a snapshot in time of LPO grant fundraising, FCDE asked organizations to indicate the number of proposals written, submitted and grants awarded during 2024. 153 proposals were written and submitted in 2024 and 58 of them were obtained.

4 LPOs report not taking any action in writing grants:

- ❖ Katenga Youth,
- ❖ BADEF
- ❖ NUWID
- ❖ KADOTH

4 LPOs report writing proposals but not obtaining any

- ❖ CESODE
- ❖ Agape Nyakibale
- ❖ RUCOHE
- ❖ Community Hope.

6 LPOs report writing over 5 proposals and each got over 50% success.

- ❖ Anasi Farmers
- ❖ Youth Partnership Uganda
- ❖ GEDA
- ❖ Skills Centrum
- ❖ KALI

In 2023 102 proposals were submitted by 54 organizations with 60% success rate. In 2024, the 30 organizations submitted 153 proposals and 58 of them were funded which represents a 39% success rate. Out of the 58 obtained grants, 35% were for Kasese LPOs, and 4% were for Rukungiri LPOs.

FCDE team supported in writing 27 project proposals and helped in making 28 connections.

Grants Obtained Per Tier.

- ❖ Impact: 23
- ❖ Tier 3: 15
- ❖ Tier 2: 2
- ❖ Tier 1: 18

LPOs Submitted at least one proposal per Location

	2024	2023
Kasese	134	76
Rukungiri	19	26
Total	102	102

LESSONS, RECOMMENDATIONS AND CONCLUSION

1. We need to strengthen the LPO's M&E systems by helping them put in place beneficiary data bases so that we are able to easily collect data on their beneficiaries. While collecting data it was time consuming to determine the number of beneficiaries of each program/project and we had to go back and forth to come to a common understanding about the number of beneficiaries.
2. This year, 2025, we reviewed the data collection tool and this delayed our timing of collecting the data and yet the results are used to help come up with capacity building work plans for the current year. In 2026, and beyond data should be collected in January and a preliminary report presented at the end of that month and the full report by the end of February. This way we shall be able to have the CBWPs developed in quarter one of each year and work begins.
3. With the close involvement of one of the FCDE staff and the M&E consultant in data analysis and report writing, LPOs have been assessed individually which has been a recommendation from the previous monitoring reports. This has given an opportunity to understand each organization's strengths, opportunities and weaknesses towards their growth and development. FCDE is now better positioned to offer tailored capacity building support to LPOs.
4. In this report we have been able to mention the LPOs by name; starting with the use of the key organizational development tools where 100% of the LPOs are using MVV and the constitutions. There are LPOs that need help in strategic planning, Human resource policy, Finance Resource policy/Guideline, Annual Work Plan, and M&E system. The FCDE implementing team should design an action plan aligning it to the approved FCDE work plan to offer tailored training and coach to such LPOs so that they are also well positioned to receive external support.

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

Uganda.

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