

SECTION J- ATTACHMENTS J.1- J.9

Attachment J.1- USAID/Uganda's 2011-2015 Strategy

Considered a flagship program in the Africa region, USAID/Uganda's FY2012 annual budget stands at approximately \$321 million. As of January 2012, USAID has an estimated 60 different contracts, grants, and Government-to-Government (G2G) activities cutting across the three different development objectives implemented by a mix of local, international and GOU partners. USAID's Feed the Future portfolio is valued at @\$150 million while PEPFAR and Global Health Funds provide most, but not all, of the balance of the Missions' funding.

USAID Uganda's 2011-2015 CDCS sets out its primary goal as "Uganda's transition to a prosperous and modern country accelerated.", achieved through the decentralization and enhanced program planning coordination of three key Development and one Special Objective:

a) **Improving health and nutrition as a result of increased health seeking behaviors and improved quality, accessibility and availability of health services.** USAID/Uganda's health and nutrition interventions are based on the understanding that structurally sound, functioning health systems and quality service delivery that is both available and accessible to Ugandans is essential to effective use of health services and will lead to improved health outcomes of Ugandans. Strengthened health systems serve as the foundation for these efforts. The interventions focus on diseases such as HIV/AIDS, malaria, and tuberculosis and works to reduce malnutrition and improve reproductive health. The Mission has also strategically refocused education resources to support early grade literacy as the basis for girls' and boys' success and retention in school, and to realize the multitude of health and other socio-economic benefits demonstrated to follow from improving girls' education. Uganda is implementing various activities linked to special initiatives including the Presidential Malaria Initiative (PMI), Global Health Initiative (GHI), PEPFAR and Feed the Future (FTF). These initiatives and other Initiatives have important information reporting requirements that the Contractor will be required to assist USAID to meet.

b) **Democracy and governance systems strengthened and made more accountable.** USAID aims to support improved governance systems, work to mitigate conflict, especially around land administration, and work in a number of other aspects of democracy (to include elections, human rights, and Parliament) at the national level and in selected districts. The CDCS coincided with the close of most of USAID/Uganda's democracy, governance and conflict (DGC) programs. New programs i.e. Governance, Accountability, Participation and Performance (GAPP) and Supporting Access to Justice, Fostering Equity and Peace (SAFE) are expected to start 2012.

c) **Economic growth from agriculture and the natural resource base increased in selected areas and population groups.** Target interventions will support the Government of Uganda's (GOU) Agriculture Development Strategy and Investment Plan (DSIP) through improving agricultural productivity and enhancing market and expanding trade in maize, beans, and coffee value chains in selected districts. USAID will also work to improve nutrition and livelihoods of vulnerable populations through improving access to diverse and quality foods,

enhancing nutrition related behaviors and increasing the resilience of vulnerable communities and households. The central effort under this development objective is USAID's Feed the Future (FtF) Initiative with the overall objective of reducing poverty, hunger, and under nutrition in Uganda. Uganda's FtF Strategy is composed of three components: Agriculture, Nutrition, and a third component, Connecting Nutrition to Agriculture, which seeks to strengthen the relationship between these two interconnected factors affecting poverty and food security. In the area of mitigating resource base degradation, USAID is also promoting improvements in Uganda's ecotourism sector and plans to help reduce expected environmental impacts from oil extraction. The Mission is also conducting a Climate Change study in 2012 from which the Mission will consider implications of climate change impacts and options analyses for determining whether programming investments, for not only USAID but likely other donors, implementers and GoU authorities, should adjusted based on the study's findings

d) **Peace and security improved in Karamoja through improving infrastructure and livelihood options, reducing cross border tensions and strengthening structures for peace and security.** Under the Karamoja Special Objective, USAID/Uganda will design a program that implements carefully targeted interventions to promote improved livelihood options while developing key structures that will improve the overall stability and peace in t region. This work will be integrated with that of other USG actors, including Civil Affairs teams working with the Uganda People's Defense Forces. The USAID component will primarily be implemented through Food for Peace's new Development Food Aid Program (DFAP), which will emphasize reducing food insecurity among chronically food insecure households in the region, by strengthening livelihoods and improving nutrition.

USAID/Uganda's CDCS is designed to strengthen host country institutional participation and policy capacities and direct USAID's investments towards advancing Uganda's 2010/11-2014/15 National Development Plan (NDP) and key national priorities. USAID/Uganda's monitoring, evaluation and support program should become prepared to contribute, if asked, to strengthening USAID/Uganda's relationship and dialogue with the GOU¹ on programs designed to achieve their objectives, not only in the NDP, but in positioning itself to support the GoU's own monitoring, evaluation and performance management capacity challenges at the national and district levels. The Learning Contract's increasingly experienced capacity to augment USAID/Uganda's ability to influence broader development policy debates, and hold more effective policy dialogues, with Ugandan counterparts, is another USAID organizational objective, based on more evidence-based learning, credibility and inspired, increasingly inter-agency diplomacy and development leadership

¹ USAID/Uganda's primary relationship with the GoU is with the Ministry of Planning and Finance with whom USAID/Uganda holds Development Objective Assistance Agreements (DOAGS) while USAID technical offices have professional relations with a number of other Ministries such as Health, Education, Agriculture, Local Government

District Operational Planning and USAID/Uganda's Focus Districts:

One of the CDCS' key development hypotheses states that the development results for all three Development Objectives will be improved when projects work in the same locations, and in coordinated, complimentary manners. USAID/Uganda has since undertaken various initiatives to implement and test this central hypothesis. These have included the development of USAID/Uganda's geo-focusing policy approach by which the Mission has chosen 19 Ugandan districts as Mission Focus Districts where activities from all three Development Objectives, will operate. In these focus districts, the Mission is signing District Operational Plans (DOPs) with each district and the USAID implementing partners operating there. DOPs are Memoranda of Understanding between USAID, the district government, and USAID's implementing partner operating in the district. The purpose of the DOPs are to first, inform local government of USAID activities in their district, second, to improve the alignment of USAID activities with the district's own development plan and priorities, and third, to troubleshoot and resolve operational issues in the field. USAID/Uganda has high hopes for this opportunity to provide local district authorities increasingly greater responsibilities for coordinating development assistance interventions in their areas of responsibility.

The hypothesis of USAID/Uganda's decentralizing and better coordinating program efforts will be tested by USAID/Uganda's use of 13 common, high-level outcome and impact indicators across the three Development Objectives that will also be measured at the district level in the 19 districts as well as in six comparator districts that have minimal USAID programs. Progress from baseline for these 13 indicators will be assessed in the focus districts as well as the comparator districts against other, commensurate national data sources as appropriate, between 2013 and 2015/16, to test whether the CDCS hypothesis, regarding programming intensification and integration, is accurate, and therefore whether the CDCS's overall goal of "accelerated" progress is being met. USAID/Uganda expects that the DOP framework through District Management Committees will serve as a primary "platform" from which detailed CLA opportunities will occur between USAID, implementing partners, and district governments out in the field.

USAID Monitoring and Evaluation Guidance:

Beyond the Mission's Country Development and Cooperation Strategy, there are a number of larger Agency-wide requirements and policy directives that form an important background to advancing USAID/Uganda's Monitoring, Evaluation and Learning program. Agency regulations, specifically the Automated Directive System (ADS) series, require that each USAID Mission have a comprehensive system to measure the performance of its activities². Though still not as useful as many USAID Mission would like it to be or are able to practice, the Agency's performance reporting system is intended to help Missions manage activities for performance and inform decision making and budget planning. Such a performance reporting and management system is nevertheless vital to help meet USAID's annual reporting as well as Presidential initiative requirements, as well as prepare operational plans and performance reports, to support audits, other technical reports and *ad hoc* requests.

² See ADS 201.3.5 and ADS 203.3.3 for primary references as well as ADS 548 and IT system requirements.

Promoting M&E, learning and organizational development are consistent with the broader Agency reform processes under USAID Forward, especially “strengthening monitoring and evaluation” but also “policy capacity” and “innovation”. USAID’s new Evaluation Policy, revised Project Design and anticipated Knowledge Management Guidance are important recent developments as well. USAID/Washington’s revising program management and implementation policies and practices are also expected. These new policies complement the Mission’s monitoring, evaluation and learning efforts to date by defining practices and standards that USAID believes support learning and require that programmatic decisions are increasingly informed by thoughtful investigation and best available evidence.

For more details regarding Uganda’s CDCS, refer to links to the CDCS.

Attachment J.2- Considerations for Strengthening USAID/Uganda's Performance Management System

This contract will build upon the gains realized in previous related programs, MEMS I, 2003 to 2008 and the more recent UMEMS / MEMS II from 2008 to 2012 that focused on strengthening the Mission's and partners' capacity for performance monitoring and evaluation.

This contract will support the development of a refined and augmented M&E function. Several considerations and perspectives will be required to achieve this. One will include pursuing an approach that engages USAID and its implementing partner staff in appreciating users' real needs and understanding the different types of monitoring and evaluation methods not only to measure and (simply) *record* current performance but also to be able to anticipate and explain results in Uganda's development context and to 'make meaning' of emerging results, lessons and possible program management implications. Consideration should also be given to anticipating how USAID/Uganda's M&E system strengthening intervention could eventually interface with other, national data reporting interventions.

Details regarding USAID/Uganda's Special initiatives and their Monitoring and Evaluation Needs

While meeting broader, current and anticipated Agency needs, this program will also direct program support towards meeting the special needs of Presidential initiatives implemented by USAID/Uganda that demand specific monitoring, evaluation and learning requirements, such as Feed the Future, and in some cases support to capacity development of local institutions and collaboration among implementing partners. These special M&E requirements include:

Feed the Future: USAID/Uganda's FtF strategy, coupled with the CDCS, and USAID/Uganda's commitment to advance aid effectiveness principles and fostering key Ugandan partnerships serves as the foundation for all FtF interagency efforts and project activities. USAID/Uganda identified the value-chain approach to enhancing agricultural productivity of coffee, maize and beans as a key component of pursuing Uganda's FtF strategy. USAID/Uganda believes that the most promising way to advance the Government of Uganda's (GOU) agricultural research and development priorities is to focus on these three commodities, maintain a geographic concentration, and aggressively attract private sector investment in the agricultural sector. Uganda's FtF interventions are in the areas of: agriculture research, policy and enabling environment; promoting private partnership investment in agriculture; public sector capacity building; value chain production and market linkages; agro-inputs supplies; and other major activities addressing nutrition and vulnerable groups. The FtF program will be implemented in a Zone of Influence of 38 districts. Already more than ten of these activities are under implementation and four more are expected to start by the end of 2012.

A specific FtF M&E plan has been developed to provide the best possible empirical evidence to inform FtF programming and to support effective, innovative, and sustainable development practices. The FtF performance monitoring system is built around a set of standard indicators that have been adopted by Uganda. Standardization in data collection and analysis will be critical to ensure that the partners, the Mission and USAID Washington are using credible data to make decisions. Two impact evaluations have been planned for FtF and additional extensive research and evaluation on FtF nutritional impact will be undertaken by the centrally managed Nutrition Collaborative Research Support Program (CRSP), awarded to Tufts University. While the implementing partners will collect most of the outcome and output level information, a Washington centrally funded Contractor FEEDBACK will conduct population based surveys to collect impact level data and execute one of the planned impact evaluations. All Missions will

also be expected to report their data into the FtF monitoring system (FTFMS) in December each year. The Learning Contractor is expected to provide technical assistance to the Mission in the implementation and management of the FtF M&E plan. Specific support will be required for data collection on the specific indicators, data quality assessments, conduct specialized research and facilitation of the FtF partner forums to ground truth the M&E data and facilitate learning forums to support USAID/ Uganda's FtF learning agenda. Given the number of different stakeholders and initiatives involved in the M&E and learning under the FtF program, the Contractor shall coordinate the different data collection efforts, monitor and review impact evaluation reports, package and disseminate findings of baseline, evaluation and other studies for use by Mission, Implementing partners and other relevant FtF stakeholders in Uganda and Washington.

Presidential Malaria Initiative (PMI): supports participating countries to achieve a 50% reduction in malaria-related mortality. PMI interventions are focused on achieving high coverage of household ownership and use of insecticide treated nets (ITNs); indoor residual spraying with insecticides (IRS); intermittent preventive treatment of malaria for pregnant women (IPTp); and availability and use of artemisinin-based combination therapies (ACTs) working with national and local government level stakeholders. PMI will make use of this mechanism to serve as the central data collection point for all PMI implementing partners (approximately 15) i.e. assist in compiling quarterly and annual PMI data through the database, conduct data quality assessments for selected indicators, analyze progress and prepare quarterly and annual PMI reports. The MEaL program shall coordinate, organize and conduct PMI bi-annual partner meetings to review M&E results and reports, establish lessons and practices and planning for subsequent implementation periods.

Specific support will also be required for USAID/Uganda's *Democracy, Governance and Conflict component* especially in the collection, analysis and use of more qualitative and meaningful data commensurate with the kinds of either already realized gains (i.e., the experience of apparently successful reconciliation and reconstruction in Northern Uganda, possibly significantly due as a result of USAID/Uganda's years of support there) or expected changes in the quality of the political processes, peace building and conflict mitigation, democracy and governance systems and human rights and rule of law in Uganda.

Details' regarding USAID/Uganda's Anticipated Performance Reporting System Needs

Currently, the Mission has a web based partners reporting system, introduced several years ago, that acts as a central data repository for USAID implementing partners' (IPs) and other performance data. From this database, the Mission is able to generate basic reports for annual reporting, program portfolio reviews and some other information needs as they emerge. The current system provides essential information about implementing partners and indicator performance, tracking annual planning targets and actual performance over several fiscal years, and includes an extensive reference library of key documentation, USAID protocols and guides for pursuing effective M&E activities and practices. Though recent modifications have been conducted to increase the range of reports including specific Presidential Initiative reports, alignment to the CDCS and others, the UMEMS evaluation judged that there are still promising opportunities to make the database more user-friendly and responsive to specific Mission, and possibly Agency reporting requirements, characterizing the current system as a "diamond in the rough". Therefore there are still specific system enhancements that need to be made and solicitation of a broader user appreciation of the PRS to ensure that the anticipated gains are achieved.

While the enhanced PRS should support USAID/Uganda to meet specific agency including initiative specific reporting requirements, it should also have provisions for making the information within the system more transparent and open to different stakeholders who often have interests in better understanding USAID's performance. This system is currently only open to Mission and USAID's Implementing Partner staff. However, in this era of greater partnership, coordination and seeking opportunities for realizing alignment with national government reporting systems, there is strong interest in gradually developing a system that can increase access for other stakeholders on USAID performance information as well as link USAID's Performance Management System to other important information sources such as the Health and Education Management Information System, Regional Strategic Analysis and Knowledge Support System (RESAKSS) managed by IFPRI, Famine Early Warning Systems Network (FEWSNET), and others as will be identified.

Another important perspective is the USAID/Washington's Information/Technology Office which is encouraging USAID/Uganda to use this contract to review this system to align with USAID's IT policy requirements. Dependent upon the outcomes of further study and review referred to in the main body, including consultation with USAID's Chief Information Office, USAID/Uganda expects to dedicate resources to pursuing the application of an optimum information management system. Considerations will include an upgrade to USAID/Uganda's current PRS, possibly designing another reporting system to better meet USAID/Uganda's users' needs as well as broader program learning interests, or adoption of the USAID AID Tracker.

The Contractor shall work with the Mission, in consideration of these recommendations and guidance, from USAID's Technology and Information Office, to modify the existing web-based Performance Management System into an improved system that is grounded in sound data collection, analysis and timely, practical data manipulation that addresses the Mission's priority needs as well as those of Mission partners and other stakeholders.

Attachment J.3- Relationships with USAID/Uganda's Other Monitoring and Evaluation, Knowledge Management and Geographic Information Systems

Currently, the Mission has two other independent M&E sub contractors, in addition to UMEMS:

- Monitoring and Evaluation of the Emergency Plan Progress II (MEEPP2): An interagency funded M&E contractor that exclusively tracks indicators and provides other M&E related technical support related to the President's Emergency Plan for AIDS Relief (PEPFAR) program. (Note: UMEMS has historically tracked Presidential Malaria Initiative indicators, but not those for PEPFAR).
- LAYERS that conduct process monitoring of the Food for Peace program's multi-year assistance programs.

While both food security and PEPFAR are critical components of USAID/Uganda's Country Development and Cooperation Strategy, coordination and integration of M&E data from these respective contracts with the current MEMS is also still minimal.

In addition to these two MEEPP2 and LAYERS, USAID/Uganda is using the centrally funded Bureau of Food Security contract, FEEDBACK, for conducting population based surveys for Feed the Future Indicators will serve to complete USAID/Uganda's Performance Management Plan baseline information requirements.

- USAID/Uganda's Community Connector project, expected to reach 88,000 households in 18 districts, anticipates using mobile technologies and a web-based M&E platform for collecting and analyzing real time, household-level information, an extensive effort that the Learning Contract will have to ensure becomes compatible with USAID/Uganda's broader, program performance reporting system.
- Developed by the Strategic Analysis and Support Systems for Uganda, IFPRI has recently developed "The Uganda Agricultural Digital Library" where hundreds of excellent, searchable documents can be found, www.ugdigitallibrary.org. The Learning Contract will build upon and expand such knowledge management initiatives, considering how findings from such studies, and key authors who could serve as Learning Contract Advisors or Consultants, can be used to enhance USAID staff's understanding of program design, implementation and evaluation.
- Using Geographic Information Systems (GIS) is another initiative USAID wishes to use to improve program management, presentation and decision-making. This is important to improve our understanding of voluminous M&E data being collected and leverage the Mission's significant geographic focusing effort under the CDCS. There are opportunities for expanding the Mission's solid, yet still nascent, start in using GIS to map coverage of USAID activities, results accomplished and status of key indicators/district, analyzing trends to stimulate learning questions and inform the Mission's investment decisions.

Attachment J.4- Monitoring, Evaluation and Learning within USAID's Institutional Context

Collaboration, Learning and Adapting (CLA) is not only central to USAID's commitment to strengthen how USAID/Uganda is implementing its latest strategy, but is also central to USAID/Uganda's advancing especially important, new Agency-wide policies, such as Evaluation, Project Design Guidance, the Agency's Operational Principles, and several reforms under USAID Forward, such as Procurement, Strengthened M&E, Learning within the Program Cycle, Policy Capacity, and Innovation.

USAID/Uganda's approach to pursuing evidence-based and adaptive program implementation and management should ensure that the Mission's overall strategy remains responsive to emerging lessons and contextual changes during the CDCS's implementation period and into USAID/Uganda's next strategy. Enhancing Learning within USAID's Program Cycle, through a range of measures, is an Agency priority that this \$20 million contract is expected to address.

USAID/Uganda recognizes that while staff interest in CLA is often quite high, a wide range of many other contract management, reporting, and representational duties are routinely required, and thus more purposeful opportunities for practical, insightful M&E and Learning' opportunities often get relegated to a secondary consideration. As a result, many of the activities planned when USAID/Uganda authored the strategy in 2010-2011 have taken longer to conduct or have still not yet taken place. For example, a high priority After Action Review on best practices for agricultural bulking centers took as long as four months to conduct using internal USAID staff, rather than the two to three weeks it might have taken if staff had more available time for such work, or if supplemental resources, such as this Learning program, were provided.

The CDCS states that M&E should be treated and managed as a subset of USAID's larger CLA and Learning and Adapting concept. M&E findings are key inputs to learning activities, serve as sentinels to changes in context which stakeholders may need to address, and should allow systematic testing of key hypotheses and associated questions stated in USAID's aspired learning agendas. However, it will be important for USAID/Uganda to forge a stronger, more productive relationship between broader CLA practices and M&E without reducing CLA to merely a function of M&E.

Independent of broader monitoring, evaluation and learning, however, staff appreciation and capacity, including more effective role-modeling and program management guidance provided by internationally experienced USAID officers and senior Foreign Service Nationals could improve. Another hoped-for dividend of this program is to establish such progressive practices for enhanced learning within USAID's broader program management approach so that staff learn how to dedicate optimally appropriate attention to "true" monitoring, evaluation and learning and consequently to improve aid effectiveness.

For example, USAID may need to adjust how staff currently holds discussions among themselves and with USAID partners and devote time and attention to enhancing activity management, program planning and reporting. "Working smarter" is an especially broad challenge for improving organizational effectiveness and efficiencies. Still, a central task for this Learning Contract will be to strive to advance USAID/Uganda's interest to foster business practices, staff development, communication and leadership behaviors that solicit and

accommodate auspicious development and management ideas among staff and create a more effective learning and program management environment. Using sounder planning, reporting and program context knowledge for USAID project staff teams to establish more confident methods for proposing annual program planning targets could appear to be a simple yet it is still a stubborn challenge.

By becoming familiar with USAID/Uganda's 2011-2015 CDCS, the key development hypotheses, USAID's respective technical offices' learning agendas, the CDCS' "game changers," Uganda's implementation dynamics and by providing a range of data management and visualization assistance, smart technologies, training, facilitation and coaching services, this program is expected to facilitate the Mission's gradual but continuous development into a more effective, responsive learning organization. The program will help USAID staff design and manage development activities in manners that reflect and respond to the broader context of the various shifting actors and forces that shape life and development trends in Uganda

Aware of time and consideration of competing demands, the types of interventions proposed to enhance staff and broader organizational learning should be carefully thought out and staged. Some examples could involve activities such as knowledge gap filling, tacit knowledge exchange, leveraging smart(er) technology such as enhanced data visualization as appropriate, augmenting staff's capacity for learning how to hold after-action reviews and more skillful conversations, developing learning agreements among trusted peers, and having USAID periodically engage with, and get feedback from, external advisors and subject matter experts.

Attachment J.5- USAID/Uganda's Cross-cutting themes

There are a number of transcending, development challenges that all of USAID/Uganda's design and management of projects are expected to seek to address as identified in the CDCS:

Gender

While the Constitution of Uganda and other laws and policies make sufficient provision for guaranteeing equality of men and women, statistics on women's socio-economic status remain dismal. Domestic violence and rape continue to expose women to health risks, loss of dignity and self-esteem. Though preliminary findings of the Uganda Demographic Health Survey 2011 indicates that the total fertility rates have reduced from 6.7 in 2006 to 6.3 in 2011, Uganda's is still one of the world's highest. Only 12% of Uganda's formal labour force is women who also account for 80% of all the unpaid workers. More women are employed in agriculture (@80%) than men (@70%), but they are faced with significant challenges that affect their productivity and income. While there have been some improvements, secondary school enrollment and completion is still very low at 25% for girls and about 30% for the boys. HIV prevalence is also higher for women (7.7%) than for men (5.6%). Affirmative action has seen an increase in representation of women in elected offices but not as well in the public service.

The Mission CDCS attempts to address these gender disparities (inequalities and constraints) through programming and implementation opportunities in the three development objectives and the Karamoja specific objective. One overall objective within the CDCS is to increase women's participation in household production and decision-making—possibly through extension practices, access to labour-saving technologies, enterprises or other assets-- that result in improving food security and nutrition, improved access and utilisation of health services, improved service delivery and Ugandan economic development. *Another central area of inquiry the Learning Contract will support is bolstering USAID/Uganda's broader understanding of under what conditions does increasing farmer income actually reduce malnutrition, or realize other socio-economic benefits, or not?* USAID's Monitoring, Evaluation and Learning program and leading staffers, in collaboration with USAID flagship programs such as Community Connector and Commodity Production and Marketing, should serve to assist USAID Mission management and line staffers to keep directing concentrated attention on answering some of these key objectives, themes and hypotheses found in or derived from USAID/Uganda's CDCS.

To ensure that USAID/Uganda's interventions on gender equality is captured and lessons drawn from promising approaches, the Mission's monitoring and evaluation system will ensure that ;

- All people level indicators are sex-disaggregated;
- All programs have indicators to measure their gender impacts;
- Issues such as empowerment and participation are reflected with qualitative indicators;
- All programs establish baselines.
- Ensure that desired outcomes are reflected in the targets.

The Contractor shall support the Mission and IPs to strengthen M&E systems that meet these criteria as well as to enrich the Mission's appreciation of, and opportunities for addressing women's empowerment and gender equality. This effort includes aligning M&E and reporting requirements to meet the standards issued under USAID's recently revised Gender Equality and

Female Empowerment Policy³. Under the learning agenda, designs, evaluations and special studies conducted by the Contractor should investigate the effects of programs on both men and women. This program will also provide specific technical assistance on investigative studies and explorations on gender, where necessary work with known experts and institutions like the Makerere School of Gender and Women Studies, the International Food Policy and Research Institute (IFPRI), Forum for Women in Development (FOWODE), Uganda Women's network (UWONET), CARE International, ISIS -WICCE, and others to establish or engage in already existing thematic/Advisory councils and provide expert opinion to USAID and associated Implementing Partners on the level and effectiveness of gender integration within USAID/Uganda programs as well as effective gender programming efforts from other actors.

Oil

Uganda has been described by the oil industry as Africa's "hottest inland exploration frontier,"⁴ with an estimated 2.5 billion barrels of known recoverable reserves, and an estimated potential of six billion barrels. Revenues from this oil are expected to double current government revenues within 10 years. Once production starts in earnest in 2013/14, oil production has been estimated to bring into the national coffers over US\$2 billion per year for the next 20-30 years.

Whereas oil discoveries are expected to create opportunities-(increased revenue to finance development projects and create wealth for the country), it also poses great social, economic, environmental risks which is of concern to many Ugandans. Already issues of corruption in the award and management of contracts have been raised and subject of much discussion by the Parliament. Much of the known oil reserves lie in the Albertine Rift, one of the World's most bio-diverse and species rich regions. Aquatic pollution and water use concerns resulting from oil extraction are among the most critical issues.

Some USAID projects are expected to start to address the effects of oil discovery in various ways through tracking oil or, as appropriate, other land-related conflicts and strengthening resolution mechanisms, building civic participation in the affected areas, and strengthening capacity of lead GoU institutions to manage the environmental effects of oil development to preserve critical biodiversity.. The Contractor shall assist the Mission with monitoring the effects of oil discovery and exploration on Uganda's economy, land holdings and evictions, governance and other 'tipping', potentially highly destabilizing events in Uganda's environment.. The Contractor shall work with the relevant Mission staff and IPs to develop an assessment and risk surveillance plan⁵ and provide periodic bulletins and analyses to the Mission on such trends, and their implications to achievement of the development objectives set out in the CDCS.

³ USAID is interested in tracking the Women's Empowerment Index in respective Missions but one consideration is whether such an index can meaningfully be used during the (short) life of any USAID Mission strategy and whether other, nimbler indicators could serve as a better reflection of making true gender progress within a USAID program.

⁴ International Alert (2009). Harnessing Oil for Peace and Development in Uganda. Investing in Peace. Issue No.2

⁵ Such a plan would reflect the key aspects, perspective and issues of importance to monitor and possibly anticipate taking action for USAID and its implementing partners

Youth

Uganda has the world's youngest population with over 78 percent below the age of 30 and as many as eight million youth aged 15-30. Although Uganda has been making strides economically, it faces significant challenges in meeting its youth's needs and challenges.

A recent youth assessment conducted by USAID/Uganda in 2011 revealed that Uganda's young could become a source of destabilization, ethnic tensions and confrontation if Uganda's youth issues are not more effectively addressed. The survey further revealed that youth are frustrated with programs run by the GOU and others and largely feel excluded from serious social attention and economic opportunity. Many youth are leaving the countryside and potentially still promising agricultural lifestyles for urban areas where employment opportunities remain very marginal⁶. However, despite feelings of disempowerment and discouragement, Ugandan youth are interested in becoming productive members of society. USAID recognizes that youth have the potential to drastically affect the social, economic and political spheres of life in Uganda and it is expected that project designs specify clearly how the youth issues will be addressed.

In strengthening the Mission's M&E systems, the Contractor shall work with the Mission teams and IPs to use indicators to disaggregate and analyze youth involvement in and actual particular benefits, or not, from USAID programs. Working with the Mission's Youth Advisor, the Contractor will track indicators such as youths' access to services, the quality of those services, their application of new skills/knowledge, employment and income status, and levels of civic engagement. 'Making meaning' of such indicators and information about tangibly improving the quality of life for Uganda's youth will also be a challenge. The Contractor shall propose therefore innovations for creating central repositories easily accessible within USAID/Uganda's performance management database of relevant youth data and other analyses made available for use by USAID, its implementing partners, and other stakeholders to further inform the design and delivery of USAID's and others' youth interventions. The Contractor will also work to identify and conduct targeted studies on youth in relation to some key aspects of the CDCS and/or integrate youth-oriented questions and perspectives in planned studies and/or assessments. The Contractor shall work with the Mission and IPs, as opportunities are found, to include youth perspectives in program planning, management and evaluation processes i.e. include representatives of youth-led and youth-serving organizations – as well as young, articulate and respected thought leaders – in the Mission's "big picture reflections," relevant Communities of Practice, roundtables, learning network meetings, and possibly other discussion forums, such as the Mission's bi-annual program portfolio review.

Population

With the world's third fastest population growth, and in spite of decades of largely donor-supported family planning assistance, Uganda's population is still a major development challenge. High population increases have put enormous pressure on services and natural resources resulting in poor service use, land grabbing, conflicts and instability. USAID is addressing through targeted activities under a number of family planning and reproductive

⁶ A persuasive study as to what factors could influence youth to continue to pursue productive agricultural lifestyle could also be of interest to USAID.

health interventions. Uganda's population challenge is so serious that USAID/Uganda is now requiring each new activity to plan and state how any new activities could address and mitigate such population pressures. Upon request, the Contractor shall work with the Mission, implementing partners and possibly other, subject matter experts to assess USAID's response to the challenge, consider any changes in the local, institutional and policy environment, or findings from Uganda's 2010 Demographic Health Survey, and seek opportunities which could enable the Mission to use promising evidence and implementation experiences for USAID/Uganda to strive to make better decisions about how to address the challenges.⁷

⁷ USAID/Uganda's health and population interventions are especially financed and directed from Washington, D.C., PEPFAR resources and policy priorities. Most recent guidance provided to USAID/Uganda is that the Mission is expected to up its target and USG contributions expected from many years of now extensive assistance in HIV/AIDS and Health services.

Attachment J.6- Learning, Adaptation and Institutional Re-orientation

Realizing gradual institutional re-orientation and improvement will require multiple considerations, including invoking more leadership attention from USAID/Uganda's key and senior management actors. Progress towards this effort will also be dependent upon senior and veteran staff's interest and practical opportunity, in the face of competing demands, in promoting monitoring, evaluation and learning and role modeling to appreciate reflection, skillful reasoning, and USAID's learning how to adopt increasingly adaptive program management practices.

It will be important for the Contractor to assist core USAID leadership staff to communicate a consistent message and develop appropriate incentives to advance learning and organizational development beyond the current handful of "CLA champions" in USAID/Uganda. Coaching staff on appreciating their respective learning styles, preferences for embracing, or resisting change, exploring differences and thinking holistically, particularly for senior staff responsible for mentoring others, may be helpful. Some USAID/Uganda technical offices may still be faced with restructuring staffing and reporting patterns since the CDCS' inception, an organizational design effort that USAID may ask the Contractor to support. Developing a stronger appreciation of cross-cultural differences between USAID's Foreign Service and national Ugandan staff as to how they respectively approach developing and expressing opinions in public settings, conflict, learning and change could also be important. Conducting certain types of analyses of organizational culture and time management studies could also illuminate opportunities for making advances under this component and provide a baseline for tracking organizational learning and change.

Laying the Groundwork for CDCS and CLA:

USAID/Uganda's first year of implementing the CDCS and CLA witnessed the Mission establishing a Strategic Information Community of Practice (SICoP) to serve as a forum for learning, sharing experiences and some joint problem solving. With still not consistently active, the Mission's SICoP has conducted two after action reviews, some "Big Picture" exercises on selected topics with USAID's implementing partners, and has helped Implementing Partners to develop more meaningful contract-level Performance Management Plans (PMPs) aligned to the measurement of effects and outcomes of USAID/Uganda's CDCS.

Other important developments for enhancing collaboration and learning in USAID/Uganda include:

- Designing a high quality, strategy-level PMP to measure achievement of the CDCS. This document, in contrast to the emphasis in past years, focuses on a "quality, not quantity" approach to indicators. The Mission's current PMP identifies 25-30, high quality outcome or impact level indicators for each DO, that are customized to the specific development results cited in the CDCS. The document was completed in May 2012 and will serve as USAID's foundation for M&E and learning going forward.
- Hiring an Organizational Learning Advisor. Based in the Program Office, this experienced, knowledge management and learning authority will advise and support DO teams on CLA activities and will serve as an important interlocutor for the Contractor.

- Designing and implementing four impact evaluations. Each of these is in different stages of procurement, with one underway, one in procurement, and two more in the late design stage.⁸
- Designing and awarding an experimental “evolutionary acquisition” contract called Community Connector. This food security contract is made for CLA by being designed in modules with extensive parallel M&E. Results from early modules inform the design of subsequent modules. Other awards are also seeking opportunities to advance progressive assistance and acquisition arrangements.
- Establishing District Operational Plans (DOP) as key platforms for feedback, learning and implementation of USAID/Uganda’s CDCS in four pilot districts. See Section 4.0 for a full explanation of the DOP concept and how it relates to CLA and this Learning Contract.
- Incorporating development hypotheses, cost-benefit analyses and other enhanced design features in USAID/Uganda’s project designs. Still better analytical considerations, such as key social, political, cultural, livelihood as well as institutional considerations could still be used to inform subsequent CDCS project designs
- Adapting USAID assistance to new information and trends in Uganda’s Democracy and Governance environment following Uganda’s 2011 elections. These adjustments, and new, subsequent program designs, were informed by USAID/Uganda’s completed Democracy and Governance Assessment and other program evaluations, consultations and discussions with local civil society and politicians; assessment of other donor activities; foreign policy considerations; and recommendations from staff.

The Way Forward

Pursuing USAID/Uganda’s technical and organizational learning agenda will likely require methods for identifying current social networks, learning practices and preferences, filling key knowledge gaps, more clearly identifying opportunities for hypothesis testing, and consideration of how to have USAID better use existing research findings, conduct certain research/special studies, and foster knowledge exchange. Greater alignment of policies and procedures for enhancing learning, adaptation and effectiveness could include reviewing key Mission Orders for design, monitoring and evaluation, the Mission’s practices for conducting program portfolio reviews and subsequent annual reports and operational plans, program design processes, solicitations, as well as staff position descriptions, responsibilities and competencies expected.

Advancing learning and exchange platforms among USAID actors should also be considered. Activities with program partners should promote learning and may include developing or strengthening knowledge networks and key Ugandan multi-stakeholder commodity platforms; Communities of Practice; holding “Big Picture” or “Grand Conversation” reflections and/or periodic “Deep Dives” into areas of USAID interest; developing certain e-groups among and between partners; holding regular “Evidence Summits” with partners, USAID and members of Council of Advisors to meet and discuss program implementation and evaluation findings.

⁸ Impact evaluations include evaluating E-verification system on approved fertilizer and seed technology adoption,, Governance Accountability Participation and Performance, a Randomized Control trial, and Nutrition/CRISP

Attachment J.7- Coordination and Key Contacts

There are numerous, other related initiatives on monitoring, evaluation and learning taking place within Uganda.. The Government of Uganda and most of its Ministries also do not have any significant, practical operational research and evaluation capacity, for a wide range of reasons. The Government of Uganda has recently released a National M&E policy that aims to improve the performance of the public sector through the strengthening of operational, coordinated and cost effective production and use of objective information on implementation and results of national strategies, policies, programs and projects. To promote rationalization of resources and effective learning, the Office of the Prime Minister has established a Government Evaluation facility to design, manage and disseminate evaluations of public policies and major public investments and oversee improvements in evaluations conducted across government. The multi-stakeholder committee, amongst other duties, oversees the two-year national evaluation agenda.

While it is not expected for the Contractor to directly liaise with this Evaluation facility⁹, the Contractor will be prepared to work with the Mission to provide information to such entities highlighting important planned USAID evaluations. USAID's evaluation standards and practices, potential participation within and findings from certain evaluations for sharing with potentially interested GoU entities. In any event, the Contractor is expected to make contacts and cultivate a relationship with the Evaluation Facility based in the Office of the Prime Minister to determine whether and how opportunities for collaborative evaluation, enhanced operational research undertakings or special studies could be carried out. If USAID/Uganda wishes to make specific requests for GoU capacity building for evaluation, USAID will hold discussions with the Contractors as to how manage these. Comparable counterparts for evaluating donor assistance may also exist within the Ministry of Finance and Planning which could be explored.

This program should investigate other promising, monitoring/evaluation, operational research and learning efforts and organized entities that are active in Uganda, or the East Africa region, with which USAID/Uganda's interest in learning and enhancing performance as a donor can become associated. Attempts to establish and cultivate professionally supportive relationships with the nascent, indigenous Uganda Evaluation Association should also be explored.

Most of the sectors that USAID supports (i.e. health, education, agriculture, gender and development, water and environment) have sector-oriented, GoU-endorsed strategic investment plans which define performance targets to which USAID/Uganda's programs contribute. Some of these government agencies have also established monitoring and management information systems for which sometimes USAID/Uganda collects similar information. As experienced is developed in 2013 and 2014, this program should discover opportunities for keeping up to date with these systems and ensure that monitoring and evaluation support provided to USAID and partners also remains relevant to contributing to GoU sector reporting and developments e.g. through the streamlining of indicator definitions and data collection methods to make information useful across the two systems, creating interfaces between these databases to increase access of information stakeholders beyond USAID/Uganda.

⁹ Timothy Lubanga, Director, OPM Evaluation Office, tlubanga@opm.yahoo.uk

The Uganda Bureau of Statistics (UBOS) is the mandated authority for coordinating, monitoring and supervision of the national statistics system. The Contractor shall also liaise with UBOS to share planned surveys and information, protocols and alert the Mission of upcoming opportunities e.g. mini demographic health surveys, agricultural census that the Mission can participate in to leverage resources with UBOS and other development partners.

Key contacts

Within the Mission, the Contractor will work closely with the Policy and Program Development Office (PPD), USAID/Uganda's Manager for this contract. Beyond strategic planning, budgeting, reporting and project design responsibilities, the role of USAID's Policy and Program Office is also to provide the Mission leadership, guidance and optimum practices for promoting performance management and learning. PPD implements this through the facilitation of performance reviews, annual planning and reporting cycles, the issuance of certain policies for advancing USAID's operating principles and USAID Forward Agenda. PPD also maintains USAID's performance tracking system and provides technical support in developing and implementing learning agendas including evaluations, and oversees capacity building of staff and partners in the area of performance management and learning. Many of these functions are primarily executed through the M&E Specialist, USAID's Organizational Learning Advisor, the Project Development Officer and PPD's technical team back stops who liaise closely with the technical teams to ensure these teams are meeting USAID's expected project design, portfolio reviews, reporting and other administrative requirements and standards. Each DO team excluding Democracy, Governance and Conflict (DGC) also have dedicated M&E experts that support and oversee respective teams' monitoring, evaluation and learning practices.

While a program such as Monitoring, Evaluation and Learning needs a central, institutional home, initial experiences of USAID/Uganda's implementing CLA have demonstrated that learning and adaptation initiatives have to be bottom up and embraced by the Mission's technical, implementation teams¹⁰. Another, even more germane lesson is the commitment and contribution of sustained, USAID senior leadership in fostering CLA, or more serious monitoring, evaluation and learning is paramount. While Mission leadership will become key, USAID/Uganda believes that ownership of the Learning Contract's activities still must become more broadly shared among the Program Office, Development Objective teams, IPs and other stakeholders. A key operating principle of the program is that while the Learning Contract will wholly own and implement some activities, such as designing and maintaining the web based Performance Management System, many activities will entail the primary Monitoring, Evaluation and Learning partner/contractor employing a "light-touch", yet positively influential approach to catalyze, coach and guide partners, as well as USAID staff, in promoting and pursuing their own collaborating, learning and adapting efforts. On the other hand, the Development Objective

¹⁰ Usually USAID consider technical, program implementation staff, as well as Mission leaders, as the Agency's key actors for improving learning and performance. Staff associated with USAID's Controller, Contracting and Executive offices are busy contributing to other key services and ordinarily not viewed, or asked, to what extent they may also have perspectives, opinions or experiences in USAID's advancing its key development objectives, or how these key support offices could also have potential "learning and adapting" interests and contributions to make.

teams will have active roles to play in working closely with the primary Contractor on key areas such as maintaining and using understandable PMPs, pursuing learning agendas, and analyzing evaluation findings and implications¹¹. Hoping that skilled and talented senior M&E staff from the Learning Contract become as virtually embedded within USAID/Uganda's DO teams as much as possible¹², this program support mechanism should be appreciated and used by USAID's technical teams as "their" mechanism to collaborate closely with in-house USAID staff, produce necessary reports, hold increasingly 'smart', M&E and learning-oriented discussions as well as foster contacts with interested, informed outsiders, to advance respective technical teams' monitoring, collaborating, learning and adapting interests.

Lessons from the UMEMS evaluation also indicated that fostering a closer, active relationship with the respective Development Objective teams will be most important to keep the Contractor updated on respective teams' development, thematic and changing trends in the operating environment and therefore enable the Contractor to become more responsive and relevant in the support provided. Therefore, the Contractor will deploy specialized technical staff to become supplemental members of the USAIDs Development Objective teams to work closely with the Team Leaders and M&E specialists. Given the absence of a specific Democracy, Governance and Conflict M&E Specialist, the Contractor will ensure that an experienced DGC Specialist will be available to work directly with the team in using their own M&E systems and interests, and pursuing their learning and collaboration initiatives. To enable the Contractor to fully access information to conduct this aspect of work effectively, s/he will have to sign a waiver agreeing not to bid on any related USAID activities during the course of the contract and up to two years after end of the contract.

¹¹ While true, the extent to which USAID technical staff time is spent on more 'enlightened' evaluation and learning, as opposed to contractual troubleshooting or regular responsibilities such as clearing on vouchers, invites closer examination.

¹² Actual USAID/Uganda office space considerations, and limitations to fully realizing this closer partnership model, may constrain USAID's practical capacity to offer abundant office space for this contract's staff.

Attachment J.8- Identification of Principal Geographic Code Numbers

The USAID Geographic Code Book sets for the official description of all geographic codes used by USAID in authorizing or implementing documents, to designate authorized source countries or areas. The following are summaries of the principle codes:

(a) Code 899--Any area or country, except the cooperating country itself and the foreign policy restricted countries.

(b) Code 935--Any area or country including the cooperating country, but excluding the foreign policy restricted countries.

(c) Code 937—The United States, the cooperating /recipient country and developing countries other than advanced developing countries, and excluding prohibited sources.

*Has the status of a "Geopolitical Entity", rather than an independent country.

Attachment J.9- Contractor Employee Biographical Data Sheet

CONTRACTOR EMPLOYEE BIOGRAPHICAL DATA SHEET							
1. Name (Last, First, Middle)			2. Contractor's Name				
3. Employee's Address (include ZIP code)			4. Contract Number		5. Position Under Contract		
			6. Proposed Salary		7. Duration of Assignment		
8. Telephone Number (include area code)		9. Place of Birth		10. Citizenship (If non-U.S. citizen, give visa status)			
1. Names, Ages, and Relationship of Dependents to Accompany Individual to Country of Assignment							
12. EDUCATION (include all college or university degrees)				13. LANGUAGE PROFICIENCY			
NAME AND LOCATION OF INSTITUTION	AND OF	MAJOR	DECREE	DATE	LANGUAGE	Proficiency Speaking	Proficiency Reading
						2/S	2/R
						2/S	2/R
						2/S	2/R
14. EMPLOYMENT HISTORY							
1. Give lasts three (3) years. List salaries separate for each year. Continue on separate sheet of paper if required to list all employment related to duties of proposed assignment.							
2. Salary definition – basic periodic payment for services rendered. Exclude bonuses, profit-sharing arrangements, commissions consultant fees, extra or overtime work payments, overseas differential or quarters, cost of living or dependent education allowances.							
POSITION TITLE	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #			Dates of Employment (mm/dd/yyyy)		Annual Salary	
				From	To	Dollars	
15. SPECIFIC CONSULTANT SERVICES (give last three (3) years)							
SERVICES PERFORMED	EMPLOYER'S NAME AND ADDRESS POINT OF CONTACT & TELEPHONE #			Dates of Employment (mm/dd/yyyy)		Days at Rate	Daily Rate In Dollars
				From	To		
16. CERTIFICATION: To the best of my knowledge, the above facts as stated are true and correct.							
Signature of Employee					Date		
Contractor certifies in submitting this form that it has taken reasonable steps (in accordance with sound business practices) to verify the information contained in this form. Contractor understands that USAID may rely on the accuracy of such information in negotiating and reimbursing personnel under this contract.							
The making of certifications that are false, fictitious, or fraudulent, or that are based on inadequately verified information, may result in appropriate remedial action by USAID, taking into consideration all of the pertinent facts and circumstances, ranging from refund claims to criminal prosecution.							

Signature of Contractor's Representative

Date

AID 1420-17 (4/95)

INSTRUCTIONS

Indicate your language proficiency in block 13 using the following numeric interagency Language Roundtable levels (Foreign Service Institute levels). Also, the following provides brief descriptions of proficiency levels 2, 3, 4, and 5. "S" indicates speaking ability and "R" indicates reading ability. For more in-depth description of the levels refer to USAID Handbook 28.

2. Limited working proficiency

S Able to satisfy routine social demands and limited work requirements.

R Sufficient comprehension to read simple, authentic written material in a form equivalent to usual printing or typescript on familiar subjects.

3. General professional proficiency

S Able to speak the language with sufficient structural accuracy and vocabulary to participate effectively in most formal and informal conversations.

R Able to read within a normal range of speed and with almost complete comprehension.

4. Advanced professional proficiency

S Able to use the language fluently and accurately on all levels.

R Nearly native ability to read and understand extremely difficult or abstract prose, colloquialisms and slang

5. Functional native proficiency

S Speaking proficiency is functionally equivalent to that of a highly articulate well-educated native speaker.

R Reading proficiency is functionally equivalent to that of the well-educated native reader.

PAPERWORK REDUCTION ACT INFORMATION

The information requested by this form is necessary for prudent management and administration of public funds under USAID contracts. The information helps USAID estimate overseas logistic support and allowances; the educational information provides an indication of qualifications; the salary information is used as a means of cost monitoring and to help determine reasonableness of proposed salary.

PAPERWORK REDUCTION ACT NOTICE

Public reporting burden for this collection of information is estimated to average thirty minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to:

United States Agency for International Development
Procurement Policy Division (M/OP/P)
Washington, DC 20523-1435;
and
Office of Management and Budget
Paperwork Reduction Project (0412-0520)
Washington, DC 20503

AID 1420-17 (4/95) Back