

DRAFT STATEMENT OF WORK

1.0 INTRODUCTION

This Statement of Work (SOW) is designed to identify a uniquely qualified Contractor to implement a new five-year contract, Monitoring, Evaluating and Learning program in Uganda. This program is central to USAID/Uganda's broader organizational learning and development policy effort called Collaborating, Learning, and Adapting (CLA), that is intended to create the conditions to enable USAID/Uganda to become a more adaptive, modern and effective development enterprise. This five-year program will help to achieve that goal by broadly strengthening USAID/Uganda's monitoring and evaluation (M&E) capacities; improving USAID's staff and organizational practices and aptitudes for learning and adaptation; coordination and, collaboration within the Mission and with other key stakeholders.

USAID/Uganda's 2012-2017 Learning Contract will provide a broad range of specialized technical assistance, training, experienced leadership, coaching and mentoring, and facilitation of organizational learning and adaptation initiatives. Stakeholders include working with Mission staff, USAID implementing partners, selected Government of Uganda representatives, and other development partners in Uganda, as well as USAID/Washington stakeholders.

2.0 BACKGROUND

In the 2011-2015 Country Development Cooperation Strategy (CDCS), approved April 2011, USAID/Uganda outlined plans to design and employ a broad, multi-faceted Collaborating, Learning and Adapting (CLA) methodology. CLA's purpose is to create a living, operational strategy during the CDCS's five years, responsive to what USAID is learning during program implementation and changes in Uganda's operating environment. A leading, influential donor in Uganda, USAID/Uganda expects to program an estimated \$1 billion in foreign assistance in the areas of HIV/AIDS, social services, improved governance as well as economic development over the 2011-2015 period. This Monitoring, Evaluation and Learning support program is expected to become USAID/Uganda's main program support vehicle for advancing Collaborating, Learning and Adapting (CLA). Broadly shepherded from USAID's Bureau for Policy, Planning and Learning, CLA is a methodology based on the understanding that development efforts can yield more effective results if they are coordinated and collaborative, test promising, new approaches in a continuous yet also rapid search for generating improvements and efficiencies, and build on what works and eliminate what doesn't. CLA creates the conditions for fostering broader development success by:

- facilitating collaboration internally and with external stakeholders to promote increasingly Ugandan-led socio-economic development;
- feeding new learning, innovations, and performance information back into the program strategy to inform program management, design, USG-GoU policy dialogues opportunities and funding allocations;
- Translating changing conditions, along the lines of the risks, assumptions and game changers identified in the CDCS, into strategic and programmatic adjustments.

Purposeful organizational learning and adaptation through USAID/Uganda's new five-year Learning Contract will be the program and organizational support vehicle through which USAID/Uganda will pursue realizing its development objectives within the complicated and shifting Ugandan development context. Through this Learning Contract, USAID/Uganda expects to collaborate and learn with and from others about key dynamics within Uganda's development environment and how USAID can best "bend", adapt and influence Uganda's

development trajectory¹. USAID expects, through the support of this program, to develop the capacity and organizational resolve to learn, adapt and enhance the influence of our program portfolio during CDCS implementation as needed.

For the past eight years, USAID/Uganda has had contractors providing important performance monitoring, evaluation and capacity building services to the Mission through successive Monitoring and Evaluation Management Services projects (MEMS I and II²). The 2011 MEMS II evaluation revealed both the value and shortcomings of the current MEMS mechanism. This evaluation noted that while the Contractor was meeting the Agency requirements for M&E, busy Mission staff still placed little attention on M&E data and did not utilize the data for learning. 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”. Furthermore, like many other USAID Missions, USAID/Uganda’s M&E practices have been characterized by a focus on numerous USAID/W required standard indicators, tight annual planning and reporting periods, and often hurried bi-annual program portfolio reviews. Despite the efforts devoted to enhancing USAID/Uganda’s M&E capacities, this did not ensure that USAID/Uganda staff were systematically tracking and utilizing these data for making informed judgments about program performance.

USAID’s approach to program design is also often challenged by competing staff demands, insufficient consultation within and between Development Objective (DO) teams, sector-specific authorities, and external stakeholders. Background research and analyses appropriate for more solid project design, including USAID’s capacity to reference and build upon other successful implementation experiences, are sometimes weak. Inadequate evidence and weak or muddled development hypotheses do not always justify, or explain how USAID/Uganda should plan to monitor and evaluate, the proposed development approach. Revised USAID project design guidance, released in December 2011, is now requiring a more thoughtful approach to project design than USAID has conducted in the past. USAID’s Evaluation Policy has also recently become more robust including anticipating evaluation during design as much as possible and improved rigor.

A second factor affecting USAID/Uganda’s capacity for monitoring, evaluating and learning is that USAID staff are not especially skilled and experienced in deliberately asking “how” and “why” questions regarding M&E data. To fully implement more effective monitoring, evaluation and learning, it will also be important to examine USAID’s social, cultural and organizational factors that may well inhibit candid questioning and knowledge sharing, by staff learning how to adopt both an appreciative inquiry approach coupled with embracing enhanced accountability, enhanced analysis, soliciting non-USAID actors’ perspectives, learning, and problem solving within staff teams.

Beyond this program providing USAID/Uganda essential data management and reporting support capacity, it will also establish effective practices, systems and networks that more effectively engage USAID/Uganda’s different development stakeholders to create a more conducive environment for exchange, learning and adapting. Key Monitoring, Evaluation and Learning personnel, provided by this contract, will need to have the professional credentials to offer the experience, trust and talent necessary to empathize with the challenges USAID/Uganda and Implementing Partner staff face in managing competing

¹ USAID increasingly has interest in developing greater outcome mapping capacity whereby, as a key donor, USAID can better understand how key project interventions, and staff interactions with influential Ugandan authorities should create higher outcome level benefits than is currently the case.

² MEMS II is also referred to as Uganda Monitoring and Evaluation Management Services (UMEMS)

demands while exploring and cultivating more skillful habits of mind for cultivating strategic thinking and learning among staff.

In summary, the key problems that this program is designed to address is that the Mission lacks, on the one hand, sufficient staff “horsepower” to develop and *demonstrate* stronger monitoring, reporting and evaluation capacity as well as collaborating and learning, and, on the other hand, does not yet have some of the specialized expertise, including staff capacity, practice and ‘conversational habits’ to hold more insightful discussion and deepen USAID/Uganda’s approach to pursuing M&E, collaborating and learning efforts. .

3.0 OBJECTIVE

The purpose of USAID/Uganda’s Learning Contract is to provide monitoring, evaluation and learning support services / assistance and build capacity of USAID/Uganda to implement USAID’s Collaborating, Learning, and Adapting methodology to strengthen the implementation of USAID/Uganda’s Country Development Cooperation Strategy. By pursuing this, we hope to gradually shape USAID/Uganda into a learning, adaptive organization³, making the Mission a more responsive, effective development agency.

To establish the foundation to shape and eventually transform USAID/Uganda into learning and adaptive organization, the Monitoring, Evaluation and Learning program will:

- Strengthen the monitoring, reporting and evaluation function to support USAID/Uganda and partner decision making mechanisms and learning;
- Improve organizational practices and capacity for learning and adaptation within USAID/Uganda’s staff and business processes; and
- Deepen coordination, collaboration and synergy within the Mission and with other key stakeholders regarding programs interventions, M&E, and lessons learned.

The Monitoring, Evaluation and Learning program will provide technical assistance, mentoring, training and capacity building to the Mission and implementing partners’ staff to strengthen systems and practices in M&E, learning and adaptation. Importantly, the contract will also facilitate the development of professional relationships and network building with relevant stakeholders including local experts, thought leaders and key Ugandan and regional institutions to create meaningful, productive networks and coalitions around particular bodies of specialized development knowledge to enhance both USAID and, to some extent, other stakeholders’ development interventions.

This Monitoring, Evaluation and Learning program, or simply “the Learning Contract”, should also serve as a vehicle for operationalizing the flagship USAID Forward reform initiative, Implementation and Procurement Reform (IPR), which emphasizes USAID’s working with and developing the capacity of qualified, reputable local and regional partners which could serve as effective resources.

The Learning Contract is designed to support the strategic intent of USAID/Uganda’s Country Development and Cooperation Strategy (CDCS) core development objectives on Economic growth from agriculture and the natural resource base increased in selected areas and population groups; Democracy and governance systems strengthened and made more accountable; Improving health and nutrition status in focus areas and population groups; and

³ The concept “learning organization” as referenced here draws on the rich field of Organizational Development, of which the work of Peter Senge is only one primary example. For some description of practices for cultivating learning within organization,, see Senge.P. (2006). “The Fifth Discipline. The Art and Practice of a Learning Organization”.

Peace and security improved in Karamoja, including meeting specific reporting requirements, cited in Annex A. Beyond improving USAID's management of monitoring and reporting, explained in Annexes B and C, earnestly investigating the key development hypotheses underlying the CDCS development objectives, learning and adaptation for subsequent program designs and enhancing USAID's donor reputation are also key aspired outcomes.

4.0 SCOPE

Improving USAID/Uganda's organizational learning practices, through this statement of work will be the Mission's primary approach for ensuring that the CDCS remains relevant over the course of implementation. Therefore this program has been designed to address and solve several constraints, which will help USAID/Uganda to integrate learning across the program cycle, address key questions about what works, what doesn't and why, and catalyze learning among implementing partners and local Ugandan entities towards achievement of an effective, country-led development agenda in Uganda. The program will address three result areas i.e.

- Strengthened monitoring, reporting and evaluation (M&E) function;
- Improved organizational practices and business processes and increased USAID/Uganda staff capacity for learning and adaptation; and
- Strengthened coordination, collaboration and synergy within the Mission and with other key stakeholders regarding programs interventions, M&E, and lessons learned.

5.0 DETAILED TECHNICAL REQUIREMENTS

5.1.1 Component 1: Strengthened Monitoring and Evaluation Function

Forty five percent level of effort (45%)

Effective M&E systems are a prerequisite for sound program performance management, informed decision making and optimal resource allocation. Agency guidelines and standards on the key components of the M&E system are defined in USAID's ADS for Missions to follow, adapt and implement. The Monitoring, Evaluation and Learning program will support the Mission in establishing systems to meet these standards including providing specialized support to the implementation of the Presidential Malaria Initiative and the Feed the Future M&E plans and strategies to meet monitoring, evaluation and reporting requirements.

Core support will be provided in the development and implementation of quality Performance Management Plans (PMPs), conduct data quality assessments and organize data collection efforts in response to the Mission's information demands. This support shall also include collecting, tracking and analyzing changes in Uganda's development context to inform USAID management decisions by tracking selected context indicators, game changers and programming assumptions⁴. The Contractor will also provide timely, quality and informative analytical products and reports in response to routine data calls coming from within USAID/Uganda for reporting purposes, portfolio reviews, planning and design events and government/development partner foras.

⁴ "Game changers" are three major trends in Uganda that will affect all of our interventions: youth, population growth, and oil. Since the CDCS was written in December 2010, some of the assumptions regarding the implementation environment may need to be updated. Collecting USAID's current set of programming assumptions could figure as part of conducting an organizational baseline activity for this program.

Any USAID/Uganda M&E reporting system evolution will also be enhanced through the introduction of enhanced methodological rigor. This contract's resources will therefore also be needed to design and execute certain baseline surveys and other types of data collection efforts to respond to Mission's information demands. The Contractor will periodically support project design activities (e.g., incorporating logical frameworks, systems theory, cost-benefit analyses, provide research findings of experience from differing or comparable program approaches, findings from social and institutional analyses when appropriate) and support enhanced GIS applications. Such contributions will enable USAID/Uganda to build a stronger, valid, evidence-oriented base of programming experiences, enabling USAID to better direct interventions and account for improved outcomes.

The Learning Contractor will provide evaluation assistance in the design and management of required evaluations as defined in USAID Evaluation Policy 2011. Improved evaluation capacity will be developed through quality designs backed by sound methodologies, engagement of relevant stakeholders, and independence on the part of evaluators to ensure that the studies meet the Agency's quality requirements and demands of learning and accountability. The CDCS sets out tentative development hypotheses that need to be reviewed, as well as possibly refined and tested, and thus will require the design and execution of periodic evaluations and studies. The Contractor shall conduct performance evaluations and other 'proof of concept' studies and other applied, practical research exercises to help the Mission identify promising, integrated and replicable approaches. USAID/Uganda has already designed four impact evaluations that are in various stages of procurement. While separate Contractors will carry out these impact evaluations, this program's Contractor shall provide the Mission additional support in designing additional studies and scopes of work, as well as reviewing and analysing the findings from both impact and performance evaluations, including those conducted by other key development actors who are working on specific areas of development interest to USAID/Uganda.

Beyond the Agency guidelines for having effective monitoring and evaluation and meeting IT systems requirements, effective management of foreign assistance increasingly requires managers and policy makers to use enhanced data visualization and smart information management techniques. These can be invaluable to analyze voluminous information flows, make ideas more engaging to make such data contextually meaningful for making more informed decisions. USAID/Uganda, therefore, requires additional, specialized support to establish, operate and gradually augment the current Performance Reporting System to ensure it provides USAID/Uganda staff the required information, emerging understandings, lessons and insight that will guide more informed, strategic decision making. The Mission has expressed interest in having a performance reporting system that has stronger data manipulation and presentation features as well as potential compatibility (i.e., data interface) with other emerging Ugandan data management systems responsible for tracking Uganda's development progress.

The Contractor will pursue one of three types of performance reporting system (PRS) solutions. Either an upgraded PRS with the interface, users' needs and data manipulation features as described, the design and insertion of a new system, or eventual adoption of enterprise-based solution, such as AID Tracker, under development by the Agency. A separate contract will be awarded for any substantive IT work, if necessary. In collaboration with USAID's Information Office, the Mission will initiate the mandatory independent validation and verification⁵ to examine the cost effectiveness and efficiency of any planned modifications to the reporting system. Whatever eventual system is adopted, the Contractor will be expected to develop the knowledge and experience to use the system effectively, provide training to Mission staff and IPs and suggest the production of more useful reports, graphs, and charts using the system to support learning.

⁵ ADS 548

Expected Result 1: Improved and expanded Monitoring & Evaluation function to support USAID/Uganda 's (and implementing partners') reporting, decision making and learning.

Intended outcomes⁶:

- A monitoring and evaluation system⁷ that is able to meet the Agency's requirements, USAID/Uganda's interests and IP's planning, reporting, learning and decision making needs.
- Dynamic and interactive web based performance reporting system with the ability to generate analysis, synthesized reports and collect, analyze and present specific data on USAID, including Feed the Future reporting requirements and partner priorities.

Illustrative Activities:

- Provide technical assistance to the Mission and implementing partner organizations in setting up and operating efficient monitoring and evaluation systems.
- Build capacity of Mission staff and IPs in data collection, use, and analysis
- Support USAID's capacity for pursuing evidence based program designs.
- Operate, and enhance as necessary, the current web based partners reporting system to become an enhanced, increasingly AOR/COR-oriented and dynamic Performance Management System that can address USAID/Uganda's priority information
- Improve dissemination of findings and discuss results from activity monitoring, or key evaluations findings.

5.1.2 Component 2: Improved Learning and Adaptation.

Thirty percent level of effort (30%)

Building on Component One, which is primarily a set of activities that have been conducted for a number of years under the MEMS contracts; Component Two directly involves addressing USAID/Uganda's internal practices, attitudes, and openness to promoting learning, change and adaptation.

The Contractor shall propose a wide range of methods for broadening staff responsibility for more effectively executing USAID/Uganda's CDCS and pursuing organizational collaboration, learning and adaptive management among an increasingly expanding set of USAID and key partner leader staff. 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. Conducting certain types of analyses of organizational culture and time management studies will illuminate opportunities for making advances under this component and provide a baseline for tracking organizational learning and change.

One primary activity here will be to develop and advance USAID/Uganda's learning agenda to guide program interventions. Coming from USAID/Uganda's three DO teams, these

⁶ Not all outcomes for all results areas may be within the contractor's manageable interest. Many actors, including Mission management and other IPs, will influence the achievement of some of these outcomes.

⁷ USAID performance management system which is what the Agency calls its primary M&E system is defined as the systematic process of monitoring the achievements of program operations; collecting and analyzing performance information to track progress toward planned results; using performance information and evaluations to influence DO decision-making and resource allocation; and communicating results achieved, or not attained, to advance organizational learning and tell the Agency's story. (ADS 203.3.3)

learning agendas are expected to be composed of key questions and critical knowledge gaps or 'lines of investigation' that need to be addressed to inform DO-specific program and project design, indicator choices, target setting, studies and potential future adjustments in program/project implementation. These agendas will inform the Learning Contract's-directed rapid appraisals, evaluations and other organizational learning practices which the Mission team will further refine as programs roll out. Implementation of this component will be flexible to meet the Mission's identified learning needs to accommodate emerging questions and areas of interest. Such emerging areas may be driven by changes in key Mission personnel, new policies, directives from Washington, unexpected budget changes, and changes in Uganda's operating environment.

Another feature of the learning component will be consultations with implementing partners and other USAID stakeholders to better understand the design, causal pathways and implementation conditions underlying promising program results. These consultations would focus on providing a learning environment to address program implementation findings and foster 'reflective practitioner' conversations to 'make meaning' and provide the basis for continuously improving program implementation. Given USAID's staff's and partners' already busy commitments, the key role of the Contractor here will be to serve as a facilitative actor and employ a "light-touch" approach to model the way forward, catalyze, coach and guide partners, as well as USAID staff, in their own monitoring, evaluation and learning efforts.

The Contractor(s) shall also work with USAID/Uganda and other informed parties to establish Advisory Councils⁸ that will periodically, upon request, provide informed advice and constructive suggestions to USAID technical specialists on program performance. Having a strong understanding of the context of developments and trends in Uganda as well as an appreciation of international practices and learning from other potential applications, these Councils are referred to in the Mission's PMP as a "data source" for, particularly, some difficult to measure programs in USAID's governance, democracy and conflict sector. These Councils shall be composed of knowledge experts drawn from the academia, civil society, private sector and government and others to provide periodic analytical services and advice to USAID/Uganda on overall program strategy and specific thematic issues. They will be convened around thematic areas, such as Gender, Governance and or Conflict, Agricultural and Energy Technology, and Nutrition and other emerging areas as they are identified.

The Contractor shall work with USAID/Uganda to design and propose a whole-system approach to conducting an organizational assessment for USAID/Uganda and advancing this Component⁹ Requiring some months to complete, the assessment will recommend a broad, long-term organizational learning and development plan that would support USAID/Uganda's adopting features for promoting a learning and adaptive business culture.

To meet the many needs and areas of interest and opportunity associated with this extensive learning component, the Contractor is authorized to sub contract individuals, firms, academic and research institutions and other organizations with the requisite capacity and particular expertise to provide a wide range of specialized services associated with promoting organizational learning and development.

Expected Result 2: Improved organizational practices and business processes and increased USAID/ Uganda staff capacity for learning and adapting.

⁸ A retainer arrangement may be most appropriate

⁹ The Contractor is expected to provide a promising methodology for USAID's understanding and strengthening learning, leadership and program management styles, time and meeting management and other practices .

Intended Outcomes:

- USAID/Uganda develops practices, processes, guidelines and policies that support monitoring, evaluation, learning and adaptation.
- Capacity, tools and techniques for enhanced analysis, learning and adapting are developed, practiced and institutionalized among USAID/Uganda work teams.
- Maps, websites or other ready references of specialists, organizations and other key institutions and associated staff that can provide expert advice are developed.

Illustrative Activities

- Facilitate the development and implementation of USAID/Uganda's organizational and technical learning agenda.
- Support PPD and other offices to align Mission policies, practices and processes with learning and adaptation.
- Organize learning platforms and activities to facilitate knowledge sharing, in response to meeting USAID's CLA agenda.
- Document and make available in useful form analytic results, studies and evaluation reports, meeting notes, decisions made and follow up from learning engagements.

5.1.3 Component 3: Strengthened coordination, collaboration and synergy.

Fifteen percent level of effort (15%)

While organizational learning and development are intrinsically internal challenges to USAID, positioning and cultivating USAID's development interests, and sharing learning with others is a third key component. Increasing coordination efforts within USAID, among implementing partners, USAID/Washington, particularly centrally-funded projects, other donors, USG agencies and GoU¹⁰ should help to reduce duplication of efforts, working at cross purposes, and provide a focal point to better coordinate efforts to achieve the CDCS' development objectives. Enhanced communication and coordination will be supported by this program's facilitating stronger collaborative relationships between USAID, key donors and other actors engaged in high priority activities. Effective coordination and collaboration with other stakeholders, including local authorities, certain NGOs and other actors who can bring forth new ideas, provide feedback on USAID programs, and share knowledge, can lead to leveraging the experiences and resources of these other actors, increasing USAID's efficiency and effectiveness in achieving development results.

Under USAID Forward, USAID/Uganda is developing a stronger appreciation of the talents and perspectives that local Ugandan academic and research bodies, such as Makerere University's Institute for Social Research, or other, even regional "think tanks", such as Advocates Coalition for Development and Environment (ACODE), Makerere's Economic Policy Research Center (EPRC), the Grameen Foundation and other especially reputable NGOs operating in Uganda could serve as examples of excellent collaborating and learning partners for USAID. Well-known, regional organizational consulting entities, with proven track records for enhancing organizational management, learning and performance, should also be considered. It will be important for the Contractor to explore and establish working

¹⁰ The Government of Uganda's Office of the Prime Minister has also established a National Policy on Monitoring and Evaluation, a still nascent entity that is seeking methods to increase GoU's own capacity to monitor and evaluate important, public sector interventions. While USAID is not yet a party to this body, this participation of this body (or another, such as the GoU Sector or Technical Evaluation Working Group) on certain USAID evaluations could be an effective opportunity for enhanced GoU collaboration. In addition, USAID holds program portfolio reviews with the Ministry of Finance, Planning and Development, and USAID technical offices are all involved with inter-donor and GoU coordination bodies.

relations with such other national or regional organizations which could also serve as effective Learning contract program partners.

Respective to relations with the GoU and other donors, USAID staffers already serve as members of various development partner committees under different sectors, such as; the Local Development Partner Group (umbrella group of donors), water and sanitation, health, HIV/AIDS, democracy and governance, gender, as well as the Northern Uganda Recovery and Development working group. Even though USAID staff attend such meetings, it is difficult for others to learn about and keep better abreast of various committees' deliberations and how these could influence USAID's programming considerations.

Building upon those with whom USAID may already be familiar, the Contractor shall establish a network of key stakeholders and organize periodic, appropriate opportunities for USAID to interact with them, based on increasing CDCS implementation and evidence-based experience,

Result 3: Strengthened coordination, collaboration and synergy within the Mission and with other key stakeholders regarding programs interventions, M&E, and lessons learned.

Intended Outcomes:

- Working relations established and strengthened between USAID/Uganda and centrally-funded USAID projects, such as TRAction: Translating Research into Action, or external institutions such as Uganda's U.N. Millennium Development Project, IFPRI or the Gates Foundation that are also directed at supporting applied research for testing and comparing approaches to more effectively develop health, governance, energy, or economic development interventions.
- Working relations established and strengthened, as appropriate, between USAID/Uganda and other donors, local NGOs, and GOU.
- In collaboration with USAID/Uganda's Feed the Future team, ensure that Feed the Future program developments and lessons learned, particularly in collaboration with the Bureau for Food Security's FEEDBACK mechanism, are tracked and shared among USAID Missions and other interagency, USAID partners, and GOU actors.
- Several academic articles for publication in development and organizational learning journals are produced and presented at key learning forums
- USAID/Uganda's ability to leverage and influence other actors' resources and development interventions is extended

Illustrative Activities

- Foster contacts with other USAID Missions that share important program portfolios, such as FTF in Ghana, Rwanda, or Kenya or those advancing similar programs to promote inter-Mission learning
- Conduct an institutional landscape inventory of organizations and specialized individuals that could offer insight and expertise to USAID/Uganda's CDCS.
- Demonstrate how USAID can use the quarterly District Operational Planning engagements as a laboratory for fostering increased aid effectiveness and coordination.
- Assist USAID in establishing practical, valuable technical and strategic relationships with GOU counterparts and Uganda's local social science community.
- Assist DO teams and USAID in seeking opportunities for advancing USG/USAID institutional influence through more focused, inter-agency diplomatic and policy reform initiatives.

5.2 Fast and Flexible Response

The Learning Contract has been designed to provide USAID/Uganda the augmented capacity and increasingly experienced 'know how' to provide responses to urgent information needs and requests from the Mission and USAID's Implementing Partners. The eventual development of more interactive, nimbler and adaptive annual work planning and reporting cycles is also aspired as one key dividend of pursuing this initiative. Through meetings with USAID's Monitoring, Evaluation and Learning Management Committee, and regular contractor staff interaction and participation in USAID/Uganda's team meetings, the Contractor shall demonstrate a detailed appreciation of USAID's challenges to pursue nimbler data management, learning and reporting practices and help USAID teams' access pertinent information. Periodically using professionally promising students, be they Ugandan or from other favored academic institutions, for conducting certain activities, such as rapid field studies or beneficiary assessments, could be one innovative, cost-effective method for meeting competing human resources needs. Sub-contracting and other means of virtual assistance could also be used to enable the Contractor's providing timely information management responses.

5.3 Environmental Considerations

All USAID funded activities should comply with CFR 216. As this Monitoring, Evaluation and Learning support program will support all the DO activities, it is covered by the three DO blanket Initial Environmental Examination (IEE) s. The Contractor will only be providing non-environmentally threatening technical assistance, training, evaluations and other research, database development, and facilitation of learning events for the USAID Mission staff, implementing partners and other key stakeholders. All these activities are covered under the categorical exclusion determination of USAID/Uganda's DO1, DO2 and DO3 Initial Environmental Examinations (IEEs).

5.4 Geographic Focus

Given that this contract supports USAID/Uganda's overall country strategy, geographic focusing of interventions is not necessary. However, USAID/Uganda is placing considerable strategic attention on having 19 Mission Focus districts for pursuing integrated, coordinated programming and developing District Operational Plans with such districts. One feature of this program will be to provide USAID assistance in the analysis and review of performance, outcomes and impacts that should test and determine the developmental effects of USAID's interventions in the different geographic areas, i.e. regions, districts, Mission focus districts, DO focus districts and zones of influence as defined by the Mission. One consequence of this will be the importance of having and using information that is collected and disaggregated to the various geographic regions, districts and zones of influence. Likewise the Learning Contract's collaborating with USAID's GIS efforts will enable USAID/Uganda to review trends and patterns and understand inter-program sector relationships geo-spatially.

5.5 Public Private Partnerships

Diversifying USAID/Uganda's partnerships for program implementation is one strategic priority. In line with USAID Forward reforms that promote greater Government to Government and strengthening local partnerships, the Contractor shall work with government institutions and local experts from the academia, private and civil society to use the Mission's more innovative partnerships to explore promising, workable approaches and strategies for achieving mutual development objectives, build bodies of development knowledge around the selected technical programmatic areas and facilitate interactions that review these results and provide knowledge to inform strategic decision making. Through such partnerships, USAID expects to attract and leverage information, financial, technical

and specialized resources, and particularly the Government's interest to increase private investment in health and agriculture, to address mutually development objectives.

5.6 Period of Performance

The period of performance shall be five years (60 months) from the date of the award. .

6.0 CONTRACT ADMINISTRATION

USAID/Uganda's 2012-2017 Monitoring Evaluation and Learning program will be implemented through a cost reimbursable contract. The Contractor may elect to execute sub contracts to support specific work on PRS database modifications, as well as research, and testing of promising innovations under this program. USAID/Uganda expects the Contractor to use local or regional experts and subcontractors to the greatest extent possible. It is important to note that USAID/Uganda will sometimes also use other field support mechanisms and locally-procured contracts outside this Learning Contract to deliver on specific definite tasks like studies, impact evaluations, surveys, certain trainings and performance tracking where there is need for more specialized, quick turnaround assistance. USAID/Uganda's Policy and Program Development office will manage the Learning Contract and will play a primary role in coordinating the administration of these different interventions and instruments.

7.0 Monitoring, Evaluation and CLA

7.1 Monitoring and Evaluation

While acknowledging the difficulty in establishing methods to capture fully the results and impact of investing in learning, in coordination with a tentative, multi-year work plan, the prime Learning Contractor will develop an appropriate Performance Management Plan (PMP) that proposes a set of indicators that are associated with the program's three components. Given the phased, inter-dependent nature of the Monitoring, Evaluation and Learning program, the PMP may evolve to respond to USAID/Uganda's organizational capacity for enhanced monitoring and reporting, opportunities for learning and collaboration, and emerging demands. The Contractor, amongst other methods, shall consider the use of outcome mapping, social network analyses and other comprehensive approaches to understanding USAID's staff and organizational development challenges to further define the Learning Contract's program's Results Framework, systems and behavioral enhancements expected from this intervention under Component Two.

The PMP shall meet the following criteria:

- Define specific performance indicators for the different levels of results defined in the program's performance plan. Illustrative indicators have been provided for consideration in this Statement of Work but the Contractor is encouraged to propose additional indicators (including qualitative) reflective of improved M&E systems and performance, enhanced organizational collaboration and learning capacity and development effectiveness for measurement of the anticipated changes.
- Present baseline values, annual targets and end of program targets for each of the three Learning program components for the proposed performance indicators. These values and targets should also be informed by the initial organizational diagnostics and studies.
- Data collection methods; the plan should cite data collection methods and frequency of data collection for each indicator. The Contractor should consider the use of innovative methods and qualitative techniques like most significant change, satisfaction surveys, data visualization, social network analyses, or knowledge audits that can best capture

the types of system-wide information about reporting, learning and collaborating for enhancing USAID/Uganda performance. This plan should also include provisions for independent reviews, evaluations and special studies related to the Learning Contract's implementation performance and impact. Note that this does not include particular project or activity evaluations and studies conducted on behalf of USAID or the IPs.

- Demonstrate how performance information could be most usefully shared with key USAID/Uganda stakeholders, particularly USAID/Washington which is especially interested in how USAID/Uganda believes it can use an organizational support and learning program to enhance internal USAID program implementation and strategic decision-making capacities.

The PMP will serve as a road map with discrete landmarks, which will enable USAID management to establish how well the Monitoring, Evaluation and Learning program is on track to achieve the anticipated short-term, medium-term and long-term results and what remedial actions could be taken. The PMP should guide development of complementary tools that facilitate the following processes:

- Tracking progress in achieving outputs, results and reporting performance, including USAID's organizational responsiveness and leadership commitment to support interventions honestly and openly, even when results are not what were expected.
- Involving stakeholders (including implementing partners, Learning Contract advisors and institutions) in assessing the quality, timeliness, and effectiveness of outputs.
- Assessing the reliability and quality of performance measures and correcting weaknesses when these are found.
- Questioning the underlying causal linkages between key Learning Contract's activities and results and conducting evaluations and research that can identify ways to strengthen that link.
- Learning from both successes and failures.

7.2 Collaboration, Learning and Adapting

Being a pilot activity within Uganda and in the Agency, there will be need for this program itself to propose a *core theory of change, learning and development for USAID/Uganda*, proposing a capacity development and learning agenda to determine what types of support and interventions are working or not and the practicality of advancing these. Through means that shall be proposed by the Contractor, this program's research and learning agenda will be undertaken to address key questions like:

- For enhanced reporting, learning and collaboration, what are the most effective types of monitoring, reporting, learning and collaborating interventions for promoting more adaptive program management and why?
- How is the Learning Contract's approach to enhanced monitoring and reporting, leadership and staff development contributing to achievement of the CDCS goals, objectives?
- What is the most appropriate organizational structure, staff skills sets, systems and practices and other resources required for USAID/Uganda to become a more learning, more responsive and effective development agency?
- How might recognition and appreciation of beneficiaries, GoU counterparts, donors and other stakeholders of USAID programs also objectively increase during the CDCS' strategy period?

- How can local GoU authorities become empowered, influential partners for coordinating and benefiting from USAID/Uganda's interest in improving performance in the Mission's key focus districts?
- How might the effectiveness and actual use of M&E systems and quality of data produced improve during the program's implementation?
- To what extent can a public agency of more than 80 professional staff such as USAID/Uganda truly become a learning organization?

USAID may commission an independent evaluation mid-way into this program's contract to determine whether and how well the intended results are being realized and establish the way(s) in which USAID/Uganda's staff teams are benefitting from these interventions.

7.3 Sustainability

To address sustainability, the Contractor shall

- Develop USAID/Uganda's institutional capacity for M&E, learning and adaptation through the creation, practice and development of policies, processes, attitudes and resources.
- Build relationships with regional and local Ugandan experts, academia and government
- Build capacity of local experts and firms in the provision of specialized services like research, evaluations, communication, and cost benefit / effectiveness analyses and contract management through sub-contracting.
- Engage multiple stakeholders including government, civil society, and academia in sharing best practices in development implementation as well as demonstrating various, promising aspects and techniques of CLA.

8.0 Coordination

The contract will be managed through the Program Office by a selected Contracting Officer's Representative (COR) from the Program and Policy Development Office. A Monitoring, Evaluation and Learning management committee will be established to oversee this contract's performance. This committee composed of the M&E Specialist, the Mission's Learning Advisor, Project Development Officer, GIS Specialist and the technical teams' M&E specialists / focal points, will review plans, reports and specific products of the Contractor to ensure timeliness, quality and build greater Contractor, as well as Mission responsiveness.

The Contractor shall also, in conjunction with USAID, liaise with the implementing partners providing technical assistance, training in developing their own monitoring, evaluation and learning capacities to establish and utilize effective M&E systems and integrate learning and adaptation within their projects and activities, making the findings from such support available to USAID. However, the Contractor shall not directly collect information or replace USAID partners' contractual obligations for M&E as these efforts still remain the responsibility of the implementing partner. Likewise, the Contractor is not there to monitor performance of USAID's IPs on behalf of the Mission; rather, monitoring IP performance will remain the specific C/AOR's responsibility.

Finally, certain contractor representatives shall also periodically participate in the district management committees established under the District Operational Plans to serve as process observers, providing support, needed reporting and periodic analytical products during DMCs' anticipated quarterly meetings. .

Program Beneficiaries

The principal customers for this contract are USAID/Uganda's Front Office, the Policy and Program Development Office and the technical teams within USAID Uganda. Other beneficiaries are the implementing partners who will receive technical assistance and capacity building support from the Contractor as well as certain parties in USAID/Washington, particularly USAID Policy, Planning and Learning (PPL) Office, and Ugandan government representatives. PPL manages, among other duties, "ProgramNet", a website for USAID Program Office staff to share key information, including learning from Missions¹¹. In addition, the Contractor will also provide services to other USAID partners and stakeholders from government, civil society, academic institution and private sector as they participate in specific learning forums, Evidence Summits, reviews and reflections and also access analytical reports and other studies produced.

9.0 PROGRAM MANAGEMENT AND PERSONNEL REQUIREMENTS

9.1 Management and Relationships

Core Office

The Contractor shall establish a modest office in Kampala, Uganda to provide necessary support for management and technical assistance activities. This core Learning Contract office will provide all administrative and management support to the Contractor, including implementation of financial and accounting systems for procurement, arranging for and supporting in-country training, processing and hosting of key, short-term consultants, and provision of all travel and support for long- and short-term personnel. The Chief of Party will provide oversight and supervision of the office and program staff.

Headquarters Supervision and Support

Any direct level of effort attributable to headquarters activities is expected to be focused primarily on that required for sourcing information, providing corporate technical expertise, and meeting information technology hardware and software requirements, including enhancing the performance, of the Performance Reporting System to support the field team.

Relationships with USAID/Uganda

The Contractor shall be responsible for ensuring achievement of all results, products and reports required under this Statement of Work. The Chief of Party shall be authorized to represent the Contractor in all matters pertaining to the execution of the Statement of Work/Objectives, with the exception of Statement of Work/Objectives amendments. The Chief of Party will serve as the Contractor Representative in Uganda for the purposes of this Statement of Work/Objectives, and will be responsible for the activities of all long and short-term personnel..

The Chief of Party shall receive technical direction from the USAID/Uganda Contracting Officer's Representative (COR) or in the absence of the COR from the Mission's designated officer. During the Learning Contract's management meetings and the expanded team meetings, the Contractor will interface with the relevant officers on coordinating the Learning Contract's assignment and work implementation issues. The Contractor shall keep the USAID/Uganda COR or designee informed about the results of such consultations.

Relationship with other USAID Implementing Partners

Ensuring that respective USAID activity and contract managers are aware of salient communication and reporting relationships, the Contractor shall work closely with key

¹¹ A number of USAID/Uganda planning and learning associated documents germane to CLAU program development consideration are posted on this ProgramNet website

Ugandan and international partners of USAID to ensure that all activities are collaboratively programmed. The Contractor shall maintain close and collegial relations with key partners throughout the life of this program.

9.2 Personnel Requirements

In order to deliver on the Monitoring, Evaluation and Learning Statement of Work/Objectives, the Contractor will provide appropriate personnel to reflect the program's key objectives, implementation period and expected results.

USAID Uganda has determined that the Chief of Party, the Organizational Learning and Knowledge Management Adviser, and three Senior Monitoring and Evaluation Specialists (nationals), should serve as the key Monitoring, Evaluation and Learning program personnel. Key personnel should also have appropriately related work experience in developing countries, addressing organizational development needs in complex environments. The Contractor shall establish key personnel presence in Uganda within thirty (30) days from the award date. USAID/Uganda's Monitoring, Evaluation and Learning management committee as well as the Contracting Officer will consider and approve all key personnel and expatriate program staff.

10.0 CONTRACTOR SERVICES AND DELIVERABLES

Required services and deliverables are detailed below. The Contractor may propose additional services, deliverables and approaches in order to best achieve the expected results of the program's three components.

Contractor Services

10.1 Technical Assistance

The Contractor shall provide technical assistance including sub contracts to conduct specific and specialized tasks on as-needed basis to support program objectives. Technical assistance will include organizational learning and M&E systems assessments, training, conducting evaluations, studies and other research, outreach and capacity building, establishment and facilitation of learning foras and documentation and dissemination of key lessons, practices and recommendations for improvement of USAID development work.

10.2 Contractor Deliverables

Organizational Learning and Monitoring and Evaluation Systems Assessment

The Contractor shall carry out an organizational learning and M&E systems assessment within three months after the award is made (90 days) to determine USAID/Uganda's current organizational, leadership and individual learning styles and practices, planning, M&E procedures, their strengths and weaknesses; key learning issues and questions, planned evaluations, studies and other research, mapping of social networks and/or learning and knowledge management practices and management information systems used by USAID/Uganda staff.

This assessment will also establish available opportunities for engaging strategic, institutional and individual partners to advance USAID/Uganda's Monitoring, Evaluation and Learning activities including potential Advisory Councils for the different sectors USAID supports. An outline of this Organizational and Learning Assessment report will be submitted to USAID six weeks after the diagnostic study is initiated and a final report will be due not later than four months after the award of the contract. The Contractor will keep in close

contact with USAID during the assessment process, making at least one interim presentation to USAID. This presentation will address emerging observations, constraints and rehearsing certain recommendations that will serve as key aspects of the Learning Contract's proposed, multi-year work plan. A full presentation will be made by the assessment team to USAID's senior management within seven days of the submission of the complete draft report. USAID will give its formal feedback or concurrence approximately two weeks after the submission of the complete draft report, including approval of recommendations. The Contractor will not begin implementation of activities until after the USAID COR formally conveys USAID's concurrence.

The Organizational Learning and Monitoring and Evaluation Systems Assessment report will be clear, well-organized, not more than 25 pages, and present the recommended approach to achieving the program objectives. The Contractor shall submit a draft Results Framework and Associated Performance Management Plan elaborating on the Contractor's initial proposal and the subsequent organizational assessment/study together with the final report.

During the course of the statement of work/objectives, the Contractor shall also provide and conduct periodic follow-on surveys with subsequent findings at an appropriate period of frequency negotiated with USAID/Uganda.