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UGANDA MONITORING AND EVALUATION MANAGEMENT SERVICES (UMEMS), CONTRACT #617-C-00-08-00012-00

PROJECT COMPLETION REPORT

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LIST OF ACRONYMS AND ABBREVIATIONS

A2Z	The A to Z Nutrition Project
ABSP II	Agricultural Biotechnology Support Program II
ACDI/VOCA	Agricultural Cooperative Development International and Volunteers in Overseas Cooperative Assistance
ACE	Access Capacity Enhancement
ACKT	Alternative to Conflict in Karamoja and Turkana
ACTs	Artemisinin-based combination treatments
ADS	Automated Directives System
AED	Academy for Educational Development
AO	Assistance Objective
AORT	Alternative Officer's Technical Representative
CCN	Cooperating Country National
CDCS	Country Development Cooperation Strategy
CLA	Collaboration, Learning and Adapting
COR	Contracting Officer's Technical Representative
CSF	Civil Society Fund
CYP	Couple Years of Protection
DG	Democracy and Governance
DO	Development Objective
DQA	Data Quality Assessment
EG	Economic Growth
FFP	Food for Peace
FtF	Feed the Future
FY	Fiscal Year
GIS	Geographic Information System
HIPS	Health Initiatives for the Private Sector
HIV/AIDS	Human Immune-Deficiency Virus/Acquired Immune-Deficiency Syndrome
HPI	Heifer Project International
IBI	International Business Initiative
ICT	Information and Communications Technology
IEHA	Initiative to End Hunger in Africa
IFES	International Foundation for Electoral Systems
IP	Implementing Partner
IR	Intermediate Result
IRC	International Rescue Committee
ISP	Integrated Strategic Plan
IT	Information Technology
LEAD	Livelihood & Enterprises for Agricultural Development
M&E	Monitoring and Evaluation
MEEPP	Monitoring and Evaluation of Emergency Plan Progress Project

MFR	Managing for Results
MOP	Malaria Operation Plan
MSI	Management Systems International
MTI	Medicals Teams International
N/A	Not Applicable
NUDEIL	Northern Uganda Development of Enhanced Local Governance Infrastructure and Livelihoods
NUMAT	Northern Uganda Malaria, AIDS, and TB Project
NUWATER	Northern Uganda Water Project
PEPFAR	President's Emergency Response for AIDS Relief
PILPG	Public International Law & Policy Group
PIRS	Performance Indicator Reference Sheet
PMI	Presidential Malaria Initiative
PMPs	Performance Management Plans
PPDO	Program and Policy Development Office
PPR	Performance Plan and Report
PRS	Performance Reporting System
PWC	Price Waterhouse Coopers
RF	Results Framework
RFA	Request for Application
RFP	Request for Proposal
RIG	Regional Inspector General
RH	Reproductive Health
SCORE	Sustainable Responses for Improving the lives of Vulnerable Children & their Households Project
SMD	Strengthening Multiparty and Democracy
SMP	STOP Malaria Program
SO	Strategic Objective
SOW	Scope Of Work
STAR	Sustainable Tourism in the Rift Valley Project
STAR-E	Strengthening TB and HIV/AIDS Response in the Eastern Region Project
STAR-EC	Strengthening TB and HIV/AIDS Response in the East Central Region
STAR-SW	Strengthening TB and HIV/AIDS Response in the South West
STTA	Short-Term Technical Assistance
TA	Technical Assistance
TB	Tuberculosis
TMG	The Mitchell Group Inc.
TREAT	The Regional Expansion of Anti-Retroviral Therapy
UHC	Uganda Health Cooperatives
UMEMS	Uganda Monitoring and Evaluation Management Services
UMSP	Uganda Malaria Surveillance Project
UNITY	Uganda Initiative for TDMS and PIASCY
USAID	United States Agency International Development
USG	United States Government

EXECUTIVE SUMMARY

The four-year contract for the Uganda Monitoring and Evaluation Management Services (UMEMS) Project was awarded by USAID/Uganda to The Mitchell Group, Inc. (TMG) in May 2008 and ended on May 16, 2012. The project's *primary objective* was to provide Monitoring and Evaluation (M&E) services to the Mission's Teams and their Implementing Partners (IPs), including: 1) Economic Growth Team consisting of Agriculture and the Environment and its IPs; 2) Investing in People Team consisting of the Health, HIV/AIDS and Education Teams and its IPs; and 3) the Democracy and Governance Team that included Conflict Management and its IPs. After being excluded initially, assistance to PEPFAR partners was added to the UMEMS Scope of Work (SOW).

The *principal purpose* of the UMEMS Project was to design and implement a comprehensive performance measurement, planning, monitoring and evaluation, and reporting system to assist USAID/Uganda measure its performance in achieving the objectives set forth in its Integrated Strategic Plan (ISP) FY2002-2007.

The UMEMS Project achieved its objectives, purpose and completed specialized tasks in the following five key results:

Result 1: Improved Program Performance Management: UMEMS assisted Mission Teams and IPs to develop their PMPs to meet the Agency's requirements and achieve clear tracking of their programs. To date, 51 IPs out of 64 and all the Teams have developed PMPs that are either in draft form or have been approved. Data quality has been improved through feedback provided to both Mission Teams and IPs after conducting Data Quality Assessments to ensure that any weaknesses in their data were rectified. Based on findings from the DQAs conducted in FY2011 and a comparison of the data collected by the DQAs conducted at the beginning of UMEMS Project in 2008, data quality has improved. In all, UMEMS prepared 203 DQAs for 152 indicators.

Result 2: Improved M&E Capacity for Performance Management: The UMEMS staff provided technical assistance and conducted a series of training sessions in performance management to 302 people that have contributed immensely to the capacity of USAID and IP staff to conduct their M&E activities more effectively. This has been demonstrated through their improved ability to report quality data in a timely fashion.

Result 3: Mission Evaluation Strategy Support: UMEMS organized and facilitated six Evaluations and nine Special studies to support decision-making in the Mission. A roster of 158 Ugandan experts in evaluation who can assist the Mission in managing evaluations was put in place, as was a scheduling calendar. The USAID-commissioned PricewaterhouseCoopers (PWC) evaluation report concluded from interviews with USAID staff that "generally, the evaluations findings and study reports have been used in improving program management, realignment/re-design and reprogramming for new activities." For example, it noted that the advocacy assessment report was very critical in designing advocacy interventions to improve citizen's voice and accountability in both the health and DG teams, and that from the SO8 strategy design, the team adopted the local government systems strengthening approach to improve delivery of health services in Uganda. The PWC report also recognized that "UMEMS evaluation assistance has seen the development and utilization of an Evaluation Calendar that is regarded as very useful, and has led to a higher number of

Evaluations being planned and completed. The evaluation calendar has been useful in enabling better planning, budgeting and timing of the evaluations

Result 4: Mission Information Management Supported: The project developed a web-based database that stores vast amounts of performance data – 1,782 indicators – that more than 200 users can access via the flexible report generation features.

Result 5: UMEMS Project Is Efficiently and Effectively Managed: The Project was implemented with the judicious use of resources and in a timely manner, with regularly scheduled and effective home office monitoring visits. Based on feedback from USAID and IPs, the PWC report determined that the project was being managed by “a very capable and highly regarded Chief of Party (COP), supported by full-time technical M&E staff.....that were appropriate and consistent with the requirements of the contract SOW, which ultimately resulted in lower personnel cost to USAID”. The report also concluded that “capacity for managing UMEMS at TMG/HQ was adequate and in line with expectations for the contract”.

Challenges facing the UMEMS Project included the low priority accorded to M&E by some team members although great interest was displayed by senior management in what a well-organized and effective performance management system could do to improve performance. Many of the IP’s M&E Officers expressed the views that their organizations did not value the M&E function as important as other functions, and that M&E was viewed as a donor requirement to meet reporting obligations. As such, the IP M&E Officers were not as influential or as central to the implementation of their projects as they should have been, if an evidence-based approach to project management is to be adopted. While there was good support from the PPDO and the Front Office for the UMEMS Project, there was a failure to develop a coherent vision for the M&E function within the Mission, and to consistently communicate that vision to all levels of staff and partners.

Mission and IP Chiefs of Party varied considerably in their level of interest in, commitment to M&E and M&E skills. The lack of a clear understanding about the purpose for the UMEMS Project led to varying levels of receptivity among the Mission’s staff. Some staff members considered the UMEMS project to be a useful resource that could help them fulfill their roles, while others failed to see the project as a resource, but an added burden and distraction from other responsibilities with a higher priority.

Data use amongst Mission staff remains low despite there being a wealth of information available in the database. Team members seem unfamiliar with their IP’s data and apparently do not review it closely or analyze it to create a coherent story about project progress. Portfolio Review sessions are rushed and too superficial and thus in fact end up contradicting the said interest and focus on evidence and learning as espoused by senior USAID management. The second challenge to having effective portfolio reviews has been related to the quality and huge number of indicators used by the Mission which don’t tell whether the USAID programs are making a difference, why or why not? The other side of the coin is that the Mission should be aware not to focus all its discussions on the indicators as there are other variables that affect its performance that go far beyond those lists of indicators.

However, in the course of implementation, there were substantial changes in policy at Agency level that resulted in a renewed emphasis on rigorous evaluations, the re-introduction of Impact Evaluations, and new and more rigorous guidance on performance monitoring and project design. At USAID/Uganda this, and the Mission’s own agenda for Collaborating,

Learning and Adapting (CLA), resulted in the hiring of more M&E staff for the teams and a resurgence of interest in qualitative data collection methodologies and technologies for learning to which UMEMS, despite this being outside the scope of its original mandate, has responded proactively, positively and constructively.

Amongst the key lessons learned from implementing the UMEMS Project over a four-year period, the most important relates to leadership and vision with USAID/Uganda. Support from senior management at the Mission is key to sustaining the M&E effort, but this was not always forthcoming. Any follow-on mechanism requires real implementation authority and responsibility to effect meaningful change both within USAID and the IP community. A higher profile for such a project is required, possibly through a high-level project launch (which the UMEMS Project did not enjoy) and annual mini “re-launches” at which key messages can be shared with the Mission and IP community. A project launch workshop for the relevant stakeholders would have contributed to a smoother transition of M&E responsibilities from the previous contractor to the UMEMS Project while giving the UMEMS Project a higher profile. Likewise, a significant level of resources must be allocated to such a project if it is to be staffed with people that are both sector specialists and M&E experts and so worthy of the respect of the Mission and IP staff. Similarly, the level of effort for Home Office backstopping should not be restricted as it was in the design of the UMEMS contract if technical assistance of a high quality is to be rendered. Information-sharing is critical to the success of a UMEMS-type project. The institutional contractor for any follow-on mechanism should sign a non-disclosure agreement to avoid any potential conflict of interest issues so that the full range of information pertinent to performance management can be shared – strategy designs, new activity designs, IP quarterly reports.

Secondly, maintaining clear lines of communication among the UMEMS staff, the Mission and IPs is critical for purposes of accountability and consistency, but not set Mission policy/order was ever issued to this effect. Having a qualified M&E point of contact on each Team also facilitated completion of the PMP development work, but this was not always the case for all teams. IPs needed a better introduction to the role played by the UMEMS staff and the services provided. It was assumed the CORs and the Contracts Office would introduce the UMEMS staff, and that did not occur.

In conclusion, given the state of the performance monitoring and evaluation system in the Mission at the beginning of the project, the UMEMS Project has moved a long way toward achieving the project’s goal of improving performance management, not only for USAID Mission Teams, but also their IPs, as was found by the independent mid-term evaluation. Through the various training sessions, workshops and hands-on assistance provided, the UMEMS Project has enhanced the capacities of both parties to develop their PMPs, increased their knowledge of performance management, improved the quality of data collected and reported through DQAs and put in place a robust web-based database.

I. BACKGROUND

Under this four-year contract to support the USAID/Uganda Monitoring and Evaluation Management Services (UMEMS) Project, TMG developed an M&E system comprised of several linked components that enabled USAID/Uganda to fulfill its performance monitoring, evaluation, reporting, and dissemination requirements as required by the Automated Directives System (ADS) and other Agency and Mission guidance. The components included: Performance Management Plans (PMP) at the Mission Team and IP levels; a web-based database for aggregating and storing data; a set of data review products; a set of tools and procedures for Data Quality Assessments (DQAs); selected evaluations and special studies.

The UMEMS Project achieved the following five key results in accordance with annual Work Plans by providing the aforementioned performance management and evaluation services:

- ❖ **Result 1: Performance Management of USAID/Uganda Program Areas Supported**
- ❖ **Result 2: Capacity for Performance Management Improved**
- ❖ **Result 3: Mission Evaluation Strategy Supported**
- ❖ **Result 4: Mission Information Management Supported**
- ❖ **Result 5: UMEMS Project Efficiently and Effectively Managed**

The UMEMS support was extended to all the Mission staff and implementing partners across the different teams and therefore was not limited to specific geographic coverage. However, in executing the DQA activities, the staff did cover all areas of Uganda through site visits to locations where USAID/Uganda-funded projects were being implemented, and in Year 3 offered decentralized training workshops in Managing for Results in Gulu and Mbarara, in addition to Kampala.

The TMG UMEMS Project followed a similar five-year USAID/Uganda-funded contract known as “the MEMS Project” that was implemented by Management Systems International between 2003 and 2008.

A. Overview of Project Implementation

During the contract period, the UMEMS Project conducted activities aimed at achieving the five main results mentioned above. These included providing monitoring and evaluation (M&E) core services in the following areas:

1. ***Program Performance Management Services:*** This involved assisting the Mission Teams and 51 out of 64 IPs in developing their PMPs, not only to meet Agency requirements, but also to ensure that progress and impact made in the implementation of their programs was monitored and tracked.
2. ***Data Quality Assessments (DQAs):*** The UMEMS staff conducted 203 DQAs on 152 indicators to ensure that Mission Teams and IPs were informed of the strengths and weaknesses of their performance data, based on the Agency’s five data quality standards, so that problems could be rectified at an early stage and the Mission’s confidence in the data increased.

3. ***Performance Reporting Support:*** This involved helping the Mission manage a large volume of data through the development, maintenance, management and hand-over of a web-based database that assisted the Mission's staff perform results analyses on a regular basis and generate different kinds of reports.
4. ***Evaluation Management Services:*** The UMEMS staff provided readily available expertise to assist the USAID/Uganda Teams and IPs in developing and conducting six evaluations and nine special studies. The UMEMS staff also developed a web-based roster of qualified Ugandan firms and individuals that could be employed to conduct evaluations.
5. ***Capacity Building for Performance Management:*** The UMEMS staff continuously provided technical assistance and a series of regular training sessions in performance management to build the capacity of the USAID and IP staff to conduct their M&E activities more effectively.

B. Project Management Structure

The project was implemented through four levels of staffing:

- 1) *TMG home office staff*, which included the Project Manager, Jenkins Cooper, Financial Management Specialist, Abimbola Fasosin, and Technical Advisor/Coordinator, Dr. David Evans, all of whom made in-country visits to support the project, especially during the annual monitoring visits or serving on evaluation teams;
- 2) *Resident Technical Team*, under the leadership of the Chief of Party, Patricia Rainey, that included four Ugandan experts in performance monitoring and evaluation who were responsible for backstopping the respective Mission Teams, and a resident four-person Administrative Team with part-time support from an IT Specialist;
- 3) *Two International Subcontractors* were used: Hennice Inc., which developed the Performance Reporting System and International Business Initiative (IBI) for GIS Support. However, IBI was not fully brought on board because USAID/Uganda decided early on in the project it did not require GIS support;
- 4) *Short-term Technical Assistance (STTA)* international and regional consultants were engaged as needed to provide short-term technical assistance. The engagement of Virtual Advisors to support each UMEMS M&E Specialist and their respective Mission Teams beginning from 2009, was an innovation not envisaged in the original project design or structure. Principally, the chief STTA consultants included the following persons:
 - ❖ ***An M&E Technical Advisor, Dr. Richard Swanson***, assisted with initiating the PMP review and updating for the Mission Teams shortly after start-up in June - July 2008.
 - ❖ ***The Database Specialist, Mr. Niyi Fajemidupe***, came to Uganda four times during the life of the project: in October 2008 upon start-up of the project to determine user requirements for the database; in June 2010 to investigate user issues with the database; in July 2011 to encourage the Mission to develop the GIS functionality within the database and to illustrate the use of dashboards; and finally in late March 2012 to follow up on the virtual training of Mission System Administrators and to ensure the smooth handover of the database to the Mission.

- ❖ *Managing for Results Training Specialist, Mr. Jerry Harrison-Burns*, was brought on board in March of 2009 and 2010 by TMG to conduct four training workshops in performance management for Mission staff and IPs. This resulted in a better understanding of performance management for all of the IPs and, therefore, improved responsiveness to the Mission’s reporting needs.
- ❖ *Virtual Advisor for UMEMS, Dr. Edward “Ned” McMahon*, came to Uganda on two occasions in September 2010 to assist the DG Team resolve monitoring issues, and again in May 2011 to work on a new Team PMP under the CDCS. The continued virtual support was instrumental in assisting the UMEMS M&E Specialists develop the necessary confidence to assist the Mission DG Team.
- ❖ *Virtual Advisor for UMEMS, Crispus Kamanga*, came to Uganda to assist with the development of the PEPFAR IP’s PMPs in February – April 2010 when the PMPs were made a USAID requirement .The TMG UMEMS contract was modified to permit the delivery of technical assistance to help the IPs develop PMPs that met USAID’s standards. Mr. Kamanga also led the effort to rapidly assess the M&E systems of the SO8 (now DO3) Implementing Partners.

C. Roles and Relationships

The roles and responsibilities of the Mission, IPs and the UMEMS contractor were agreed early in the life of the project. IPs were responsible for collecting the bulk of the performance data for the Team PMPs and all of the data for their own PMPs. UMEMS was responsible for ensuring that the database was ready to accept data during defined data-entry periods while CORs at the Mission were responsible for certifying that their IP’s data were correct.

It was also agreed that UMEMS would have direct contact with IPs with the proviso that the relevant COR be copied into any communication and kept abreast of developments on, for example, the development of the IP’s PMP and the outcomes of DQAs. This arrangement worked well and improved the timeliness and efficiency of communication with the IPs. For matters affecting all IPs, the PPDO assumed responsibility for communication e.g. for the opening of data entry periods.

II. THE UMEMS PROJECT PERFORMANCE

Result 1: Performance Management System of USAID/Uganda Program Areas Supported

This result was likely the most important of the set of inter-related results sought by the UMEMS Project. The UMEMS staff and consultants worked closely with the Mission’s staff, under the guidance of the Program and Policy Development Office (PPDO), to assist the Mission’s Teams develop PMPs that would help them manage their programs and projects more effectively. Similar assistance was extended to the Mission’s family of IPs who were also required to develop and implement PMPs. The key accomplishments for this result included the following:

1. Technical Assistance to Develop Team PMPs

The UMEMS staff provided one-on-one technical assistance to the Mission's Teams during their PMP development process. For the Uganda Mission, the technical assistance was provided on two occasions, once for the Integrated Strategic Plan FY2002 – FY2007, and again for the new Country Development Cooperation Strategy FY2011-2015 (CDCS).

a. The Integrated Strategic Plan PMPs

The first tranche of technical assistance for the Mission's PMP development was delivered shortly after project start-up. It was designed to establish a baseline for PMP improvement and provided an opportunity to review and improve existing Mission Team PMPs. At the start of Dr. Richard Swanson's visit to Uganda, there were sizable gaps in the data sets for performance indicators for all teams: SO8 (now DO3) did not have data or targets for 8 indicators; SO7 (now DO1) was missing historical data and targets for 23 out of 73 indicators; and SO9 (now DO2) did not have historical targets or data for 64 out of a total of 74 indicators on its PMP. Thus, at the start of the UMEMS Project, the Mission Team PMPs existed in name only.



Figure 1: UMEMS M&E Specialists Reviewing Work Together (TMG, 2008)

Dr. Swanson's visit resulted in the development of more useful Team PMPs that in two cases, Economic Growth and Democratic Governance and Conflict, had not been aligned with the Foreign Assistance Framework. The SO8 Health, HIV/AIDS and Education Team, having already developed a new strategy for its program, took a longer

route by developing a new Results Framework that did not follow the "F" framework. Developing the PMPs was challenging, especially in the light of the absence of a current Mission strategy, the categorical (as opposed to logical) nature of the "F" Framework and the largely output nature of its associated indicators. Ultimately, the SO7 and SO9 Teams did not find the F-style Results Frameworks of much use to them.

The Integrated Strategic Plan, which covered the period 2002-2007, was extended until 2012 without significant revision for a variety of reasons. During that time, emphasis was placed on reporting on the "F" framework's large number of Standard Indicators to which many Mission staff members were firmly committed. The UMEMS staff continued Dr. Swanson's work and completed the PMPs, which were approved by the Front Office in April 2009. Provisional approval was given to SO8's PMP in the light of the magnitude of the Team's change in strategic direction.

For the most part, the PMPs for SO8 (DO3) and SO7 (DO1) were helpful products, although the first contained a large number of Context Indicators for which data were infrequent and attribution to the Mission's efforts slight. However, despite strong support from the Front Office for the inclusion of outcomes and impact level indicators for all PMPs, the SO9 (now DO2) Team PMP in particular continued to be dominated by a large number of output-level

Standard Indicators from the “F” framework. The UMEMS staff drafted and shared data collection tools with IPs for three SO9 indicators and recommended that data collection be sub-contracted to an independent researcher. But the IPs did not collect the data, and the SO9 Team did not follow through on hiring an independent contractor. The result was that the SO9 Team again had a data shortage in 2009. This situation resulted in the decision to provide the SO9 Team with specialized technical assistance in the form of virtual and, at times, in-country guidance of DG Specialist, Dr. Edward (Ned) McMahon. He provided the Team with a menu of alternative methods for collecting more useful performance data, along with a variety of other ideas for redefining the role of M&E for the Team and its partners. These ideas were also put into practice for other SOs in the second iteration of the Mission PMPs as outlined in the following paragraphs.

b. The Country Development Cooperation Strategy PMP

When the new CDCS was approved in March 2011, the UMEMS staff started to work closely with PPDO and the Mission’s Teams to develop new Team PMPs under revised guidance that placed far more emphasis on a limited number of indicators measuring outcomes and impact at the programmatic level. There was a major change between the first and second sets of PMPs with the latter containing a much greater proportion of indicators that were collected by independent contractor(s), as opposed to data being supplied by the Mission’s Implementing Partners. The current DO2 PMP in particular illustrates this trend, in part because of the recommendations made by the UMEMS Project’s Virtual Advisor. As a result, the DO2 Team moved from a reliance on IP-generated output-level data to independently-collected data for higher level outcome indicators, and towards more qualitative data methods for collecting performance data. The Mission supported this trend by strongly insisting on higher level outcome indicators at the time the new CDCS was developed. This was also consistent with the Agency’s elimination of many of the Foreign Assistance Framework or “F” Standard Indicators, which were largely of the output type. All of the Mission’s Teams now have strong PMPs that should capture data about the impacts of their programs and are compliant with the Agency’s requirements. This includes baselines or, at minimum, a plan to collect the baseline data and a full set of targets.

c. Technical Assistance to Develop IP PMPs

In July 2008 Dr. Jerry Harrison-Burns and the UMEMS staff reviewed and scored the IPs’ PMPs: SO7 = 4 IPs; SO8 = 12 IPs and SO8 = 7 IPs. The IPs’ M&E staff improved upon their PMPs after follow-on face-to-face consultations with the UMEMS staff and the consultant. Further IP PMP reviews were cancelled because the IPs did not like being scored, and this resulted in deterioration in the quality of the relationship between the IPs and the UMEMS staff. With the agreement of the UMEMS Project COR, the requirement to assess IP PMPs was dropped from the UMEMS SOW. Instead, the UMEMS staff provided face-to-face technical assistance in an effort to bring the PMPs up to the required standards.

The UMEMS Project’s scope of work was broadened in the second year of operation to include support for PEPFAR partners who had been submitting reports to a database, the Monitoring and Evaluation of Emergency Plan Progress Project (MEEPP) that is operated by the Mission’s M&E contractor. The SO8 (now DO3) Team decided that all of its partners should have complete PMPs that met USAID standards. Dr. Crispus Kamanga, a previous USAID employee and who TMG contracted as Virtual Advisor to the UMEMS Project, was hired to lead this task, and to work with and be a mentor to the UMEMS M&E Specialists for

the health portfolio. In all, 17 PEPFAR IPs were provided with technical assistance to develop their PMPs and 16 were subsequently approved by their CORs.

The UMEMS staff provided one-on-one technical assistance to a total of 51 IPs over the period 2008-2012 as summarized in Table 1. As a result of the technical assistance and



Figure 2: UMEMS M&E Specialist Providing Support to an IP (TMG, 2010)

training provide by the UMEM's staff, all IPs now have PMPs that meet the Agency's and the USAID/Uganda Mission's standards. This was corroborated by the findings of the independent evaluation conducted by Price Waterhouse Coopers (PWC) in mid-2011 in which 75% of IPs sampled rated UMEMS support as exceeding expectations and 25% as in line with expectations. The UMEMS Project approach to providing technical assistance for IPs and the tools used, such as the orientation PowerPoint presentation and templates, have been documented in a Protocol that will enable the Mission's M&E staff to provide this support in the future.

Table 1: IPs Assisted with PMP Development FY2008-2012

Team	FY	IPs Assisted	# IPs Assisted
DO1 (SO7)	2008	NUWATER, LEAD, MERCY CORPS, ACDI-VOCA, PBS	5
	2009	WILD, ABSP II, HPI, NUWATER, NUDEIL, ACDI-VOCA	5
	2010	NUDEIL, STAR	2
	2011	AYA, Kigezi Water, NUDEIL	3
	2012	Community Connector, Harvest Plus	2
DO2 (SO9)	2008	SPRING, PILPG	2
	2009	PILPG, IRC, MERCY CORPS, SMD, ACT, LINKAGES	6
	2010	PILGP, IFES, MERCY CORPS, ACKT	4
	2011	MERCY CORPS /ACKT	1
DO3 (SO8)	2008	UHC, UNITY	1
	2009	SPEAR, SMP, UHC, UMSP, STAR-E, STRIDES	6
	2010	MTI, MSU, CAPACITY, AED EMIS, SURE, A2Z, PROGRESS, SDS, STAR-SW, SUSTAIN, THALAS, AIDSTAR – ONE, CSF, HOSPICE, IRCU, MJAP, RHU, SUNRISE, TASO, THALAS	20

2011	SCORE, EMIS, SDS, STAR-SW SUSTAIN, THALAS, SMP, Progress	8
2012	SCORE	1

With the exception of the PILPG Project that dealt with transitional justice issues that were particularly difficult to capture with a quantitative approach to performance management and the new IPs – Community Connector and Harvest Plus - that do not yet have approved PMPs, all of the projects listed in Table 1 above have or had PMPs that met Agency standards. Again with the exception of NUWATER, UNITY, PILPG and SPRING, all the above IPs also regularly collected performance data on all their performance indicators and entered it into the database.

As one of the close-out actions, the UMEMS staff has also summarized the status of each IP's M&E system at the time of the UMEMS Project closure. The tables for DO1, DO2 and DO3 are included as Annex 6.

2. Ad-Hoc Activities Supporting Mission Performance Management

a. Rapid Assessment of SO8 IP M&E Systems

In late 2010, the SO8 Team requested a Rapid Assessment of the M&E systems used by its IP community. Under the leadership of Dr. Crispus Kamanga, the UMEMS staff and selected consultants, developed the tools and undertook the 20-day long assessment of 26 SO8 IPs. They visited both headquarters and field offices using a questionnaire, direct observation and mapping tools to gather the information. The deliverables were a full report on the assessment, a series of IP-specific reports that were disseminated by the Mission to the IPs, and a presentation to the Mission.

b. Baseline Survey for Selected SO8 Indicators

The UMEMS staff managed a Baseline Survey, also for the SO8 Team, to collect performance data for three SO8 Team PMP indicators. Because so many IPs contributed to the indicator, it was not feasible for any one of them to collect the data independently. So, the Baseline Survey was the first time the Mission had collected performance indicator information independently of the IPs, but the practice was adopted more widely after the development of the CDCS. Despite inviting six institutions to submit bids to a conduct the Baseline Survey, Makerere Institute for Social Research (MISR) was the sole bidder and was awarded the contract after a review of their technical and financial proposals. The UMEMS staff worked closely with MISR to provide additional oversight over the survey of 2,134 respondents throughout Uganda. The final deliverables were a report, a PowerPoint presentation by the consultants and the full dataset. Upon review of the data, the SO8 Team decided to drop the indicator from their PMP.

c. Management of the Mission's Afrobarometer Buy-In for Selected Common Indicators

The Afrobarometer is a continent-wide attitudinal survey with a special focus on governance issues that is conducted every three years. Uganda has participated in the survey from its inception. The UMEMS staff was charged with procuring the services of Wilksen's Agencies, the organization that undertakes the triennial Afrobarometer Survey in Uganda, to collect baseline data for selected performance indicators under the new CDCS. The Mission bought into the 5th Round of the survey via the UMEMS Project mechanism for a sample of

4,656 interviews in all of Uganda's 19 focus districts and six comparison districts. The UMEMS staff provided oversight and regular reports that accompanied each set of deliverables. The final deliverables were a report, a presentation and the full dataset. The data for the indicators has been incorporated into the Mission PMP.

d. SO8 IP PMP Approval Process Flowchart

The UMEMS staff also developed a flowchart for the SO8 (now DO3) Team outlining the internal approval process for IPs' PMPs by CORs. This helped speed up the approval process and kept the IPs in the loop regarding the approval of their PMPs, but the internal approval process was not adopted by other Mission Teams.

3. Conduct of Data Quality Assessments (DQAs)

The UMEMS staff conducted a total of 203 DQAs on 152 indicators in the period 2008-2012 to assess weaknesses and strengths of the data reported, consistency of the data collection methods and the tools used in order to identify limitations of any data reported to USAID/Washington. The UMEMS staff visited the IP's head and field offices and, where necessary, sampled sites in the field where the data were located, e.g. clinics, farmer groups, etc. The UMEMS staff gave on-the-spot recommendations to the IPs before the report was developed and shared with the IP, COR and PPDO. UMEMS staff also prepared DQA Summary Reports at the end of each calendar year for the Mission Teams. Coverage of DQAs for the Mission Teams was as follows:

Table 2: Summary of DQAs Conducted FY2008 – FY2012*

Team	FY	Number of Indicators assessed	Number of IPs Involved	Number of DQA Reports Completed	% DQAs for which Outcome was Positive
<i>DO1 (SO7)</i>	<i>2008</i>	<i>8</i>	<i>5</i>	<i>17</i>	<i>65%</i>
	<i>2009</i>	<i>22</i>	<i>7</i>	<i>38</i>	<i>81%</i>
	<i>2010</i>	<i>11</i>	<i>5</i>	<i>18</i>	<i>76%</i>
	<i>2011</i>	<i>11</i>	<i>5</i>	<i>11</i>	<i>91%</i>
	<i>2012</i>	<i>1</i>	<i>2</i>	<i>2</i>	<i>50%</i>
<i>DO2 (SO9)</i>	<i>2008</i>	<i>22</i>	<i>6</i>	<i>21</i>	<i>38%</i>
	<i>2009</i>	<i>14</i>	<i>6</i>	<i>22</i>	<i>96%</i>
	<i>2010</i>	<i>4</i>	<i>3</i>	<i>6</i>	<i>50%</i>
	<i>2011</i>	<i>3</i>	<i>1</i>	<i>2</i>	<i>67%</i>
<i>DO3 (SO8)</i>	<i>2008</i>	<i>15</i>	<i>10</i>	<i>24</i>	<i>58%</i>
	<i>2009</i>	<i>15</i>	<i>10</i>	<i>23</i>	<i>73%</i>
	<i>2010</i>	<i>16</i>	<i>8</i>	<i>18</i>	<i>94%</i>
	<i>2011</i>	<i>5</i>	<i>7</i>	<i>9</i>	<i>88%</i>

	2012	1	3	3	100%
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Note: FY2012 DQAs are those completed by UMEMS as at May 2012.

A more detailed listing of indicators assessed appears as Annex 3. Over the course of the UMEMS Project, data quality improved and this was acknowledged in the mid-term evaluation of UMEMS Project conducted by PWC in mid-2011.

The data show that across all Teams data quality improved in the year after UMEMS initial input and for SO8 (DO3) this continued to be the case until the end of the project. For SO7 (DO1) there was a drop off in data quality for the last year (2012) while for SO9 (DO2) the decline came in 2010. In the first instance, this can probably be attributed to the small number of DQAs undertaken by the time of UMEMS close-out – only 2 DQAs were conducted for SO7 (DO1) of which one suffered from a data deficiency. For SO9 (DO2), the decline corresponded to a time when the PILPG Project was in existence and the very sensitive and highly political nature of the project – transnational justice issues – made it difficult for the IP to collect any data that could be independently verified.



Figure 3: UMEMS M&E Specialist carrying out a DQA with IRS (Caroline Kasabiti, 2009)

Participation by CORs in DQAs, however, was disappointing and in fact declined over the course of the project. Failure to participate is likely one of the contributing factors to CORs’ lack of familiarity with their IP’s performance data and their difficulty in explaining the data during Portfolio Reviews.

The UMEMS staff has provided the Mission with a Protocol for the Organization of DQAs as well as the tools that have been used throughout the life of the project. The Mission’s staff was also trained in a series of short training workshops on how to conduct a DQA (See Result 2).

4. Support for Portfolio Reviews

The UMEMS staff prepared a range of data products for the Mission’s Portfolio Reviews each year. While the exact guidance issued by the Mission’s PPDO varied from review to review, the Portfolio Review products generally summarized the data from the database for all Team PMP indicators and calculated the extent to which the indicators met their targets:

- ❖ 10% either side of the target was taken to be On Target:
- ❖ 11% or more below target was categorized as Below Target
- ❖ 11% or more above target was categorized as Above Target.

These calculations were done manually in Excel because the Mission did not choose to develop the dashboard feature in the database that could have performed the calculations. The table below summarizes the Mission’s achievements over the period FY2008-2011 for the three year-end Portfolio Reviews that were held:

Table 3: Portfolio Review Outcomes FY2008-2011

Team	FY November Portfolio Review	Number of Indicators Assessed*	% Indicators On Target	% Indicators Below Target	% Indicators Above Target
DO1 (SO7)	2009	31	3%	48%	19%
	2010	68	7%	30%	38%
	2011	68	14%	38%	35%
DO2 (SO9)	2009	17	5%	29%	70%
	2010	31	13%	23%	74%
	2011	39	3%	10%	23%
DO3 (SO8)	2009	19	10%	47%	26%
	2010	81	2%	8.6%	30%
	2011	80	4%	14%	20%

Note: not all indicators on the Team PMPs had data at the time of the Portfolio Reviews. Only the November semi-annual Portfolio Reviews are analyzed here for all the years.

As the table shows, the Mission continues to be challenged by target setting as significant proportions of the indicators were above or below target.

A further issue was that the Teams did not have sufficient time to familiarize themselves with or to analyze the performance data presented. So, the UMEMS staff instituted a series of preparatory meetings that walked Team members through the data, to review results overall and share explanations on the reasons for the deviations from the target, which were documented during the course of the meeting. The Mission Teams were then better prepared for the actual Portfolio Review sessions held with mission-wide participation.

Some Portfolio Reviews were hampered because of a lack of consistency in performance management data. For example, an attempt to generate an historical record of performance from 2003 – 2008 failed because of the many gaps in the data record. A similar outcome resulted when the UMEMS staff attempted to develop a comparative analysis of FY2007 and FY2008 indicator results reported in the PPR as there was little consistency from year to year in what was selected for inclusion and reported in the annual PPR.

The UMEMS staff has prepared a Protocol for the generation of Portfolio Review products that is included on the CD accompanying this report. The Excel Spreadsheets with the calculation formulae are also stored on the CD.

5. IP Results Reviews

Although IP Result Reviews were on the annual UMEMS Project work plans from the inception of the project, it was only in the final year of operation that the UMEMS staff was asked to develop draft guidance for IP Results Reviews that included a standardized and evidence-based format for assessing progress at any time in the life of the project. The reason for this was the nature of Portfolio Reviews under the CDCS has changed. Previously the reviews encompassed a limited review of individual IPs performance because of the

preponderance of IP-generated data on the Team PMPs. Now the PMPs are set at a higher program level with most data collected independently of the IPs. Thus it is only recently that a real need for a systematic review of IP performance outside of the Portfolio Review has emerged.

6. Support to Mission Reporting

a. Performance Plan and Report

The UMEMS staff manually tabulated the data for all 71 indicators selected in December 2007 for the FY2008 PPR because the database was still under development. In subsequent years, a simplified report giving only the aggregated totals for the PPR indicators was generated from the database for transcription over to the Agency's FACTS Database. The UMEMS staff also used the data in the database's PPR Report to develop other Excel-based products that were used by the Mission Teams as they worked up their explanations for indicator results (shortfalls or over-shoots), selected indicators and set targets for reporting in the out-years, information that was ultimately transcribed over into FACTS.

b. Initiative to End Hunger in Africa and Feed the Future Initiative Reporting

The UMEMS Project also supported reporting to the Initiative to End Hunger in Africa (IEHA), which later became the Feed the Future Initiative (FtF). Once a year, the UMEMS staff assisted the Mission enter selected performance data into the Agency's database. This entailed working closely with relevant IPs to ensure that they entered the data on time, checking the figures and uploading both the IP and the Mission's narrative explanations regarding performance.

c. Presidential Malaria Initiative Reporting

The UMEMS staff integrated all 40 Presidential Malaria Initiative (PMI) indicators into the SO8 Results Framework in the Performance Reporting System (PRS), and uploaded all categories of PMI indicators, assigning different user access rights to these categories of indicators. In response to a particular request from the PMI Team, the PRS now generates a separate PMI Report according to selected thematic areas, based on a spreadsheet developed by the PMI Team and with which they were most familiar and at ease in working with. Because the PMI reporting year is different from the USG's fiscal year calendar, the PMI partners were put on a separate timeline for data entry into the system. The M&E Specialist for the SO8 Team assigned to PMI worked closely each quarter with the 13 PMI partners to resolve data discrepancies and to develop a narrative report to accompany the data set. The UMEMS M&E Specialist continued to submit PMI quarterly data and the PMI annual report which is subsequently used as input to the Malaria Operational Plan (MOP).

d. PEPFAR Reporting

The UMEMS staff worked twice a year with the Mission's contractor for PEPFAR monitoring and data collection, the MEEPP Project, to obtain a sub-set of the data from their database for projects that were supported by USAID. The UMEMS staff also developed a Protocol for the extraction and manipulation of these data so that only data attributable to USAID-managed PEPFAR projects was obtained.

7. GIS and the Mission Performance System

The UMEMS staff did not make great progress integrating the GIS into the Mission's performance management system, as was also noted in the PWC evaluation of the UMEMS Project, partly because it depended on USAID/Uganda GIS becoming fully operationalized,

as a parallel UMEMS GIS was not expected to be developed under this contract. Initial scoping work was conducted in October 2008 by TMG's sub-contractor, IBI, concluded that the Mission did not have a functional GIS system in place, the database designed by the independent contractor at Makerere University was not operational, and no procedures were institutionalized. Plans made by the UMEMS staff to develop an integrated system were halted, and a planned follow-up visit by a IBI consultant was cancelled because it was determined that the Mission's GIS Specialist did not require external assistance. Plans made in 2011 to develop the functionality in the database to map selected performance indicators were also suspended by the Mission.

The UMEMS Project support for the GIS, however, did result in modifications being made to the database so that it could accept uploads of Excel spreadsheets containing GIS coordinates; attribute data from system users; store tagged maps subsequently created by the Mission's GIS Specialist for users to access via the flexible search function; download; and print. Currently, the database contains 22 maps. This functionality was rapidly developed and rolled out with minimal changes needed as a result of good communication between the Mission GIS Specialist and the database developer.

Result 2: Capacity for Performance Management Improved

The UMEMS staff conducted several activities to strengthen the capacity of the Mission and IP staff to undertake their M&E activities efficiently and effectively. Initially, the Mission requested a focus on performance monitoring, since much training on evaluations had been delivered already under the earlier MSI-led MEMS contract. So, the UMEMS staff delivered a number of workshops with a focus on the Agency's Managing for Results system. The focus changed back to evaluation training after the publication of the Agency's new Evaluation Policy in January 2011.

1. Formal Training Workshops

Delivery of formal training workshops is summarized in the table below and further detailed in the form of participant registration documentation that can be found on the accompanying CD-ROM and in Annex 4 of this report.

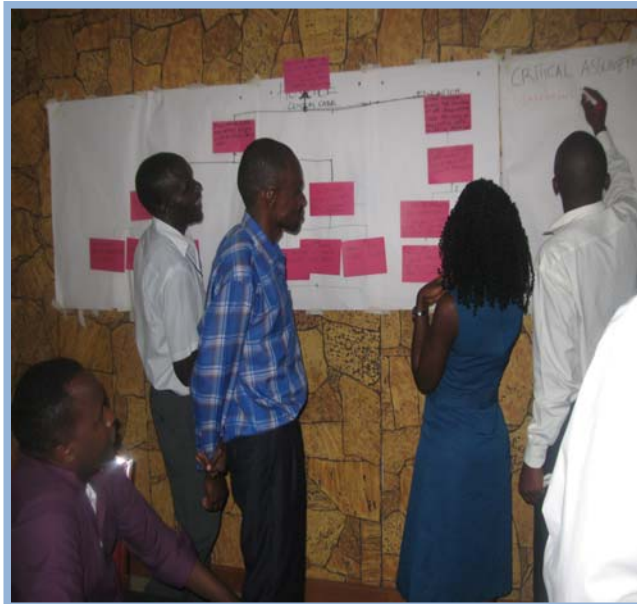


Figure 4: Training Participants Reviewing Results Frameworks (TMG 2011)

The UMEMS Project's MFR training courses were particularly praised, especially for the practical exercises that gave participants an opportunity to exercise new skills under the guidance of the trainers and facilitators. Approximately 50% of the course schedule was devoted to such exercises. Attempts by the UMEMS staff to ensure the participation of larger numbers of

Table 4: Summary of Participation in UMEMS Training Workshops

Year	Workshop Title	Participant Type	DO1 (SO7) Team	DO2 (SO9) Team	DO3 (SO8) Team	Other	TOTALS	
2009	Managing for Results	Mission	0	1	1		2 (2M & 0F)	
		IP	12	2	15		29 (9M & 20F)	
		Total	12	3	16		31 (10M & 21F)	
2010	Managing for Results	Mission	1	1	11		13 (7M & 6F)	
		IP	9	10	27	2	48 (24M & 22F)	
		Total	10	11	38	2	61 (31M & 30F)	
	Managing for Results for PEPFAR Partners	Mission	0	0	6		6 (3M & 3F)	
		IP	0	0	27		27 (17M & 10F)	
		Total	0	0	33		33 (20M & 13F)	
	Data Use for Chief of Party	Mission	0	0	2		2 (1M&1F)	
		IP	8	6	28		42(27M&15F)	
		Total	8	6	28		44(29M&15F)	
	Evaluation SOW Training	Mission	1	0	8	4	13(8M & 5F)	
	2011	Managing For Results (Kampala)	Mission	0	0	0		0
			IP	6	4	19		29 (21M & 8F)
Total			6	4	19		29 (21M & 8F)	
Managing for Results (Gulu)		Mission	0	0	0		0	
		IP	8	0	16		24 (20M & 4F)	
		Total	8	0	16		24 (20M & 4F)	
Managing for Results (Mbarara)		Mission	0	0	0		0	
		IP	3	0	29		32 (18M & 14F)	
		Total	3	0	29		32 (18M & 14F)	
2012	Qualitative Methodologies for Project Planning and Learning (2012)	Mission	1	0	0	1	2 (M)	
		IP	7	1	17	3	26(17M & 9F)	
		Total	9	1	17	4	28(19M & 9F)	
	M&E for Mission staff (2012)	Mission	7	5	7	0	19(8M & 11F)	
	Managing for Results for IPs (2012)	IPs	6	3	16	0	25(19M & 6F)	
	DQA Training & Practicum (2012)	Mission	4	3	10	0	17(7M & 10F)	
	Overall Total	TOTALS	Mission	14	2	45	5	42 (30M&12F)
IP			59	26	194	5	260 (153M&107F)	
Total			73	36	239	10	302 (178M & 122F)	

sub-grantees of USAID/Uganda IPs that collect data and submit it to IPs largely failed because the IPs did not provide funding for them to attend the training workshops. The Mission staff did not attend the MFR training workshops in sufficient numbers, except in 2010 when the SO8 Team Leader made it mandatory and in April 2012 when UMEMS conducted a Mission-only course on M&E.

The UMEMS DQA training for the Mission staff was also particularly commended for the inclusion of a practical session at which a DQA was undertaken at one of the IP organizations. The three sessions comprising the course included a classroom session on the principles of data quality, the practical session and a final session at which participants wrote up the DQA Report. Overall, the evaluations of the trainees were positive for this short course and the short time inputs required of participants appreciated.

In response to the new Collaboration, Learning, and Adapting (CLA) agenda, the UMEMS staff offered in 2012 a course in qualitative methods for project learning and monitoring that targeted the IP community. The course was oversubscribed by about 100% and the participant's comments on the evaluation forms were largely positive. The course content included an introduction to participatory monitoring and methodologies, practical sessions on techniques for data collection and topics such as Outcome Mapping, Using Focus Groups, Most Significant Change, Peer Assists and After-Action Reviews. From the evaluations it is noteworthy that most participants requested a longer and more detailed course on such methods with the inclusion of qualitative software and qualitative data analysis.

One of UMEMS final tasks was the delivery of a training course on M&E for Mission staff in April 2012. This was deemed necessary given the rapid growth in the size of the Mission's technical staff, especially on the DO1 Team. Nineteen Mission staff attended the 4 1/2 day training course that was delivered on the Mission's premises to encourage participation. John Wooten Jnr. and Della MacMillan designed and delivered the training workshop that saw average pre-test scores rise from 19,4% - 84% and highly complementary evaluations. In response to the Mission's CLA agenda, in addition to covering the notions of counterfactuals and development hypothesis testing, the course also introduced the concept of Evaluative Monitoring – adding more evaluative content to routine monitoring – that gained the interest of participants. UMEMS staff again delivered a successful introductory course on Managing for Results for IP staff, of whom 25 attended. The evaluations were, as in the past, favorable.

Overall, the impact of UMEMS training in the IP and Mission communities was positive and was acknowledged in the PWC Evaluation of the UMEMS Project conducted in 2011 in which it was reported that 80% of the IPs they interviewed all rated UMEMS training as in line with expectations and above.

Table 5: Summary of Training Course Evaluations

<i>Title of Training Course</i>	<i>Average Score, all modules</i>
Managing for Results (2009)	82%
Managing for Results (2010)	82%
Managing for Results (2011)	86%
Qualitative Monitoring Methods (2012)	3.4/4
Monitoring & Evaluation for Mission (2012)	3.8/4
Managing for Results (2012)	85%
DQA Training & Practicum (2012)	Not assessed quantitatively but positive overall

2. Database Orientations

The UMEMS staff also trained relevant staff of all IP organizations in the use of the PRS or database through hands-on orientation sessions held at the UMEMS Project offices with the result that all IPs are fully able to use the system. The Mission's CORs were trained at their desks in small group sessions. However, Mission staff members are not as familiar with the system as was desired due to a lack of use, and that has thwarted support for the database.

3. Customized Training

The UMEMS staff and consultants provided customized training for:

- The DO2 (SO9) Team in alternative methods of project monitoring delivered in half a day by the Team's Virtual Advisor during an in-country visit. The outcome of the training was a decision by the Team to adopt Expert Panels in particular as a data collection method for some of their performance indicators and to include language and assessment criteria in their upcoming RFAs/RFPs to highlight the importance of M&E to prospective bidders.
- UMEMS M&E Specialist for the Health Team was invited by the HIPS project to deliver modules on data quality and participate in a training workshop organized for their own partners in March 2009. The training was successful and the HIPS partners now have a better appreciation of the data they collect at the facility level, and they understand the different data quality standards that their data has to meet.
- In addressing the recommendations made by the Regional Inspector General (RIG) audit of the Food for Peace (FFP) program performance data, the M&E Specialist for DO1 (SO7) conducted half-day training on data quality for FFP IPs in FY2010.
- In order to harmonize data collection procedures for the Food for Peace IPs, Mercy Corps and ACDI-VOCA, the UMEMS staff organized a workshop to discuss and agree on the use of the same methodologies for collecting data, especially for indicators that required a population-based survey approach.

4. How-To Guides

The UMEMS staff has also prepared two "HOW TO" Guides: (1) How to Develop Your PMP, a guide for IP M&E Officers to lead the PMP preparation process in their organizations; and (2) How to Exercise Your M&E Function, a guide for CORs. The first guide was supplied to IPs via the Contracts Office at the time new contractors attended their post-award briefings; UMEMS training workshops; orientation sessions with IPs and via the UMEMS Project website. The recipients acknowledged the guide was useful when questioned during the PWC evaluation of the UMEMS Project. The second guide has not been reviewed or approved by USAID/Uganda, but preliminary indications are that it may be included as an annex to a revised Mission Order on M&E.

Result 3: Mission Evaluation Strategy Supported

The UMEMS Project also functioned as one of several available mechanisms for USAID/Uganda to procure evaluations and special studies. Evaluations became increasingly important in the Mission with the development of the Collaboration, Learning and Adapting (CLA) strategy of which evaluations are an important component. The Mission initially scheduled regular mid-term and end-of-project evaluations but this changed with the advent of the new Agency Evaluation Policy (January 2011) which favored performance evaluations for programs at or over the average program dollar value and a limited number of highly focused Impact Evaluations.

The UMEMS staff responded to the Mission's SOWs with a technical proposal, budget and proposed team of consultants. The table below summarizes the evaluations and special studies supported by the UMEMS Project:

Table 6: Summary of Evaluations and Special Studies Supported by UMEMS

Year	Evaluation or Special Study Title	Type	Requestor	Use	Notes
2008	UNITY Project	Mid-Term Evaluation	DO3 (SO8)	Immediately fed into series of stakeholder workshops to obtain support for a new SOW for the extension period of UNITY	
	NUMAT	Mid-Term Evaluation	DO3 (SO8)		Team disagreed with one of the recommendations made
	ACE	End-of-Project Evaluation	DO3 (SO8)		ACE Project had closed before the evaluation started making it difficult to obtain data for the cost-effectiveness element
	SO8 Strategy Revision	Strategy development for SO8 Team when ISP had expired	DO3 (SO8)	Adopted by the SO8 Team and formed basis for revised PMP	
	UNITY Re-Design		DO3 (SO8)		The series of follow-on workshops referred to above
	TREAT2 Re-Design		DO3 (SO8)	Used in RFA/RFP for a new program	Procurement-sensitive
2009/10	Feed the Future Design	Design of Statements of Objectives	DO1 (SO7)	Used in development of new FTF designs	Statements of Objectives developed; procurement-sensitive
	Quality of Care	Formative Evaluation	DO3 (SO8)	GOU immediately took actions based on the evaluation	Highly successful stakeholder dissemination exercise
	Leadership & Capacity Framework	Conceptual framework & indicator development	DO3 (SO8)		Final report not approved due to conflicting expectations between the Team and UMEMS
2010/2011	SO8 Baseline Survey	Baseline data collection exercise	DO3 (SO8)	SO8 Team decided to drop the client satisfaction indicators from the Team PMP	First externally-contracted data collection exercise
	Advocacy Assessment	Situation assessment	DO3 (SO8)	Used as input to design of advocacy interventions	Report shared with those who provided input to the study

Year	Evaluation or Special Study Title	Type	Requestor	Use	Notes
	Gender Assessment	Assistant to the gender assessment team	PPDO		No deliverable as UMEMS only supplied a consultant
	SO8 IP M&E Rapid Assessment	Special Study	DO3 (SO8)		
2011	NUWATER	End-of-Project Evaluation	DO1 (SO7)	SO7 Team modified its approach to managing water development projects	Conducted as the NUWATER project was closing. There was little performance information,
2011	SMD	End-of-Project Evaluation	DO2 (SO9)		
2011/2012	Afrobarometer Survey Buy-In	Baseline Survey for selected Mission-wide Common Indicators	PPDO	Data incorporated into Mission PMP and alerted Mission to possible mismatch of focus and comparison districts	DQA conducted as the study was in progress

The most successful evaluations included: (1) the UNITY Evaluation, the outcomes of which were followed up immediately with a series of UMEMS-managed regional stakeholder workshops to sketch out a new design; (2) the Quality of Care Evaluation which culminated in a successful stakeholder workshop and the immediate adoption of some of the recommendations of the evaluation team by the Government of Uganda; (3) the Advocacy Assessment which garnered praise from the participants in the study who were able to comment on the report; (4) the ACE Evaluation which definitively showed that the project lost focus and did not achieve its objectives; (5) the special studies conducted for SO8 Team on strategy re-design which immediately led to the development of the new SO8 Results Framework; and (6) the follow-on design for the HIV/AIDS Treatment Program that was to replace the TREAT activity.



Figure 5: Community Group contacted by the Advocacy Assessment Team during their fieldwork. (TMG, 2010)

A special challenge to the logistical capabilities of UMEMS was the deployment of a team of 12 international, regional and local consultants to develop a series of Statements of Objectives for the FtF Initiative in May and June 2010 covering trade, climate change, nutrition, gender, natural resources and poverty. The assignment was also challenging in that there was no clear Mission FtF strategy in place at that time; yet the assignment concerned the development of potential activities and what they would achieve. It is not clear to what extent the Mission ultimately used the ideas contained in the deliverables once a strategy was developed and design of activities began in earnest.

More controversial were (1) the NUMAT Evaluation which was criticized by the Mission for proposing impractical recommendations regarding the focus of future Mission funding; (2) the Leadership and Capacity Assessment in which UMEMS and its consultants and the Mission staff members responsible were unable to clearly understand each other with the result that the final product was deemed unacceptable to the Team; (3) the NUWATER Evaluation in which the Team



Figure 6: Girls in Primary School, UNITY Evaluation, Eastern Uganda (Opira Geoffrey, 2008)

Leader hired by TMG proved not capable of the task, with the result that the report had to be substantially revised and re-written with additional input from other consultants and (4) the SMD Evaluation in which one of the team members was not as capable as the rest of the team resulting in an un-balanced report, and the large volume of data made writing a sufficiently concise report difficult.

The biggest challenges faced by UMEMS and its evaluation consultants have mostly been the ambitious scopes of work and short time frames within which the evaluation data had to be collected, analyzed and documented. In particular, one of the main lessons learned is that more time is needed for the evaluation team to systematically compile and reflect upon the data before beginning to write the report. This lesson was endorsed in the Meta Evaluation of selected UMEMS Evaluations (see further below). Another lesson learned was that it is helpful for the client to be present during preliminary review of the evaluation results. An additional practice that the UMEMS staff introduced early on was the compilation and analysis of the PMP data at the start of the evaluation because this serves to focus the evaluation team on problem areas. Such an analysis might be even more useful when the Scope of Work is being developed. For those evaluations that generate a large volume of qualitative data, the UMEMS staff is now leaning towards the use of qualitative data software.

Finally, absolute clarity on the Scope of Work is needed for an evaluation to be successful. In the case of the Leadership and Capacity Assessment, this was not the case and there were significant differences between what the Mission understood by some of the terminology and what the consultants understood, e.g., conceptual framework versus results framework. Likewise, there was miscommunication over the nature and format of interim deliverables such as working group meetings versus presentations by the consultant team. This particular activity suffered from the absence of one single responsible officer to represent the Mission. There were two representatives and their combined presence at meetings was inconsistent with the result that neither was fully in the picture regarding the assignment. No one was designated as the note-taker for meetings, so there were no notes to be shared. This was a role that the UMEMS staff should have played.

Per the UMEMS contract, all the evaluations were sent to the DEC database by TMG HQ.

1. Support for Mission Evaluations

In addition, the UMEMS staff provided support to the Mission by reviewing SOWs, tools, data collection procedures and draft reports for the following evaluations that were procured through mechanisms other than the UMEMS Project:

- LINKAGES Project mid-term evaluation
- SPRING Project mid-term evaluation
- ACT/MCC Project end-of-project evaluation
- HPI Project mid-term project evaluation.

2. Meta-Evaluation

A Meta-Evaluation reviewed the first three UMEMS-led evaluations, NUMAT, ACE and UNITY. The evaluation was conducted in March 2010 as a result of concerns raised by the Mission about the lack of success of the NUMAT mid-term evaluation. Particular attention

was focused on the Scope of Work, evaluation methodology, team composition, quality and commitment of local experts, level of effort allocation and the internal review process. One of the key recommendations that came out of the Meta-Evaluation exercise were to move away from the “30 day parachute team, comprehensive study, 30 page report” approach, and replace it with greater flexibility with respect to the level of effort; depth of research design and reports; improved and adequately documented project designs. The recommendations were not immediately reviewed by the Mission, but are to be considered for inclusion in an amended Mission Order on M&E at a future date.

3. Calendar of Evaluations

The first version of this tool scheduled mid and end-of-project evaluations for all Mission-funded activities. The second version was developed after the publication of the Agency’s new Evaluation Policy in January 2011 and the approval of the CDCS. It scheduled both Impact Evaluations and Performance Evaluations for projects over an agreed dollar cut-off value. The calendar was loaded into MS Outlook, and the UMEMS staff was able to send reminders to the Mission about the scheduled evaluations three months ahead of key dates. The new calendar has been uploaded to selected desktops at the Mission in anticipation of UMEMS Project closure.

4. Flowchart for Organizing an Evaluation

The UMEMS staff developed a flowchart with a timeline to show the steps involved in organizing an evaluation through the UMEMS Project mechanism, along with a delineation of the roles and responsibilities of actors. With a few modifications, the flowchart could be revised to reflect the process after the closure of the UMEMS Project.

5. Roster of Ugandan Consultants

The roster was developed in December 2008 to create a source of consultants in the areas that the Mission was likely to request evaluations. (See Section 3.4 for further detail)Populating the Roster with high quality consultants proved difficult despite advertising in the media (20 registrations obtained), conducting personal outreach visits to the biggest universities (two registrations obtained), hiring a Ugandan networking consultant (25 registrations made) and advertising on www.devex.com, one of the most popular development job search sites in the world (11 registrations obtained). The difficulty registering consultants was due largely to the fact that the best Ugandan consultants are almost entirely occupied with assignments for other agencies that pay more than the USAID’s maximum daily rate for consultants. In all, only 26 Ugandan consultants, out of a total of 158, were sourced from the Roster and used for various evaluations and special studies conducted under the auspices of the UMEMS Project. Most consultants were sourced by word of mouth and personal referrals, and their CVs uploaded to the Roster upon completion of the assignment.

6. Evaluation Briefers

The UMEMS staff prepared six 3-5 page Evaluation Briefers that summarized the salient points in the evaluations in a user-friendly fashion for the non-technical reader. This was a prescient move as the Briefers are now required to be developed by the revised 2010 Agency Evaluation Policy. The UMEMS staff acquired the requisite skills for preparing such documents through a training workshop delivered by communications expert, Alan

Goodman, and the first four such Briefers were produced during the course of the training. The Briefers can be found in the Library in the PRS and on the accompanying CD.

7. Evaluation Training

Thirteen Mission staff attended a short, half-day training course offered in 2010 by the UMEMS staff on how to develop a Scope of Work for an Evaluation. Other aspects of evaluations are included in the upcoming April 2012 Mission M&E training. (See further details under Result 2)

8. Support to the Mission's Collaboration, Learning and Adapting Agenda

The UMEMS staff supported the conceptualization and implementation of the Mission's agenda for Collaboration, Learning and Adapting (CLA) that was developed at the same time as the CDCS in the following ways:

- ❖ Published three issues of "Game Changers, Movers and Shakers" – a quarterly publication citing research and studies related to the Mission's identified Game Changers.
- ❖ Conducted exit interviews with the staff of selected projects to capture lessons learned. The three projects identified by the Mission for this exercise were: NUMAT, ACIDI-VOCA and LINKAGES. However, ACIDI-VOCA refused to participate. A similar interview was conducted with the Mission Director about aspects of the new strategy development process, as was with Jeremiah Carew, outgoing Program Officer. These four interviews have been stored in digital MP3 format in the Library within the PRS.
- ❖ Participation by the UMEMS Chief of Party in the Community of Practice for Strategic Information, an in-house discussion forum constituted by the Mission in 2010 to promote CLA. The COP led two sessions of the forum on the implications of the Agency's new Evaluation Policy.
- ❖ Contributed to the first exercise conducted by the Community of Practice, namely an After-Action Review of USAID/Uganda's investments in warehousing and bulking centers by developing a Scope of Work, methodology for the exercise, data collection tools and participating in the data collection.
- ❖ Developed a memorandum outlining opportunities for CLA and presented it to the Mission.
- ❖ Analyzed and wrote-up of the Mission's first CLA exercise held November 2011 with IPs in on local governance issues in Uganda.
- ❖ Conducted statistical analysis of data presented by ACODE in 2011 on local councilor effectiveness and service delivery outcomes.
- ❖ Conducted a training workshop in February 2012 on qualitative methods supportive of CLA. (See further under Result 2).
- ❖ Provided the Mission with compiling baseline data for all 13 Common Indicators by district in support of testing their Co-Location Development Hypothesis. Some of the data was sourced from the Afrobarometer Survey.

- ❖ Facilitated an After-Action Review of the Mission’s District Operational Planning Process to distill lessons learned from the pilot stage of this activity and obtain a listing of priority actions required before the next stage of implementation.
- ❖ Introduced the concepts of hypothesis testing and counterfactuals through Impact Evaluations and the concept of Evaluative Monitoring in the Mission M&E training course in April 2012 (See further under Result 2).

Result 4: Mission Information Management Supported

The UMEMs staff conducted several important activities to achieve Result 4. Prime among these was the development, management and maintenance of a web-based database, the Performance Reporting System (PRS). An inability to access the database developed by MSI under the MEMS contract meant that development had to start from scratch and roll out was thus considerably delayed.

1. Functionalities of the Performance Reporting System

The Performance Reporting System (PRS) was launched in early August 2009. The database contains all Team and IP Results Frameworks, both those associated with the CAS and those associated with the CDCS, all indicators associated with those frameworks, actual performance values and targets. The database presently contains 1,782 dis-aggregated indicators, allows over 200 users to access the system, and generates four basic types of data reports, namely:

- IP Performance Data Report that provides all the performance indicator data versus targets arranged around an IP’s unique Results Framework;
- Indicator Report that for user-selected indicators shows the contributions of all the contributing IPs and the aggregate for the indicators;
- A report displaying the totals for indicators selected for reporting in the annual PPR;
- A report by Results Level, showing all the indicators and their data and targets associated with a particular result in a Results Framework.

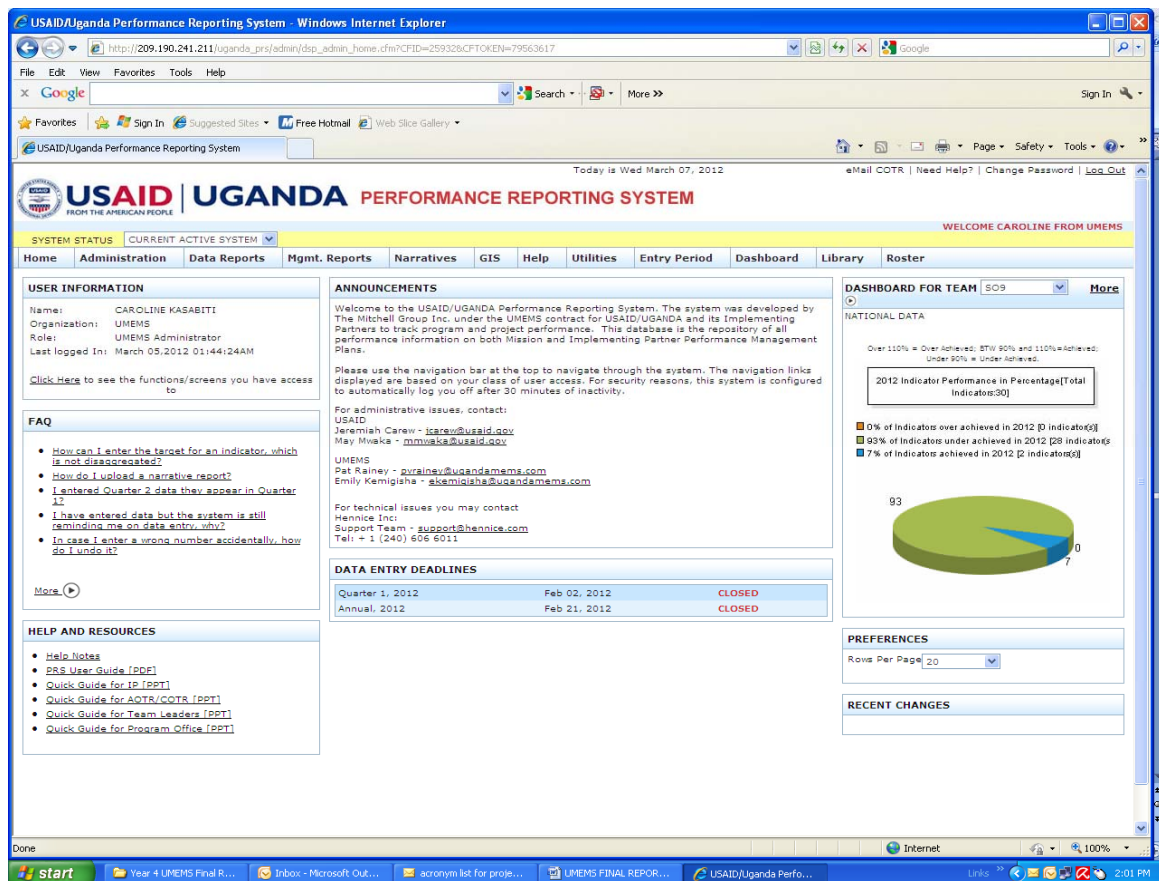
Other features of the database include:

- Uploading of IP quarterly narrative reports
- Uploading of GIS data for map-making requests and map storage and retrieval
- Libraries containing key documents, including evaluations, Protocols, DQA Reports, PIRS and PMPs
- Data and target certification by CORs
- Flexible indicator search and report generation capability
- Access to the Roster of Ugandan Consultants
- A series of management reports to track the status of IP data entry and COR certification.

The system has been useful to all stakeholders, including IPs, CORs, PPDO and UMEMS, for reporting purposes because it aggregates large volumes of data for Team PMPs and stores the data.

The UMEMS staff has kept the system flexible to respond to the needs of different users. New features and functionalities were developed based on user requirements that were assessed during each TMG Annual Monitoring Visit and, as special needs arose, such as the development of the new CDCS. The rapid development and roll out of the new features is partially attributable to the solid understanding that the database developer has of performance management.

Figure 7: USAID/Uganda Performance Reporting System Home Screen



2. Support to Users

To support all of the users, the UMEMS staff provides on-going training to the Mission's staff and IPs, since new staff members were always coming on board. Some of the training sessions were conducted on a one-on-one basis and others in a group setting. The database developer, Hennice Inc., has been available at short notice to fix problems with the database, despite their location in the United States, and system down-time has been minimal. The purchase of additional local bandwidth during critical times also resulted in continuous service.

The UMEMS staff also conducted other activities to enhance the overall information management system, including the following:

- ❖ Populated the PRS with Team indicators, that were linked to the activities/implementing mechanisms or data sources
- ❖ Managed the database and drafted emails for PPDO to send to IPs and Mission staff on data entry, target setting and certification exercises
- ❖ Generated performance reports as input to the Portfolio Reviews

3. Database Acceptance and Usage

Acceptance and use of the database has been mixed with Mission staff being the least frequent users of the system. This was corroborated by the PWC evaluation of UMEMS Project. Instead of accessing their IP's performance data through the database, the CORs prefer to use the copy of the report emailed to them by their IPs. The reasons for this have not been verified by the UMEMS staff, but it appears the Mission's users forget how to use the system and, therefore, never become fully conversant with its features.

This lack of use has also, to some extent, also perpetuated the problem of data mismatch. Differences have been found from time to time between what the IP entered in the database and what was reported in its narrative quarterly report. However, the number of mismatches has been reduced over time. The UMEMS staff has striven to make the PRS the final repository for performance information, but that objective has not been fully achieved. However, the Mission now requires that the base documents for IP Result Reviews be generated by the CORs from the database, and this might encourage greater usage of and familiarity with the system.

The Mission also did not authorize the use of the database for the submission of the IP's quarterly progress reports. A quarterly report generation feature was developed with the Mission's input in early 2009 and a standardized, results-focused generic report template agreed. Performance data is able to be pulled over into the correct section of the report that is customized for each IP's Results Framework, thereby ensuring that only the latest and most current data appears in the report. UMEMS started but did not complete a pilot of the feature with an IP and COR. The IP's feedback related mainly to difficulties locating the function on the navigation bar, file size limits for logos and the final report. The failure to implement this feature has also contributed to the lack of use of the database by Mission staff to generate their IP's report and the data mismatch problem.

4. Transition of the PRS to the Mission

Selected Mission staff members have been trained in all aspects of system administration via a series of Web-Ex based virtual training sessions and an in-country visit by the developer conducted in March 2012. Protocols developed by the UMEMS staff for preparing products for Portfolio Review and the PPR include the steps for setting the parameters in the database for data entry, certification etc.

The Mission has elected to enter into a maintenance agreement with the developer of the database for on-going system maintenance after the end of the UMEMS Project. The source code is the property of the Mission and the database will continue to remain on the current server with the developer responsible for payment of the associated fees.

5. UMEMS Website

The UMEMS Project website went live in September 2008 and was ultimately populated with 141 documents and resources:

- 87 documents on the Resources page includes items such as the USAID TIPs Series, UMEMS training materials, a variety of measurement tools, the USG Foreign Assistance Framework, excerpts from the ADS, Handbooks on Monitoring and Evaluation
- 54 documents on the Templates page such as Team PMPs, Results Frameworks, PIRS, DQA Protocol etc.

The website proved to be a useful tool for sharing the final versions of PIRS with IPs and successfully eliminated the problems regarding conflicting versions of IP reports. Much of what is on the UMEMS website has been transferred to the Libraries in the PRS to ensure continuing access by users to the materials after the closure of the project.

6. Roster of Consultants

UMEMS started work on the Roster of Ugandan Consultants in December 2008 to create a searchable database that is accessible via a secure username and password. Access to the Roster of Ugandan Consultants is through the UMEMS website and the PRS. The Roster currently contains the details for 158 Ugandan consultants. The UMEMS staff has used the Roster to search for consultants for evaluations, and a small number of IPs have used it to look for potential staff members or independent consultants. (See further under Result 3)

Result 5: UMEMS Efficiently and Effectively Managed

The UMEMS contract was signed in May 2008 and UMEMS Project immediately took over the offices previously occupied by the MSI-led MEMS Project as they were ideally located and did not require much refurbishment. The computer network required replacement and the ICT system was fully installed within one week.

TMG completed recruitment of office support staff by early July 2008 and technical staff by the end of July. The Chief of Party arrived in mid-August with the project having been led in the interim period by Dr. Lans Kumalah from TMG headquarters. The key STTA consultants – Dr. Richard Swanson and Mr. Jerry Harrison-Burns provided direction for the technical services provided by the project between June and August 2008. The staff complement of the project remained virtually unchanged except for the recruitment of an additional M&E Specialist to support the HIV, Health and Education Team at the Mission once support to PEPFAR partners was required. However, Ms Brenda Nalwadda left the project shortly before it ended. Upon feedback from the Mission in the early days of the project, TMG introduced the concept of Virtual Advisors into the project. Three Virtual Advisors functioned as mentors to UMEMS M&E Specialists and as a source of specialized assistance to the Mission Teams. The most successful of the Virtual Advisors was Dr. Ned McMahon who supported the UMEMS M&E Specialist for SO9 (now DO2) and the team who spearheaded the inclusion of more qualitative approaches to monitoring and raised the profile of M&E on the team.

TMG headquarters visited the project each year to take stock of progress, liaise with the Mission on the effectiveness and efficiency of the project and to support the staff in strategic

reflection upon the performance of the project and to undertake staff appraisals. Feedback from the Mission was encapsulated in specific Action Plans to prioritize the resolution of the issues raised. These formed a handy guideline for subsequent visits.

The UMEMS contract was modified only once in the course of the project to accommodate the provision of technical services to PEPFAR partners without any budget increases. It was further clarified during this modification that the internal ceiling of \$2 million for evaluation and special studies could be breached with the agreement of the Mission when it came necessary to go beyond the average annual amount of \$500,000.



Figure 8: UMEMS staff Retreat at Cassia Lodge (Johnson Mugume, 2010).

TMG prudently managed resources during the life of the project with the result that there were no cost over-runs. An example of ensuring value for money was the early decision to independently monitor internet bandwidth received from our ISP, UTEL, and to obtain the full amount. Not only was value for money thus obtained but there was almost continuous internet connectivity and minimal downtime.

III. CHALLENGES IN PROJECT IMPLEMENTATION

Implementation of the UMEMS Project has not been without its challenges. These included the imposition of the F framework upon the Mission for reporting and budgeting purposes that complicated the development of meaningful Results Frameworks and resulted in a requirement to report against a large set of Standardized Indicators that were for the most part at the output level. Such requirements acted against the development of a real interest in performance management amongst the teams who came to feel that it was simply something done to please USAID/Washington. Monitoring and evaluation thus received a low priority in the Mission.

However, in the course of implementation, there were substantial changes in policy at Agency level that resulted in a renewed emphasis on rigorous evaluations, the re-introduction of Impact Evaluations, and new and more rigorous guidance on performance monitoring and project design. At USAID/Uganda this and the Mission's own agenda for CLA resulted in the hiring of more M&E staff for the teams and a resurgence of interest in qualitative data collection methodologies and technologies for learning to which UMEMS, despite this not being in their original mandate, has responded to.

1) UMEMS Project Design

Many of the challenges experienced in project implementation spring from the design of the UMEMS Scope of Work. The contract is essentially output-based and consisted of a list of routine actions, particular tasks and items to be completed or furnished, lacking a statement of objectives or delineated outcomes. To a large extent this dictated the staffing structure and skill sets and also accounts for the fact that the project lacked a PMP of its own. On the other hand, with so many of the possible outcomes for a project of this nature dependent on the commitment and engagement of the Mission, it might not be possible to hold an external contractor responsible for such outcomes. For example, the independent evaluation of UMEMS Project documented that the Mission's own assessment was that "little time is set aside for UMEMS activities and lack of interest is a factor". Furthermore, the consultants noted that "UMEMS relationship with IPs is more of supportive guidance and facilitation. It has no authority and therefore does not take final responsibility for quality of PMPs, updating the PIRS Database, implementation of recommendations from DQAs or reviewing IP's quarterly performance reports" (PWC Evaluation Report, 2011).

Furthermore, as was discovered during the evaluation of the UMEMS Project, the project did not have a sufficiently high profile in the IP community either, with several IPs claiming that even after three years of implementation, that they did not understand the project's mandate.

2) Uneven Capacity for and interest in Performance Management

Mission and Implementing Partner Chiefs of Party varied considerably in their level of interest in, commitment to M&E and M&E skills. The lack of a clear understanding about the purpose for the UMEMS Project led to varying levels of receptivity among the Mission's staff. Some staff members considered the UMEMS project to be a useful resource that could help them fulfill their roles, while others failed to see the project as a resource, but an added burden and distraction from other responsibilities with a higher priority. The focus of most

CORs was on developing and tracking their IP's annual work plan, giving the PMP secondary consideration. Few CORs attended the working sessions for the IPs or the training sessions offered by the UMEMS M&E Specialists during the IP PMP development process.

Constant contact between the COR and the IP often led to the CORs believing that they were fully informed about their IP's progress, and they did not see the need to review and analyze the available performance data because of doubts that the data provided a full and accurate picture of IP's performance, despite having approved the PMP. In the early stages some Mission Teams appeared to favor PMPs that were comprised mainly of output indicators that were closely related to the outputs of their IPs, rather than those implicit in higher-level outcome indicators, because this gave them greater control over the "results". Some CORs appear to be unfamiliar with their IP's performance data and how to interpret it. This may be because they have not been trained in the basic performance management principles or, if they have, are still unable to apply the data to their particular situation.

Many CORs gave a higher preference to the IP's work plan over the PMP. Until there is a change in the way the CORs exercise their oversight and use the PMPs, it will be difficult to get them to adopt an evidence-based approach to making decisions. Strong senior Team leadership on M&E can assist in making M&E more central to the Mission's work as was experienced by one SO Team in the period 2008 – 2011 during which time the Team's IPs were constantly kept in the loop about the development of the Team PMP and the role of the UMEMS Project in implementing the PMP. On the other hand, the lack of interest in M&E by senior leaders on two other SO Teams during the 2008 – 2010 period trickled down to the CORs and IPs of these teams.

Many of the IP's M&E Officers expressed the views that their organizations did not value the M&E function as important as other functions, and that M&E was viewed as a donor requirement to meet reporting obligations. As such, the IP M&E Officers were not as influential or as central to the implementation of their projects as they should have been, if an evidence-based approach to project management is to be adopted. This attitude about M&E was felt to be the reason why the IP's M&E departments had minimal budgets, often providing funds only for the salary of the M&E staff and no funds for any M&E activities such as exploratory research, and internal data quality assessments. In other instances, particularly among the PEPFAR partners, the IPs were competent in collecting indicator data, but it was rarely analyzed or shared within the project organization. It was simply provided to USAID for reporting purposes via the M&E contractor and progress report.

It remains to be seen how successful attempts by the UMEMS staff have been in raising the profile of M&E by, for example, drafting language promoting M&E for inclusion in RFA/RFPs, proposing assessment criteria and weightings for the technical and budget review of new project proposals, actions that have only recently been adopted by the Mission.

IP-specific results reviews were only introduced late in the life of the UMEMS Project for a variety of reasons, among which were a lack of enthusiasm for the reviews on the part of the Mission staff and because the Portfolio Reviews encompassed discussion of IP results, and it is too early to assess their impact. Reactions by Chiefs of Party of IP organizations to the short half-day workshop delivered by the UMEMS staff in 2010 on the subject of performance data use and interpretation were positive, but if there is no on-going demand for such efforts by CORs, then such analyses will not necessarily be undertaken.

3) *Inconsistent communication of the vision for the M&E Function at the Mission*

While there was good support from the PPDO and the Front Office for the UMEMS Project, there was a failure to develop a coherent vision for the M&E function within the Mission, and to consistently communicate that vision to all levels of staff and partners. Examples of this include the failure to carry through on the concept of making the PRS the heart of the M&E system at the Mission and the repository of all M&E-related information. It was intended to have all Mission's users of the database become more familiar with the system, and to overcome their reluctance to use it. The Mission did not require the database be used for IP Quarterly Reports, i.e., to ensure the IPs uploaded their quarterly reports to the database for team sharing. As a result, the CORs continued to rely on the emailed report from their IPs and, consequently, there were on-going data mismatches between the data in the report and the data in the database. Finally, the vision to capture the potential of the GIS for performance management was not fully realized due to the staff and time constraints within the PPDO. In retrospect, it would have been beneficial to delay the project's launch while devoting time to develop a vision for the M&E function in the Mission, and communicate that vision to the Implementing Partner community.

4) *Failure to use data for making decisions*

While the UMEMS staff prepared a range of Portfolio Review products for the Mission, it is clear that Mission staff members were not comfortable reviewing, analyzing and presenting performance data. Insufficient time was given in the reviews for the analysis and interpretation of performance based data. Although the UMEMS staff introduced Portfolio Review preparatory meetings to walk the Teams through their datasets, the sessions were insufficient to generate a real understanding of the data. The UMEMS staff was not invited to attend the Portfolio Review sessions until the last year of implementation, and it would appear that the Portfolio Reviews also suffered from insufficient preparation and were not as meaningful as they might have been. The end result was a message conveyed to CORs and by IPs that data is not important.

IV. LESSONS LEARNED

The lessons learned from implementing the UMEMS Project over a four-year period have been grouped according to a number of themes that have emerged over time:

A. *Leadership and Vision*

Support from senior management at the Mission is key to sustaining the M&E effort. This was demonstrated by the change in the quality between the first set of PMPs and the second set. The lack of management support for the vision of a fully integrated information system, with the database used as the final and definitive repository of all performance management data, was partially responsible for low uptake of the system. Integration of some of the website functions into the database, as had been suggested early in the life of the project, might have resulted in greater use of the system by Mission users.

Any follow-on mechanism requires real implementation authority and responsibility to effect meaningful change both within USAID and the IP community. A higher profile for such a project is required, possibly through a high-level project launch (which the UMEMS Project

did not enjoy) and annual mini “re-launches” at which key messages can be shared with the Mission and IP community.

Likewise, a significant level of resources must be allocated to such a project if it is to be staffed with people that are both sector specialists and M&E experts and so worthy of the respect of the Mission and IP staff. Similarly, the level of effort for Home Office backstopping should not be restricted as it was in the design of the UMEMS contract if technical assistance of a high quality is to be rendered.

Information-sharing is critical to the success of a UMEMS-type project. The Mission should consider having any follow-on mechanism sign a non-disclosure agreement to avoid any potential conflict of interest issues so that the full range of information pertinent to performance management can be shared – strategy designs, new activity designs, IP quarterly reports.

B. Communication

Maintaining clear lines of communication among the UMEMS staff, the Mission and Implementing Partners is critical for purposes of accountability and consistency. The practice of copying the COR and PPDO on almost all communications with the IP, but allowing UMEMS to take the lead on IP communication, proved essential to moving the processes along and keeping everyone in the loop. This applied to PMP development, data quality assessments and database issues. For example, sharing the DQA reports with the IP at the same time that they were sent to the COR simplified communications and ensured that the IP received the report. Before, when reports were sent to the COR first, as was the case with the output of one SO IP M&E Systems Assessment, the IPs did not receive the reports. Having a qualified M&E point of contact on each Team also facilitated completion of the PMP development work.

IPs needed a better introduction to the role played by the UMEMS staff and the services provided. It was assumed the CORs and the Contracts Office would introduce the UMEMS staff, and that did not occur. The brochure developed for distribution by the Contracts Office also was not effective in providing an introduction. A project launch workshop for the relevant stakeholders would have contributed to a smoother transition of M&E responsibilities from the previous contractor to the UMEMS Project while giving the UMEMS Project a higher profile.

V. CONCLUSIONS

In conclusion, given the state of the performance monitoring and evaluation system in the Mission at the beginning of the project, the UMEMS Project has moved a long way toward achieving the project’s goal of improving performance management, not only for USAID Mission Teams, but also their IPs, as was found by the independent mid-term evaluation. Through the various training sessions, workshops and hands-on assistance provided, the UMEMS Project has enhanced the capacities of both parties to develop their PMPs, increased their knowledge of performance management, improved the quality of data collected and reported through DQAs and put in place a robust web-based database.

The UMEMS Project has achieved its five key results areas:

- ❖ ***Improved Program Performance Management:*** The UMEMS staff assisted Mission Teams and IPs to develop their PMPs to meet the Agency’s requirements and achieve

clear tracking of their programs. To date, all IPs and Teams have developed PMPs that are either in draft form or have been approved. Data quality has been improved through feedback provided to both Mission Teams and IPs after conducting DQAs to ensure that any weaknesses in their data were rectified. Based on findings from the DQAs conducted in FY2011 and a comparison of the data collected by the DQAs conducted at the beginning of UMEMS Project in 2008, many IPs have a better understanding of the need for performance monitoring, and have improved their capacity to effectively use data collection tools to collect data consistently.

- ❖ ***Improved M&E Capacity for Performance Management:*** The UMEMS staff provided technical assistance and conducted a series of training sessions in performance management that have contributed immensely to the capacity of USAID and IP staff to conduct their M&E activities more effectively. This has been demonstrated through their improved ability to report quality data in a timely fashion.
- ❖ ***In terms of Evaluations:*** A roster of Ugandan experts in evaluation who can assist the Mission in managing evaluations was put in place, as was a scheduling calendar.
- ❖ ***Enhanced Program Reporting:*** The project developed a web-based database that stores vast amounts of performance data that can be reported in a variety of ways using the flexible report generation features and which generates graphically-enhanced results summaries reports.
- ❖ ***UMEMS was efficiently and effectively managed:*** The Project was implemented with the judicious use of resources and in a timely manner.

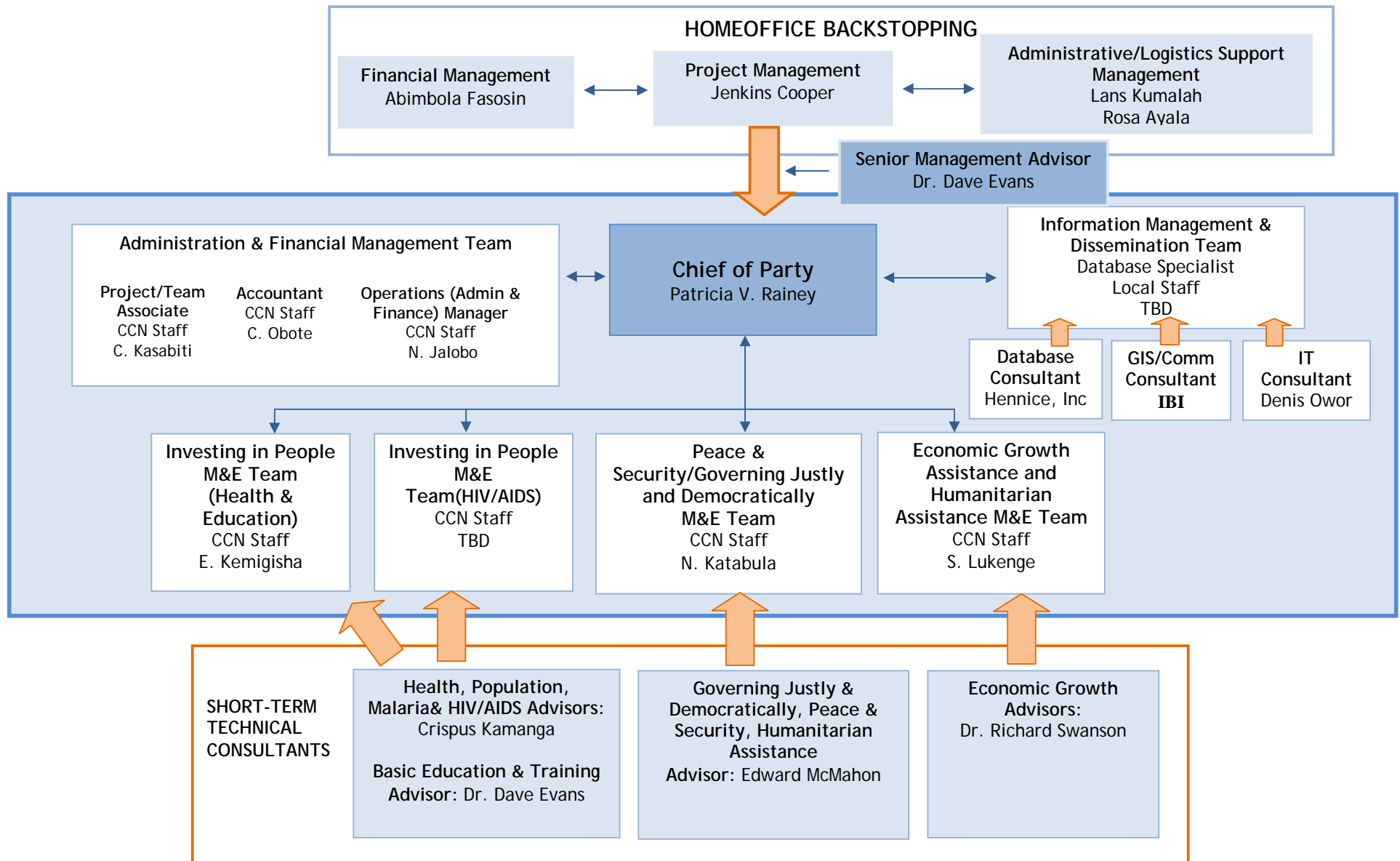
VI. ANNEXES

Annex 1: List of Contact Persons Involved in Uganda MEMS

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Annex 2: Uganda MEMS Organizational and Management Chart



Annex 3: Detailed List of DQAs 2008-2012

DQA YEAR/Indicator	Team		
FY 2008	SO7/ DO1	SO9/DO2	SO8/DO3
# of Rural Households benefiting directly from USG interventions	HPI, ACDI/VOCA, SAVE		
# of new technologies or management practices made available for transfer	HPI		
# of Vulnerable households benefiting directly from USG assistance;	HPI, ACDI/VOCA, SAVE		
# of Individuals who have received USG support for short-term agricultural sector productivity training;	HPI, ACDI/VOCA, SAVE		
# of individuals who have received USG support for long-term agricultural sector productivity training	PBS		
# of producer organizations, water users associations, trade and business associations, and community-based organizations (CBOs) receiving USG assistance;	HPI, ACDI/VOCA, SAVE		
# of policies, laws, agreements, or regulations promoting sustainable natural resource management and conservation that are implemented;	WILD		
# of people receiving training in natural resources management and/or biodiversity conservation	WILD		
Case notification rate in new sputum smear positive pulmonary TB cases per 100,000 population in USG-supported areas			NUMAT, TB-CAP, HIPS, UPHOLD
Percent of all registered TB patients who are tested for HIV through USG-Supported programs			NUMAT, TB-CAP,
# of people trained in DOTS with USG funding			NUMAT, TB-CAP, HIPS
Average population per USG-supported TB microscopy laboratory			NUMAT

DQA YEAR/Indicator	Team		
FY 2008	SO7/ DO1	SO9/DO2	SO8/DO3
Number of ITNs distributed or sold with USG funds			UMCP
Number of children less than 12 months of age who received DPT3 from USAID supported programs			UNICEF
Number of children under 5 years of age who received vitamin A from USAID-supported programs			A2Z
Number of children reached by USAID-supported nutrition programs			ACDI/VOCA, WORLD VISION, SAVE
Number of people trained in child health and nutrition through USAID supported health programs			A2Z
Number of cases of child diarrhea treated in USAID-assisted programs			AFFORD
Liters of drinking water disinfected with USG-supported point-of-use treatment products			AFFORD
Number of people trained in FP/RH with USAID funds			ACQUIRE
Couple Years of Protection (CYP) in USG-sponsored programs			AFFORD, ACQUIRE, HIPS
Number of USG-assisted service delivery points providing FP counseling or services			ACQUIRE
Value of pharmaceuticals and health commodities purchased by USG-assisted governmental entities through competitive tenders			DELIVER
Number of classrooms repaired with USG assistance			PEACE CORPS
Number of administrators and officials trained			UNITY
Number of textbooks and other teaching and learning materials provided with USG assistance			UNITY
Number of School Management Committee members trained in school management			UNITY

DQA YEAR/Indicator	Team		
FY 2008	SO7/ DO1	SO9/DO2	SO8/DO3
# of people trained in conflict mitigation/resolution skills with USG assistance		CARE	
# of people trained in conflict mitigation/resolution skills with USG assistance		Mercy Corps - Pader project	
# of non-governmental constituencies built or strengthened with USG assistance		CARE	
# of community-based reconciliation projects completed with USG assistance		IRC	
# of peace building structures established or strengthened with USG assistance that engage conflict-affected citizens in peace and/or reconciliation processes		IRC	
# of peace building structures established or strengthened with USG assistance that engage conflict-affected citizens in peace and/or reconciliation processes		Mercy Corps - Pader project	
# of people reached through completed USG supported community-based reconciliation projects.		Mercy Corps - Pader project	
# of community-based reconciliation projects completed with USG assistance		Mercy Corps - Pader project	
# of non-governmental constituencies built or strengthened with USG assistance		Mercy Corps - Pader project	
# of Civil Society Organizations receiving USG-assisted training in advocacy		LINKAGES	
# of national legislators and national legislative staff attending USG-sponsored training or educational events		LINKAGES	
# of public forums resulting from USG assistance in which national legislators and members of the public interact		LINKAGES	
# of USG assisted civil society organizations that participate in legislative proceedings and/or engage in advocacy with national legislature and its committees		LINKAGES	
# of individuals who received USG assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization		LINKAGES	
# of sub-national governments receiving USG assistance to increase their annual own-source revenue		LINKAGES	

DQA YEAR/Indicator	Team		
FY 2008	SO7/ DO1	SO9/DO2	SO8/DO3
# of consensus-building processes assisted by USG		SMD	
# of local CSOs strengthened that promote political participation and voter education		SMD	
# of individuals who receive USG-assisted political party training		SMD	
# of political parties and political groupings receiving USG assistance to articulate platform and policy agenda effectively		SMD	
# of USG assisted political parties implementing programs to increase the number of candidates and members who are women, youth and from marginalized groups		SMD	
# of civil society organizations using USG assistance to promote political participation		SMD	
# of CSO advocacy campaigns supported by USG		SMD	
# of USG assisted CSOs that engage in advocacy and watchdog functions		SMD	
# of reinsertion kits issued to amnestied ex-combatants		SMD	

DQA YEAR/ Indicator	Team		
FY 2009	SO7/ DO1	SO9/DO2	SO8/DO3
% change of income of rural targeted population	LEAD		
# of participants in USG-supported trade and investment capacity building training	LEAD		
Volume (MT) of exports of targeted agricultural	LEAD		
\$ value of exports of targeted agricultural commodities as a result of USG assistance	LEAD		
# of firms receiving capacity building assistance to export	LEAD		
# of Rural Households benefiting directly from USG interventions	LEAD		
# of additional hectares under improved technologies & management practices	LEAD		
# of new technologies or management practices under research	LEAD		
# of vulnerable households benefiting directly from USG assistance	LEAD, WILD		
# of Individuals who have received USG support for short-term agricultural sector productivity training	LEAD, MERCY CORP		
# of agricultural related firms benefiting directly from USG supported interventions	LEAD, MERCY CORP		
# of producer organizations, water users associations, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	LEAD, MERCY CORP, HPI		
# of public-private partnerships formed as a result of USG assistance	LEAD		
% change in value of international exports of targeted commodities	LEAD		
# of firms receiving USG assistance to improve their management practices	LEAD		
# of public –private dialogue mechanisms utilized as a result of USG assistance	LEAD		
# of hectares in areas of biological significance under improved management	WILD		
# of hectares under improved natural resources management	WILD		

DQA YEAR/ Indicator	Team		
FY 2009	SO7/ DO1	SO9/DO2	SO8/DO3
# of people receiving training in natural resources management and/or biodiversity conservation	WILD		
Quantity of greenhouse gas emissions;	WILD		
% community water maintenance plans operational	MERCY CORP		
Number of water points repaired or rehabilitated by USG Assistance	MERCY CORP		
Percentage of pupils reaching defined levels of competency in literacy			UNITY
Number of TB cases reported to NTP by USG-assisted non-MOH sector			HIPS
Case Detection Rate			TB-CAP, NUMAT, HIPS
Treatment success rates			TB-CAP, NUMAT, HIPS
Percent of USG-supported laboratories performing TB microscopy with over 95% correct microscopy results			NUMAT
Number of artemisinin-based combination treatments (ACTs) purchased with USG support			SURE
Number of Insecticide Treated Nets purchased with USG funds			AFFORD, STOP, HIPS
Percentage of targeted household sprayed with IRS in the last 12 months			IRS/RTI
Liters of drinking water disinfected with USG-supported point-of-use treatment products			AFFORD
No. of cases of child diarrhea treated in USAID-assisted programs			AFFORD
Couple Years of Protection (CYP) in USG-sponsored programs			AFFORD, HIPS, MIHV-FP, SCiU, STRIDES
Number of learners enrolled in USAID-supported primary schools or equivalent non-school-based setting			STRIDES

DQA YEAR/ Indicator	Team		
FY 2009	SO7/ DO1	SO9/DO2	SO8/DO3
DPT3 Coverage			UNITY
Primary School Net Completion Rate			UNITY
# of USG-assisted Service Delivery points providing FP counseling or services			AFFORD, HIPS, MIHV-FP, SCiU
# of people trained in child health and nutrition through USAID-supported health programs			A2Z, STRIDES
# of people trained in FP/RH with USAID funds			AFFORD, HIPS, MIHV-FP, HCP, SCiU, STRIDES,
Case Notification Rate			NUMAT, TB-CAP
# of people trained in conflict mitigation/resolution skills with USG assistance		SPRING, CARE, Mercy Corps Pader CMM, Mercy Corps K'ja CMM, IRC	
# of non-governmental constituencies built or strengthened with USG assistance (Northern Ug.)		SPRING, CARE - CMM	
# of USG-supported activities that demonstrate the positive impact of a peace process through the demonstration of tangible, practical benefits		SPRING	
# of community-based reconciliation projects completed with USG assistance		SPRING, Mercy Corps - Pader CMM, Mercy Corps/ - K'ja CMM, IRC	
# of peace building structures established or strengthened with USG assistance that engage conflict-affected citizens in peace and/or reconciliation processes		SPRING, Mercy Corps - Pader CMM, Mercy Corps K'ja CMM, IRC, CARE CMM	
# of people reached through completed USG supported community-based reconciliation projects		SPRING, Mercy Corps - Pader CMM, Mercy	

DQA YEAR/ Indicator	Team		
FY 2009	SO7/ DO1	SO9/DO2	SO8/DO3
		Corps K'ja CMM, IRC	
# of Civil Society Organizations receiving USG-assisted training in advocacy		LINKAGES	
# of national legislators & national legislative staff attending USG-sponsored training or educational events		LINKAGES	
# of public forums resulting from USG assistance in which national legislators & members of the public interact		LINKAGES	
# of individuals who received USG assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization		LINKAGES	
# of sub-national governments receiving USG assistance to increase their annual own-source revenue For FY 09 on wards.		LINKAGES	
# of CSO advocacy campaigns supported by USG		LINKAGES	
# of USG assisted civil society organizations that participate in legislative proceedings and/or engage in advocacy with national legislature and its committees		LINKAGES	
# of USG assisted CSOs that engage in advocacy and watchdog functions		LINKAGES	

DQA YEAR/ Indicator	Team		
FY 2010	SO7/ DO1	SO9/DO2	SO8/DO3
Volume (MT) of exports of targeted agricultural	LEAD		
Percent of micro-enterprise funds disbursed reaching the very poor	LEAD		
Amount of private financing mobilized with DCA guarantee	LEAD		
\$ value of exports of targeted agricultural commodities as a result of USG assistance	LEAD		
Number of water points repaired or rehabilitated	NUWATER		
% community water maintenance plans operational	Mercy corps		
# of vulnerable households benefiting directly from USG assistance	LEAD, ACDI/VOCA, MERCY CORPS		
# of producer organizations, water users associations, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	ACDI/VOCA		
# of Rural Households benefiting directly from USG interventions	MERCY CORPS, ACDI/VOCA, NUWATER, LEAD		
# of Individuals who have received USG support for short-term agricultural sector productivity training	ACDI/VOCA		
Number of SMEs that successfully accessed bank loans or private equity as a result of USG assistance	LEAD		
Number of SMEs receiving USG supported assistance to access bank loans or private equity	LEAD		
Number of people receiving USG supported training in natural resources management and/or biodiversity conservation	STAR		

Number of policies, laws, agreements, or regulations promoting sustainable natural resource management and conservation that are implemented as a result of USG assistance	STAR		
Number of hectares in areas of biological significance under improved management as a results of USG assistance	STAR		
Percentage of targeted household sprayed with IRS in the last 12 months			IRS/Abt
Number of learners enrolled in USAID-supported primary schools or equivalent non-school-based setting			UNITY
# of USG-assisted Service Delivery points providing FP counseling or services			AFFORD
No. of cases of child diarrhea treated in USAID-assisted programs			AFFORD
Number of ACTs purchased with USG-support			AFFORD
TB Treatment success rates			HIPS
Couple Years of Protection (CYP) in USG-sponsored programs			STRIDES
# of people trained in FP/RH with USAID funds			STRIDES
DPT3 Coverage			STRIDES
# of USG-assisted Service Delivery points providing FP counseling or services			STRIDES
Vitamin A coverage			STRIDES
DPT3 Coverage			UNICEF
Number of artemisinin-based combination treatments (ACTs) purchased with USG support			DELIVER
Number of Insecticide Treated Nets purchased with USG funds			DELIVER
TB Case Detection Rate			STAR-E, STAR-EC

TB Case Notification Rate			STAR-E, STAR-EC
TB Treatment success rates			STAR-E, STAR-EC
# of community-based reconciliation projects completed with USG assistance		SPRING	
# of people trained in conflict mitigation/resolution skills with USG assistance		Mercy Corps Karamoja	
# of community-based reconciliation projects completed with USG assistance		Mercy Corps Karamoja	
# of people trained in conflict mitigation/resolution skills with USG assistance		PILPG	
# of peace building structures established or strengthened with USG assistance that engage conflict-affected citizens in peace and/or reconciliation processes		PILPG	
# of individuals who received USG assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization		PILPG	

DQA YEAR/ Indicator	Team		
FY 2011	SO7/ DO1	SO9/DO2	SO8/DO3
% change of income of rural targeted population	STAR		
Percent of micro-enterprise funds disbursed reaching the very poor (\$1/day)	LEAD		
% community water maintenance plans operational	Kigezi Water, AYA		
Number of people with increased economic benefits from sustainable NRM & conservation as a result of USG assistance	STAR		
# of Rural Households benefiting directly from USG interventions	ACDI/VOCA		
# of Vulnerable households benefiting directly from USG assistance	ACDI/VOCA		
# of individuals who have received USG support for long-term agricultural sector productivity training	ACDI/VOCA		
# of producer organizations, water users associations, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	ACDI/VOCA		
# of people receiving training in natural resources management and/or biodiversity conservation	WILD		
Number of policies, laws and agreements, or regulations promoting sustainable NRM and/or biodiversity	WILD		
# of hectares under improved natural resources management as a result of USG Assistance	WILD		
# of hectares in areas of biological significance under improved management as a result of USG assistance	WILD		

Couple years of protection (CYP) in USG-supported Programs			AFFORD, HIPS, Marie Stopes, PROGRESS
# of USG-assisted Service Delivery points providing FP counseling or services (2011)			Marie Stopes
TB Treatment Success Rate			HIPS, STAR-SW
TB Case Detection Rate			STAR-SW
Number of people protected against malaria with a prevention measure (ITNs and/ or IRS)			Abt/IRS
Number of people trained in conflict mitigation skills		ACKT	
Number of community-based reconciliation projects completed with USG assistance		ACKT	
Number of peace building structures established or strengthened with USG assistance that engage conflict affected citizens in peace and/or reconciliation processes		ACKT	
# of individuals who received USG assisted training, including management skills and fiscal management, to strengthen local government and/or decentralization		LINKAGES	
# of sub-national governments receiving USG assistance to increase their annual own-source revenue		LINKAGES	
Number of consensus-building processes assisted by USG resulting into an agreement		SMD	
Number of individuals who receive USG assisted party training		SMD	

DQA YEAR/ Indicator	Team		
FY 2012	SO7/ DO1	SO9/DO2	SO8/DO3
Percentage of citizens satisfied with improvements in the delivery of local government services		Afrobarometer Survey	Afrobarometer Survey
Percentage of citizens satisfied with improvements in health services over the past 12 months (disaggregated by sector)		Afrobarometer Survey	Afrobarometer Survey
Percentage of citizens participating in planning and budgeting processes at district and sub-county councils		Afrobarometer Survey	Afrobarometer Survey
Percentage of citizens expressing moderate-high level of confidence in state institutions		Afrobarometer Survey	Afrobarometer Survey
# of water points repaired, rehabilitated or constructed	Mercy Corp		
Number of ITNs distributed free			HIPS, NUMAT, SMP

Annex 4: Detailed List of Training Participants 2008-2012

4a) List of participants Managing for Results Training 2009 (USAID/UGANDA MISSION)

No.	Name	Organization	Gender	SO	Position/Designation	Email Address	Telephone Contact
1.	Alioune FALL	NUWSS	M	SO7	COP	gabarfall@yahoo.com	0772-704590
2.	Andrew Simbwa	Mercy Corps	M	SO7	D, M&E Coordinator	asimbwa@ug.mercycorps.org	0772-672422
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4.	Benjamin Aisya	AFRICARE	M	SO7	M&E Officer	baisya@gmail.com	0782-876722
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6.	Cecilia Sewagudde	DELIVER	F	SO8	Training Coordinator	cnakito@ug.pfscm.org	0752-399505
7.	Daniel Oloia	HIPS	M	SO8	Team Leader M&E	dololia@emg-hips.ocm	0772-221170
8.	Davis Naigeni	ACDI-VOCA	M	SO7	M&E Officer	dnaigeni-pl480@acdivogaug.org	0414-346242 0777-589357
9.	Emmanuel Kayongo	HCP	M	SO8	R.M&E Assistant	emmak@hcpuganda.org	0782-378715
10.	Florence Kanyike	UNITY	F	SO8	D/COP	florencek@ug.caii.com	0752-487299
11.	Ignatius Kahi	AFRICARE	M	SO7	Project Coordinator	igkahi@gmail.com	0752-730266
12.	John Brittell	MIHV	M	SO8	Program Manager	jbrittell@mihv.org	0774-251986
13.	Jude Anthony Okiria	UHMGM	M	SO8	R& IT	jokiria@uhmg.org	0772-341333
14.	Juraz Ujhazy	WCS	M	SO7	Program Manager	jujhazy@wcs.org	0772-226005
15.	Loi Gwoyita	SPS/MSH	F	SO8	Senior Program Associate	lgwoyita@msh.org	0774-603043
16.	Lydia Gesa	Mercy Corps	F	SO7	M&E Officer	glydia@ug.mercycorps.org	0712-841368
17.	Marjorie Arotin	IRC	F	SO7	Grants Manager	arotin.marjorie@uganda.theirc.org	0772-419487
18.	Martin Omoro	NUMAT	M	SO8	DA	momoro@numatuganda.org	0775-080510
19.	Martin Opolot	UNITY	M	SO8	M&E Specialist	martino@ug.caii.com	0772-624667
20.	Maureen Okoth	IRS/RTI	F	SO8	Data & Record Specialist	mokoth@nb.rti.org	0777-482318
21.	Monica Kansime	Heifer International	F	SO7		monica.kansime@heiferuganda.org	
22.	Moses Owor	ACDI-VOCA	M	SO7	M&E Specialist	mowor-pl480@acdivogaug.org	0414-346242
23.	Patrick Abongi	IRC	M	SO9	CMM Manager	abongi.patrick@uganda.theirc.org	0772-428402
24.	Patrick Buyinza	IRS/RTI	M	SO8	M&E Officer	p.buyinza@yahoo.com	0772-878286

No.	Name	Organization	Gender	SO	Position/Designation	Email Address	Telephone Contact
25.	Richard Wanyama	Heifer International	M	SO7	Extension Services Supervisor	richardwanyama@yahoo.com richard.wanyama@heiferuganda.org	0752-858903
26.	Robert Kalyebara	HCP	M	SO8	RME Advisor	robertk@hcpuganda	0772-496349
27.	Ruth Nassali Kigozi	UMSP/MUUCSF	F	SO8	Data Officer	rkigozi@muucsf.org	0772-397777
28.	Samuel Zirimenya	UHMG	M	SO8	R&E Officer	szirimenya@uhmg.org	0772-589828
29.	Theresa Sengooba	IFPRI	F	SO7	PBS Coordinator	t.sengooba@cgiar.org	0772-365492
	Mission Attendance						
30.	Ambrose Olaa	USAID	M	USAID	Conflict Specialist	aolaa@usaid.gov	0772-221690
31.	Gunewardena Dissanayake	USAID	M	USAID	Malaria Advisor	gdissanayake@usaid.gov	0772-200895
	Totals						
	Total	31					
	SO7	12					
	SO8	15					
	SO9	2					
	USAID	2					
	IPs	18					
	Female	10					
	Male	21					

4b) List of Participants Managing for Results Training 2010 (NON PEPFAR – KAMPALA)

No	Name	Organization	Gender	SO	Position	Email	Telephone Contact
1.	Annette.K.Mugabe	A2Z	F	SO8	MHC/NO	amugabe@aed.org	0772433272
2.	Charity Nazziwa	ACDI-VOCA	F	SO7	M&E Assistant	cnazziwa@acdivoca.ug.org	0772314192
3.	Davis Naigeni	ACDI-VOCA	M	SO7	M&E Officer	dnaigeni@acdivocaug.org	0777589357
4.	Lidia Calvo	ACDI-VOCA	F	SO7	M&E Manager	whoislidia@yahoo.com	0775115320
5.	Joseph Kavulu	AED	M	SO8	Field Support	jkavulu@googlemail.com	0712270890
6.	Edith Mutalya	CSF/MEA	F	SO8	M&E	emutalya@csf.or.ug	
7.	Wilson K Kisubi	CSF/MEA	M	SO8	Chief of Party	wkisubi@csf.or.ug	
8.	Babra Addy	HIPS	F	SO8	COP	baddy@emg-hips.org	
9.	Dithan Kiraga	HIPS	M	SO8	Deputy Chief of Party	dkiragga@emg-hips.com	0772444194
10.	Edward Kagguma. K	HIPS	M	SO8	Employer Association Manager	ekkuza@emg-hips.com	0774028352
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13.	Waata Fiona	HPI	F	SO8	M&E Manager	Fiona.waata@heiferuganda.org	0772448785
14.	Nangole Jennifer	IRC	F	SO9	Communication Officer	jennifernangole@yahoo.com	0772884480
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16.	Tukei Betty	IRS	F	SO8	M&E Manager	tukei_b@uganddairs.com	0712525954
17.	Arthur Arinaitwe	LEAD	M	SO7	M&E Specialist	aarinaitwe@leadug.com	0772306899
18.	Prossy Namukwaya	LEAD	F	SO7	M&E	pnamukwaya@leadug.com	0772616953
19.	Alfonse Okol	LINKAGES	M	SO9	M&E Officer	oalfonse@linkages-ug.org	0757578587
20.	Eva Mulema	LINKAGES	F	SO9	Chief of Party	eva@linkages-ug.org	0774568857
21.	Kabugo Sylvia	LINKAGES	F	SO9	Program Officer	ksylvia@linkages-ug.com	0782835722
22.	Jesca Antyang	Mercy Corps	F	SO9	M&E Assistant	Atyang.jesca@yahoo.com	078164894
23.	Lydia Gesa	Mercy Corps	F	SO9	M&E	glydia@ug.mercycorps.org	0712841368

No	Name	Organization	Gender	SO	Position	Email	Telephone Contact
24.	Barbara Kironde	MSH/STAR-E	F	SO8	M&E Assistant	bkironde@msh.org	0759800064
25.	Mugerwa George	MSH/STAR-E	M	SO8	M&E Director	gmugerwa@msh.org	0772602278
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27.	Adoch Joyce	SCIUG	F	SO9	Programme Officer	adochjoycet@yahoo.com	0782658833
28.	Barbara.M.Kawooya	SCIUG	F	SO8	M&E	barbara.makumbi@yahoo.com	0712610066
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30.	Molly Acheng	SCIUG	F	SO9	Program Officer	achiemoli@yahoo.com	0772699089
31.	Badru Gidudu	SMP	M	SO8	Technical Assistant	gidudubw@yahoo.co.uk	0772682553
32.	Nakama Phellister	SMP/WMCP	F	SO8	M&E Specialist	phellister@gmail.com	0772893280
33.	Olok Francis Alira	Spring	M	SO9	M&E Specialist	folok@spring.com	0779677232
34.	Kaddu Sebunya	STAR	M	SO7	Chief of Party	k.sebunya@sohmarinternational.com	
35.	Susan Sekirime	STAR	F	SO7	M&E Assistant	sekirimesusan@yahoo.com	0772951232
36.	Ambrose Muhumuza	STOP MALARIA	M	SO8	M&E Officer	a.muhumuza@smpuganda.org	0772879044
37.	Geoffrey Namara	STRIDES/MSH	M	SO8	M&E Specialist	gnamara@msh.org	0759800064
38.	Harriet Racheal Kagoya K	STRIDES/MSH	F	SO8	National M&E Coordinator	rkagoyakibuule@msh.org	0754200420
39.	Oturu Michael	UHC	M	SO8	M&E Coordinator	Mikeo2uru@yahoo.com	0772559838
40.	Owembabazi W.Wilberforce	UHC/MCP	M	SO8	Project Director	Owemba2005@yahoo.com	0772467515
41.	Nyobi William	UHMG/AFFORD	M	SO8	Program Manager	wnyombi@uhmg.org	0759244741
42.	Wilberforce Musolo	UHMG/AFFORD	M	SO8	Program Manager	wmusolo@uhmg.org	0759244740
43.	Brenda Nalwadda	UMEMS	F	SO8	M&E Specialist	Nbrenda2@yahoo.com	0772327711
44.	Caroline Kasabiiti	UMEMS	F		Team Associate	ckasabiti@ugandamems.com	0772188888
45.	Florence Apolot	UNITY	F	SO8	M&E	fmokalebo@yahoo.com	0772456542
46.	Godfrey Isingoma	WellShare Inter	M	SO8	M&E	gisingoma@wellshareinternational.org	0777008518
47.	John Wavamuno	WellShare Inter.	M	SO8	Program Manager	jwavamuno@wellshareinternational.org	0754565640

No	Name	Organization	Gender	SO	Position	Email	Telephone Contact
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MISSION ATTENDANCE							
49.	Catherine Muwanga	USAID	F		OVC Specialist	cmuwanga@usaid.gov	0772200886
50.	David Mutazindwa	USAID	M		PMS	dmutazindwa@usaid.gov	0772221675
51.	Gune Dissanayake	USAID	M		Malaria Advisor	gdissanayake@usaid.gov	0772200895
52.	Herbert Mugumya	USAID	M		HIV Advisor	hmugumya@usaid.gov	0772221686
53.	J. C. Okello	USAID	M		PM Specialist	jokello@usaid.gov	0772221674
54.	Jackie Calnan	USAID	F			jcalnan@usaid.gov	
55.	Janex Kabarangira	USAID	F		PMS/DHTL	jkabarangira@usaid.gov	0772221665
56.	Jessica Ilomu	USAID	F		Education Specialist	jilomu@usaid.gov	0772543127
57.	Justine Mirembe	USAID	F		PMS Specialist	jkirembe@usaid.gov	0772221664
58.	Lyvia Kakonge	USAID	F		GRR Advisor	lkakonge@usaid.gov	0772200889
59.	N. Parathnietharan	USAID	M		Assistant Advisor	nparanietharan@usaid.gov	0772221703
60.	Namonyo Andrew	USAID	M		PMS Specialist	anamonyo@usaid.gov	0772441522
61.	Patrick Okello	USAID	M		PMS	pokello@usaid.gov	0772221695
	TOTAL	61					
	SO7	9					
	SO8	28					
	SO9	11					
	USAID	13					
	UMEMS	2					
	Female	31					
	Male	30					

4c) List of Participants Managing for Results Training 2010 (PEPFAR - KAMPALA)

No.	Participant Name	Organization	Gender	SO	Position	Email Address	Telephone Contact
1.	Victoria Masembe	AIDSTAR-One/Waste Management	F	SO8	CD	vmasembe@mmis.co.ug	0772-736009
2.	Natumanya Eliab Kajungu	EGPAF	M	SO8	M&E	ekajungu@pedaids.org	0712-288251
3.	Boniface Kitungulu	Family Health Inter.	M	SO8	M&E	bkitungulu@fhi.org	+245-720-711669
4.	Joy Batusa	Family Health Inter.	F	SO8	Country Manager	jbatusa@fhi.org	0772-433109
5.	Esther Karamagi	HCI	F	SO8	Project Coordinator	ekaramagi@urc-chs.com	0772-414888
6.	Kenneth Kasule	HCI	M	SO8	M&E Advisor	kkasule@urc-chs.com	0772-445513
7.	Isaac Katabalwa	HOSPICE Africa	M	SO8	M&E	isaackatsia@yahoo.co.uk	0772-621852
8.	Miriam Siriri	HOSPICE Africa	F	SO8	M&E Manager	msiriri@hospiceafrica.or.ug	0772-350882
9.	Musa Kimbowa	HOSPICE Africa	M	SO8	M&E	mkimbowa@hospiceafrica.or.ug	0782-431180
10.	Samalie Nakyazze Mukasa	HOSPICE Africa	F	SO8	M&E Officer	Samiemuky84@yahoo.com	0714-173043
11.	Igaga Yonah	HOSPICE Africa	M	SO8	M&E	igagaynh@yahoo.com	0774-953210
12.	Ajuna Newton Brian	ICOB	M	SO8	M&E Officer	newtonajuna@icobi.or.ug	0782-760115
13.	Noel Mwebaze	ICOB	M	SO8	Project Manager	nmwebaze@icobi.or.ug	0782-879129
14.	Josephine Watuulo	NuPITA	F	SO8	M&E Specialist	jwtuulo@nupita.org	0772-445065
15.	Alfred Godfrey Okema	RHU	M	SO8	M&E Coordinator	alfredokema@yahoo.co.uk	0777-777769
16.	Joseph Odua Atiku	RHU	M	SO8	NPC	Joseatiku7@yahoo.com	0773-894448
17.	Businge Denis Collins	STAR - EC	M	SO8	Director Strategic Info.	dbusinge@starecuganda.org	0772-416126
18.	Tonny Odong	STAR-EC	M	SO8	M&E	todong@starecug.org	0772-963985
19.	Belinda Blick	SURE	F	SO8	M&E/LMIS	bblick@sure.ug	0759-800084
20.	David Muhumuza	TREAT II	M	SO8	M&E Officer	dmuhumuza@jrcr.co.ug	0782-312492
21.	Jesse Kigozi	TREAT II	M	SO8	M&E	jkigozi@jrcr.co.ug	0712-330858

22.	Michael Kabugo	TREAT II	M	SO8	TREAT Coordinator	mkabugo@jcrc.co.ug	0772-527622
23.	Florence Anobe Komakech	YEAH	F	SO8	Research, M&E Officer	komkus@yahoo.com	0772-997773
24.	Florence Kebirungi	YEAH	F	SO8	SPH/CDC Fellow	florakebi@yahoo.com	0772-334113
25.	Ruth Aturinda	YEAH	F	SO8	M&E	aturinda@cdfuug.co.ug	0782-274771
26.	Anthony Musisi	HCI	M	SO8			
27.	Musolo Wilberforce	UHMG	M	SO8			
MISSION ATTENDANCE							
28.	Andrew Kyambadde	USAID	M	SO8		akyambadde@usaid.gov	0772-200551
29.	Dan Wamanya	USAID	M	SO8	PMS	dwamanya@usaid.gov	0772-200247
30.	Maria Nanteza Walusimbi	USAID	F	SO8	PMS	rwalusimbi@usaid.gov	0772-221701
31.	Robinah Ssempebwa	USAID	F	SO8	PMS	rssempebwa@usaid.gov	0772-221680
32.	Suzanan Nakawunde Kaye	USAID	F	SO8	PDA	snakawunde@usaid.gov	0772-577938
33.	Xavier Nsabagasani	USAID	M	SO8	M&E	xnsabagasani@usaid.gov	0772-225707
Totals							
	Total	33					
	SO7	0					
	SO8	27					
	SO9	0					
	USAID	6					
	Female	13					
	Male	20					

4d) List of Participants Data Use 2010 (Half-Day Training)

No.	Name	Organisation	Gender	SO	Designation	Email Address	Telephone Contact
1.	Alfred Boyo	A2Z	M	SO8	A2Z/RA	aboyo@aed.org	0772-784947
2.	Lidia Calvo	ACDI/VOCA	F	SO7	M&E	whoislidia@yahoo.com	0775-115320
3.	Thomas Gibb	ACDI/VOCA	M	SO7	Program Manager	tgibb@acdivocaug.org	0752-765991
4.	Wilson Kisubi	CSF	M	SO8	COP		
5.	Sheila M. Coutinho	CSF/TMA	F	SO8	COP	smcoutho@csf.or.ug	0772-491407
6.	Wilson Kisubi	CSF-MEA	M	SO8	COP	wkisubi@csf.or.ug	0772-765000
7.	Alene McMahan	CSF-MEA	F	SO8	DCOP	amcmahan@csf.or.ug	0772-765100
8.	Robert Waweru	Deloitte	M	SO8	COP/CSF-FMA	rwaweru@deloitte.co.ug	0712-724199
9.	Peter Ndawula	Deloitte	M	SO8	DCOP	pndawula@deloitte.co.ug	0772-500130
10.	William Salmond	EGPAF	M	SO8	COP	William@pedaids.org	0782-411188
11.	Eliab Natumanya	EGPAF	M	SO8	M&E	ekajungu@pedaids.org	0712-288251
12.	Edith Mukisa	Engender Health	F	SO8	COP	emukisa@engenderhealth.org	0772-458823
13.	Cheryl Lettenmaier	HCP	F	SO8	COP	cheryll@hcpuganda.org	0772-221120
14.	Ruth Maseka	HCP	F	SO8	DCOP HCP	ruthm@hcpuganda.org	0712-200399
15.	Robert Kalyebara	HCP	M	SO8	M&E Officer	robertk@hcpuganda.org	0772-496349
16.	Barbara Andy	HIPS	F	SO8	COP		
17.	Brenda Engola	IRC	F	SO9	M&E	Brenda.engola@uganda.theirc.org	0772-774602
18.	Alfred Rutaasya	IRI	M	SO9	Assistant Program Officer	atutaasya@iri.org	0772-460274
19.	Jeremy Liebowitz	IRI	M	SO9	Country Director	Jliebowitz@iri.org	0772-935903
20.	John Bosco Rwakimari	IRS	M	SO8	COP		0712-042129
21.	Susan Corning	LEAD	F	SO7	COP	scorning@leadug.com	0772-770100
22.	Samuel K Koroma	Mercycorps	M	SO9	COP	skoroma@ug.mercycorps.org	0774-764202
23.	Simbwa Andrew	Mercycorps	M	SO7	DM& E coordinator	asimbwa@ug.mercycorps.org	0772-672422
24.	Julius Ssempiira	MJAP	M	SO7	M&E Officer	jssempiira@mjap.org	0783-724922
25.	Paul Hamilton	MSH	M	SO8	COP	phamilton@msh.org	0754-200299
26.	Kwesiga Steven	NUMAT	M	SO8	Coordinator	kwesteven@yahoo.com	0712-171952
27.	Medi Makumbi	NUMAT	M	SO8	COP	mmakumbi@numatuganda.org	0772-731075
28.	Diana Sera	NUMAT	F	SO8	M&E Officer	dsera@numatuganda.org	0772-309438

No.	Name	Organisation	Gender	SO	Designation	Email Address	Telephone Contact
29.	Theresa Sengooba	PBS	F	SO7		t.sengooba@cgiar.org	0772-365492
30.	Joseph Odua Atiku	RHU	M	SO8	NPC	Jose_atiku07@yahoo.com	0773-894449
31.	Chime Mukwakwa	SMP	M	SO8	COP	c.mukwakwa@smpuganda.org	
32.	Paul Delucco	SPRING	M	SO9	COP	pauldelucco@springuganda.com	
33.	Olok Francis	SPRING	M	SO9	M&E Specialist	folok@spring.com	0779-677232
34.	George Mugerwa	STAR-E MSH	M	SO8	Dir M&E	gmugerwa@msh.org	0772-602278
35.	Birna Trap	SURE	F	SO8	COP	btrap@msh.org	0759-800075
36.	Anna Mukanwagi Mukwaya	TBCAP	F	SO8	COP		0757-517155
37.	Vincent Oketcho	Uganda Capacity Program	M	SO8	COP	voketcho@intrahealth.org	0772-664378
38.	Allan Agaba	Uganda Capacity Program	M	SO8	M&E	aagaba@intrahealth.org	0712-572432
39.	Ruth Kigozi	UMSP	F	SO8	M&E	rkigozi@maacsf.org	0772-397777
40.	Florence Kanyike	UNITY	F	SO8	M&E		
41.	Lee Forsytre	USAID	M		FFPO	lforsystre@usaid.gov	0772-200892
42.	Richard Okello	USAID	M		GIS/Database Specialist	rokello@usaid.gov	0772-200539
43.	Juraz Ushazy	WCS	M	SO7	Program Advisor	jushazy@wcs.org	0772-226005
44.	Humphrey Kabugo	WILD	M	SO7	M&E Specialist	hkabugo@wcs.org	0772-518806
	TOTAL	44					
	SO7	8					
	SO8	28					
	SO9	6					
	USAID	2					
	UMEMS	0					
	Female	15					
	Male	29					

4e) Evaluation Scope of Work Training (2010)

No.	Name	Gender	SO	Position/Designation	Organization	Email Address	Telephone Contact
1	Barry Wojega	M	PPDO	Program Office Budget	USAID	bwojega@usaid.gov	0414-306001 ext 6516
2	Patrick Okello	M	SO8	PMS	USAID	pokello@usaid.gov	0772-221695
3	Dissanayake Gune	M	SO8	Malaria Advisor	USAID	gdissanayake@usaid.gov	0772-200895
4	Janex Kabarangira	F	SO8	PMS/DHTL	USAID	jkabarangira@usaid.gov	0772-221665
5	Beatrice Nyamwenge	F	SO8	SO9	USAID	bnyamwenge@usaid.gov	0772-459796
6	Crispus Kamanga	M	SO8	SO8	USAID	ckamanga@usaid.gov	0772-221696
7	Lee Forsythe	M	SO7	Food for Peace	USAID	lforsythe@usaid.gov	0777-700892
8	Christian Smith	M	PO	PPD	USAID	chsmith@usaid.gov	0772-221358
9	Suzan Nakawunde Kaye	F	SO8	PDA	USAID	snakawunde@usaid.gov	0772-577938
10	Sam Nagwere	M	Other	A&A	USAID	snagwere@usaid.gov	0414-306001
11	Ortencia Nichols	M	Other	FMO	USAID	onichols@usaid.gov	0772-200527
12	Jackie Calnan	F	SO8	SO8	USAID	jcalnan@usaid.gov	0772-861268
13	Justine Mirembe	F	SO8	PMS-HIV/AIDS Care	USAID	jmirembe@usaid.gov	0772-221664
	Total	13					
	SO7	1					
	SO8	8					
	SO9	0					
	PPDO	1					
	Other	3					
	Male	8					
	Female	5					

4f) List of Participants Managing for Results Training 2011 (KAMPALA)

No.	Name	Organisation	DO	Sex	Designation	Email	Telephone
1	Tom Kyakwise	LINKAGES	SO9	M	Local Govt Team Leader	tom@linkages-ug.org	075-7578580
2	Betty Namulema	LINKAGES	SO9	F	Office Secretary/Receptionist	betty@linkages-ug.org	0774-346476
3	Ruth Nanyonga	CSF	SO8	F		rnanyonga@csf.or.ug	0772-765145
4	Albert Kihangire	CSF	SO8	M	Program Officer, M&E, and Evaluation Agent	akihangire@csf.or.ug	0772-765111
5	Andrew Tumuhameho	Mercycorps	SO9	M	M&E Field Officer	atumuhameho@ug.mercycorps.org	0772-891113
6	Grace Lajul Otto	Mercycorps	SO7	F	M&E Field Officer	glajul@ug.mercycorps.org	0776-500901
7	Marc Obonyo Anthony	Mercycorps	SO7	M	Database manager	mobonyo@ug.mercycorps.org	0772-381863
8	Tim Joel	Mercycorps	SO9	M	M&E officer Kaboong	tjoel@ug.mercycorps.org	
9	Robert Okumu	WCS	SO7	M	M&E Coordinator	rokumu@wcs.org	0772-431973
10	Lois Nantayi	Marie Stopes	SO8	F	M&E	lois.nantayi@mariestopes.or.ug	
11	Alex Bagora	Marie Stopes	SO8	M	COP	alex.bagora@mariestopes.or.ug	
12	Diana Mushabe	IRS	SO8	F	Project Assistant	Mushabe_d@ugandairs.com	0773-377570
13	Flavia N. Kazibwe	Stop Malaria	SO8	F	Data Entry Clerk	f.ndagire@smpuganda.org	0782-966502
14	Badru Gidudu	Stop Malaria	SO8	M	Technical Assistant - Central	b.gidudu@smpuganda.org	0772-682553
15	Davis Mujuni	Stop Malaria	SO8	M	Technical Officer - Hoima	d.mujuni@smpuganda.org	0782-503988
16	Ronald Kimuli	STAR-EC	SO8	M	Data Manager	rkimuli@starecuganda.org	0776-942966
17	Bosco Rwakitega	STAR-EC	SO8	M	M&E officer	me@mucobadi.org	0777-263923
18	Waswa Umar	STAR-EC	SO8	M	Data manager	nmonica@email.com	0782-796198
19	Andrew Gidudu	STAR-EC	SO8	M	M&E specialist	agidudu@starecuganda.org	0772-501678
20	Robert Mwesigwa	STAR-EC	SO8	M	M&E specialist	rmwesigwa@starecuganda.org	0702-215635
21	Dhabunansi Paul	SDS	SO8	M	M&E and Knowledge management officer	paul.dhabunansi@uganda-sds.org	0772-700936
22	Micheal Owor	LEAD	SO7	M	OVC Coordinator	mowor@leadug.com	0772-518712
23	Susan Okui	LEAD	SO7	F	Grants Assistant	sokui@leadug.com	0714-187332
24	Monica Atube	LEAD	SO7	F	VC Technical Support Assistant/Trainer	rmachuki@leadug.com	0712-042526
25	Dr Martin Ruhweza	THALAS	SO8	M	COP	mruhweza@jerc.co.ug	0700-455851
26	Ayella Fred Brown	THALAS	SO8	M	M&E specialist	ayellafredbrwon@yahoo.com	0782-444494

27	Julius Ssempiira	REACH UG	SO8	M	M& coordinator	jssempiira@mjap.or.ug	0753-553007
28	Kunihura Albert	REACH UG	SO8	M	D/COP	enamayanja@mjap.or.ug	0753-555002
29	Busuge Andrew	STAR-EC	SO8	M	M&E Officer	andesbus316@yahoo.com	0715-131106
Totals							
	SO7 participants	6					
	SO8 participants	19					
	SO9 participants	4					
	Total	29					
	Female	8					
	Male	21					
	IPs	13					

4g) List of Participants Managing for Results Training 2011 (MBARARA)

No.	Name	Organisation	DO	SEX	Designation	Email	Telephone
1	Richard Ssemujju	Marie Stopes	SO8	M	Voucher Manager	semurich@gmail.com	0772-707719
2	Okello Boniface Noel	SDS	SO8	M	M&E Officer	Boniface.okello@uganda-sds.org; bonnoks@yahoo.com	0703-646950
3	Nanyonjo Rosette	SDS	SO8	F	MIS/M&E	mlubowa@gmail.com	0782-028292
4	Ahadu Seruwo	SDS	SO8	M	Office Administrator	Ashadu.seruwo@uganda-sds.org	0700-638261
5	Godfrey Egulwa	SDS	SO8	M	Monitoring and Evaluation/ Knowledge Management Officer	godfrey.egulwa@uganda-sds.org egulwa@yahoo.com	0772-592234/ 0772-700941
6	Yvonne Natukunda	STAR- SW	SO8	F	CLO	yvonne5natukunda@yahoo.com	0772-223395
7	Moses Walakira	STAR- SW	SO8	M	Technical Director	mwalakira@pedaids.org	0772-2223359
8	Joy Edith Angulo	STAR- SW	SO8	F	Community Linkages Officer	jangulo@pedaids.org	0772-2223356
9	Frank Rwekikomo	STAR- SW	SO8	M	Director Community Linkages and Demand Generation	frwekikomo@uhmg.org	0772-223403
10	Mary Namubiru	STAR- SW	SO8	F	Director Clinical Services	mnamubiru@pedaids.org	0772-223351
11	Absalom Settuba	STAR- SW	SO8	M	Strategic Information Officer	asettuba@pedaids.org	0772-223379
12	Fatuma Nalubega	STAR- SW	SO8	F	Strategic Information Officer	fnalubega@pedaids.org	0772-223387
13	Lydia Murungi	STAR- SW	SO8	F	Community Linkages Officer	lmurungi@pedaids.org	0772-223357
14	Catherine Nanyunja	STAR- SW	SO8	F	Community Linkages Officer	cnanyunja@pedaids.org	0772-223402
15	Bernard Mayanja	STAR- SW	SO8	M	Director Programs	bernardmayanja@yahoo.com	0772-521908
16	Byarugaba Pascal	Health Partners	SO8	M	M&E Coordinator	pbyarugaba@uhc.co.ug	0773 262556
17	Matsiko Mudashir	Health Partners	SO8	M	Community Health Coordinator;	mmatsiko@uhc.co.ug	0772-582290
18	Ahmed Magumba	LEAD	SO7	M	Staple Crops VC manager	amagumba@leadug.com	0772-889426
19	Neumbe Nontutuzelo Nabudere	LEAD	SO7	F	Administration Manager	nnabudere@leadug.com	0772-912556
20	Wilfred. K. Aupal	LEAD	SO7	M	Grants Manager	waupal@leadug.com	0772-695363
21	Nsibuka Fred	THALAS	SO8	M	Data Assistant	nsibukaf@yahoo.com	0702-341068
22	Annet Nassali	THALAS	SO8	F	Regional Data Manager – Kabale	ladyannanassali@yahoo.com	0772-909056
23	Richard Mugumya	THALAS	SO8	M	Regional Data Manager – Fort Portal RCE	mugumyarichard@yahoo.com	0704-028406
24	Macrine Mudoola	THALAS	SO8	F	Regional Data Manager – Mbale RCE	macreen.m@gmail.com	0752-975638

25	Andinda Ivan	THALAS	SO8	M	Data Officer – THALAS Kampala	nvai2003@yahoo.co.uk	0782-741527
26	Brenda Asingwire	STRIDES	SO8	F	M&E Officer	basingwire@yahoo.com	774328777
27	Kabarozi Dinah	STRIDES	SO8	F	M&E officer (CHAIN Foundation)	dkabze@yahoo.co.uk or jmbukure@infocom.co.ug	0712-402949
28	Katumba Samuel	STRIDES	SO8	M	Administrator/ STRIDES Project coordinator (BIDA Kalangala)	skatumbakyt@yahoo.com	0772-582060
29	Namutebi Bernah	STRIDES	SO8	F	M&E officer (BIDA Kalangala)	bernamut@gmail.com	0782-453665
30	Richard Opupe	STRIDES	SO8	M	Records Officer	opuperichard@yahoo.com	0773-988054/ 0704-278238
31	Okello Patrick	STRIDES	SO8	M	Executive Director (Vision TERUDO- Kumi)	vision_terudo@yahoo.com	0772-473947
32	Mary M. Ojangole	STRIDES	SO8	F	Health Prog.Officer/ M&E (Vision TERUDO-Kumi)	vision_terudo@yahoo.com	0782-207334
Totals							
	SO7 participants	3					
	SO8 participants	29					
	SO9 participants	0					
	Total	32					
	Female	14					
	Male	18					
	IPs	7					

4h) List of Participants Managing for Results Training 2011 (GULU)

No.	Name		DO	SEX	Designation	Email	Telephone
1	Akello Betty	NUDEIL	SO7	F	Community Mob. (Monitoring)	bakello@field.winrock.org	0775-414541
2	Kilama Christopher Okoth	NUDEIL	SO7	M	Statistician (Data Analyst)	ckilama@field.winrock.org	0773-323233
3	Odongwen Phillip	NUDEIL	SO7	M	Community Mob. (Monitoring)	podongwen@field.winrock.org	0777-699157
4	Geoffrey Okot Okidi	LEAD	SO7	M	Grants Administrator	gokidi@leadug.com	0782-394179
5	Annet Biribonwoha Benda	LEAD	SO7	F	PO/FFs	abiribonwoha@leadug.com	0772-404532
6	Jacob Olwo	LEAD	SO7	M	VC Manager	jolwo@leadug.com	0782-502876
7	Torach Peter	NUMAT	SO8	M	M&E Officer Gulu Youth Center	lutadason@yahoo.com	0782-414739
8	Samuel Mutyaba	IRS	SO8	M	Data Analyst	Mutyaba_s@ugandairs.com	0787-072519
9	Denis Ambayo	IRS	SO8	M	GIS Specialist	Ambayo_d@ugandairs.com	0772-538038
10	Richard Ocan	IRS	SO8	M	National IRS Coordinator	Ocan_r@ugandairs.com	0772-392742
11	Apunyo Ronald	Medical Teams International	SO8	M	M+E Coordinator	rapunyu@medicalteams.org	0775-543614
12	Dr.Isaac Odongo	Medical Teams International	SO8	M	Project Manager	iodongo@medicalteams.org	0772-966555
13	Amone Godfrey	THALAS	SO8	M	Regional Data Manager – Gulu RCE	g.amone@yahoo.com	0782-987846
14	Tapson Ssenkindu	THALAS	SO8	M	Regional Data Manager – Mbarara RCE	tapsonah@yahoo.com	0774-479366
15	Sula Myalo	THALAS	SO8	M	Data Manager – Mbale	sulamyalo@yahoo.com	0712-319433
16	Jimmy Odongo	Marie Stopes	SO8	M	M&E Officer	jimmy.odongo@mariestopes.or.ug	0772-958599
17	Edward Zzimbe	Marie Stopes	SO8	M	Operations Director	edward.zzimbe@mariestopes.or.ug	0759-004009
18	Denis Okwar	Marie Stopes	SO8	M	Team Leader - Outreach	denis.okwar@mariestopes.or.ug	0759-004028
19	Elizabeth Alunguru	SUSTAIN	SO8	F	M&E Officer	ealunguru@urc-chs.com	0776-298924
20	Timothy Wakabi	SUSTAIN	SO8	M	M&E Manager	twaakabi@urc-chs.com	0712-801172
21	Ssebyatika Elly	STAR - E	SO8	M	HMIS Advisor	essebyatika@msh.org	0759-800108
22	Dorothy Akurut	STAR - E	SO8	F	Operations Research Advisor	dakurut@msh.org	0759-800060
23	William Okello	ACDI/VOCA	SO7	M	M&E Assistant	wokello@acdivocaug.bz	0774-066431
24	John Bosco Mbabazi	ACDI/VOCA	SO7	M	M&E Assistant	jmbabazi@acdivocaug.biz	0776-962656
	Totals						
	SO7 participants	8					

	SO8 participants	16					
	SO9 participants	0					
	Total	24					
	Female	4					
	Male	20					
	IPs	10					

4h) List of Participants Qualitative Methodologies Training 2012 (KAMPALA)

No.	Participant Name	Position	DO	Gender	Organization	Email Address	Contact Telephone
1.	Ruth Kigozi	M and E Co-coordinator	DO3	F	Uganda Malaria Surveillance Project	rkigozi@muucsf.org	0772397777
2.	Kenneth Kasule	Monitoring and Evaluation Advisor	DO3	M	Health Care Improvement Project	kkasule@urc-chs.com	0772445513/ 0392969609
3.	Denis C. Businge	Director- Strategic Information	DO3	M	STAR - EC	dbusinge@starecuganda.org	0772416126 /0757755103
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9.	James Kamukama	M&E coordinator/Kampala	DO1	M	Mercy Corps	jkamukama@ug.mercycorps.org	0784871942
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12.	Joanne Lyavala Okullu	Programme Officer – Information Management	DO3	F	TASO	LyavalaJ@tasouganda.org	0752774183
13.	Mutabarura Hannington	M and E Officer	DO3	M	USAID SUSTAIN Project	hmutabarura@urc-chs.com	0772873682
14.	Eric Nimungu	M&E Specialist	DO1	M	NUDEIL program	enimungu@field.winrock.org	0773221193
15.	Natumanya Eliab	M and E Manager	DO3	M	STAR - SW	ekajungu@pedaids.org	0772223352
16.	Arinaitwe Arthur	M&E Specialist USAID	DO1	M	LEAD	aarinaitwe@leadug.com	0772306899
17.	Tilahun Zeweldu,	Senior Advisor	DO1	M	ABSP II	tilazew@yahoo.com	0773095999
18.	Beatrice Bainomugisha	Program Coordinator	DO3	F	WELLSHARE INTER.	bbainomugisha@wellshareinternational.org	0772594937

No.	Participant Name	Position	DO	Gender	Organization	Email Address	Contact Telephone
19.	Irene Nabisere	Communication Specialist	DO1	F	STAR	irene@star-uganda.org	0782067735
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21.	Rosette N Lubowa	M&E Specialist	DO3	F	SDS	Rosette.lubowa@uganda.sds.org	0782028292
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23.	Paul Dhabunansi	M&E	DO3	M	SDS	Paul.dhabunansi@uganda-sds.org	0772700936
MISSION ATTENDANCE							
24.	David Mutazindwa	PMS	DO1	M	USAID	dmutazindwa@usaid.gov	0772221675
25.	Wojega Barry	Program	PPDO	M	USAID	bwojega@usaid.gov	0712-951780
UMEMS STAFF							
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27.	Emilly Kemigisha	M&E Specialist	DO3	F	UMEMS	ekemigisha@ugandamems.com	0772482881
28.	Stanley Lukenge	M&E Specialist	DO1	M	UMEMS	slukenge@ugandamems.com	0772-413781
Totals							
	DO1 Participants	7					
	DO2 Participants	1					
	DO3 Participants	17					
	IPs	26					
	USAID	2					
	UMEMS	3					
	Female	9					
	Male	19					

4j) Mission DQA Training

No.	Name	Gender	Organisation	DO	Designation	Email Address	Contact Telephone
1.	Birigenda Peter	M	USAID	DO1	M&E Specialist	pbirigenda@usaid.gov	0772-200532
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3.	Kevin Namulembwa	F	USAID	DO1	PMS/Agribusiness	Knamulembwa@usaid.gov	0772-200548
4.	Sheila Koburungi	F	USAID	DO3	Budget Specialist	skoburungi@usaid.gov	0772-411742
5.	Solome Sevume Kinuma	F	USAID	DO3	SI Specialist	ssevume@usaid.gov	0772-221670
6.	Dr. Justine Mirembe	F	USAID	DO3	PMS-Care	Jkmirembe@usaid.gov	0772-221664
7.	Susan Nakawunde	F	USAID	DO3	Program Devt. Asst.	snakawunde@usaid.gov	
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9.	Juno Lawrence Jaffer	M	USAID	DO3	Infectious Diseases	jjaffer@usaid.gov	
10.	Harriet Busingye Muwanga	F	USAID	DO2	DG Specialist	Hmuwanga@usaid.gov	
11.	Komakech Gerald	M	USAID	DO1	Engineer	gkomakech@usaid.gov	
12.	Maria Walusimbi	F	USAID	DO3	Health Team member	Mwalusimbi@usaid.gov	
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16.	Catherine Muwanga	F	USAID	DO3	Health Specialist		
17.	Angelina Allen-Mpyisi	F	USAID	DO2	DG Specialist		
	Total	17					
	DO1	4					
	DO2	3					

No.	Name	Gender	Organisation	DO	Designation	Email Address	Contact Telephone
	DO3	10					
	Other	0					
	Male	7					
	Female	10					

4k) List of Participants Managing for Results Training 2012 (KAMPALA)

No.	Name	Gender	DO	Designation	Organisation	Email	Telephone Contact
1.	Richard Esuku	M	DO3	M&E Officer Trainee	AFFORD	resuku@uhmg.org	0752224224
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12.	John Paul Nyeko	M	DO3	M&E Officer	SCORE	johnpaulnyeko@avsi.org	0782479463
13.	Patrick Walugembe	M	DO3	M&E Advisor	SCORE	walugembep@gmail.com	0772559632
14.	Nabisere Irene Aidah	F	DO1	Communications Specialist	STAR	Irene@star-uganda.org	0782067735
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16.	Dr. Arinaitwe Moses	M	DO3	Director Strategic Information	STAR-E	marinaitwe@msh.org	0759800012
17.	Mr. Sama Denis	M	DO3	M&E Advisor	STAR-E	dsama@msh.org	0759800107
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	Totals	25					
	DO1	6					
	DO2	3					
	DO3	15					
	USAID	0					
	IPs	16					
	Female	6					
	Male	19					

4I) List of Participants USAID Monitoring & Evaluation Training 2012 (KAMPALA)

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	Total	19					
	DO1	7					
	DO2	5					
	DO3	7					
	Other	0					
	Female	8					
	Male	11					

Annex 5: UMEMS Products Index 2008 – 2012

1. APPROVED TEAM PMPS

SO7 PMP Indicator Table – 25-1-2011
SO8 PMP Indicator Table – 16-9-2010
SO9 PMP Indicator Table (Governance) – 4-2-2011
SO9 PMP Indicator Table (Conflict) – 4-2-2011
DO1 PMP Indicator Table May 2012
DO2 PMP Indicator Table May 2012
DO3 PMP Indicator Table May 2012

2. USAID IP PMP Requirements – Powerpoint Presentation

3. BROCHURES

UMEMS Brochure 2009
UMEMS Brochure 2010

4. DATABASE

Guidelines for IP Report
PRS User Guide
Proposed system to Database Management
Technical write up start up database

5. DATA QUALITY ASSESSMENTS (DQAs)

DQAS 2008

SO7 DQAs Reports 2008

ACDI/VOCA

DQA Number of new technologies made available for transfer ACDIVOCA -2008
DQA Producer Organizations ACDIVOCA -2008
DQA Rural Households ACDIVOCA -2008
DQA DQA Vulnerable Households ACDIVOCA -2008
Short-Term Agricultural Sector Productivity Training ACDIVOCA -2008

HPI

DQA Number of Producer Organizations HPI – 2008
DQA Number of Rural Households Benefiting Directly HPI – 2008
DQA Number of Vulnerable Households Benefiting Directly from USG interventions HPI – 2008
DQA Short-Term Agricultural Sector Productivity Training HPI – 2008
DQA Technology Made Available for Transfer HPI – 2008

PBS

DQA Long-Term Agricultural Sector Productivity Training PBS - 2008

DQA Short-Term Agricultural Sector Productivity Training PBS - 2008

SAVE THE CHILDREN

DQA Number of Producer Organizations SAVE – 2008

DQA Technology transfer SAVE – 2008

DQA Vulnerable Households SAVE - 2008

WILD

DQA Number of hectares under improved NRM

DQA Number of people receiving USG supported training in NRM- WILD- 2008

DQA Number of policies, laws, agreements or regulations WILD – 2008

SO7 DQA Summary Report FY -2008

SO8 DQA Reports – 2008

A2Z

DQA Children Receiving Vitamin A-A2Z -2008

DQA People Trained in Child Health A2Z -2008

ACQUIRE

DQA CYP ACQUIRE -2008

DQA FP SDPs ACQUIRE -2008

DQA People Trained in FP-RH ACQUIRE -2008

AFFORD

DQA Child Diarrhea Treated AFFORD -2008

DQA CYP AFFORD -2008

DQA Liters of drinking water AFFORD -2008

DELIVER

DQA Value of Pharmaceuticals Purchased Competitively DELIVER -2008

HIPS

DQA CYP HIPS – 2008

DQA DOTS Training HIPS – 2008

DQA People trained in FP HIPS – 2008

MIHV-FP

DQA CYP MIHV - 2008

DQA FP Training MIHV - 2008

NUMAT

DQA Average Population per Lab NUMAT - 2008

DQA Case Notification NUMAT - 2008

DQA TB Patients tested for HIV-NUMAT - 2008

DQA Training in DOTS NUMAT - 2008

TB-CAP

DQA Case Notification TB-CAP- 2008

DQA DOTs training TB-CAP -2008

DQA TB Patients tested for HIV TB-CAP- 2008

UNITY

DQA Education Administrators Officials Trained UNITY -2008

DQA School Management Committees UNITY- 2008

DQA Teachers Trained UNITY -2008

DQA Textbooks Provided UNITY -2008

UPHOLD

DQA TB Case Notification Rate UPHOLD- 2008

SO8 DQA Summary Report FY -2008

SO9 DQAs Reports 2008

CARE

DQA Conflict Mitigation Training CARE -2008

DQA NGO Constituencies Built or Strengthened CARE -2008

IOM

DQA Reinsertion Kits issued IOM -2008

IRC

DQA Community-Based Reconciliation Projects Completed IRC- 2008

DQA peace building structures IRC -2008

LINKAGES

DQA CSOs Engaging in Advocacy & Watchdog Functions LINKAGES -2008

DQA CSOs Engaging in Advocacy with Legislature LINKAGES -2008

DQA Local Government Strengthening Training LINKAGES -2008
DQA Local Mechanism for Engaging Sub-National Governments LINKAGES -2008
DQA Public Forums where Legislators & Public Interact LINKAGES -2008
DQA Training of National Legislators LINKAGES -2008
DQA CSO Advocacy Campaigns LINKAGES- 2008
DQA CSOs Trained in Advocacy LINKAGES -2008
DQA Sub National Governments Assisted to Increase own- source revenue LINKAGES-2008

MERCY CORPS PADER

DQA Community-Based Reconciliation Projects Completed Mercy Corps -2008
DQA Peace-Building Structures Mercy Corps -2008
DQA People Reached through Completed Community-Based Reconciliation Projects Mercy Corps -2008
DQA People Trained in Conflict Mitigation Mercy Corps -2008

SMD

DQA Consensus Building Processes Resulting in an Agreement SMD -2008
DQA Consensus-Building Processes SMD -2008
DQA CSOs Promoting Political Participation SMD -2008
DQA Political Parties Assisted to Articulate Platform & Policy Agenda SMD -2008
DQA Political Party Training SMD -2008

SO9 DQA Summary Report FY -2008

DQAs 2009

SO7 DQA Reports 2009

ABSP-II

DQA Number of new technologies or mgt practices under Research ABSP II 2009

ACDI-VOCA

DQA Vulnerable Households ACDIVOCA -2009
DQA # of Rural household benefiting directly from USG assistance
DQA # of Producer organizations, water users, trade and business associations, and community-based organizations receiving USG assistance

HPI

DQA % Change in Income of Targeted Rural Populations HPI – 2009
DQA Number of Additional Hectares under Improved Technologies HPI – 2009
DQA Number of Rural Households Benefiting Directly HPI – 2009
DQA Number of Vulnerable Households Benefiting Directly from USG interventions HPI – 2009
DQA Short-Term Agricultural Sector Productivity Training HPI – 2009

LEAD

DQA Number of additional hectares under improved technologies LEAD - 2009

DQA Number of agriculture-related firms benefiting directly from USG- supported interventions LEAD - 2009
DQA Number of firms receiving capacity building assistance to export LEAD – 2009
DQA Number of firms receiving USG assistance to improve their management practices LEAD - 2009
DQA Number of individuals who have received short-term agricultural training LEAD-2009
DQA Number of new technologies or management practices under research as a result of USG assistance - 2009
DQA Number of participants in USG- supported trade and investment capacity building trainings LEAD -2009
DQA Number of producer organizations, water users associations LEAD – 2009
DQA Number of public-private dialogue mechanisms utilized as a result of USG assistance LEAD – 2009
DQA Number of public-private partnerships formed as a result of USG assistance LEAD-2009
DQA Number of vulnerable households benefiting directly from USG assistance LEAD-2009
DQA \$ value of exports of targeted agricultural commodities LEAD-2009
DQA Volume of exports of targeted agricultural commodities LEAD-2009
DQA Number of rural households benefiting directly from USG interventions LEAD-2009

MERCY CORPS

DQA Number of Producer Organizations Mercy Corps -2009
DQA Number of Rural households benefiting from USG Interventions Mercy Corps -2009
DQA Number of Vulnerable Households Benefiting from USG Assistance Mercy Corps -2009
DQA Number of Water points Rehabilitated or Constructed Mercy Corps- 2009
DQA Number Trained on Short-Term Agricultural Productivity Training Mercy Corps -2009
DQA % Community Water Maintenance Plans Operational- Mercy Corps -2009

NUWSS

DQA Number of Rural households benefiting from USG interventions -2009
DQA Number of Vulnerable households benefiting directly from USG assistance -2009
DQA Number of water points repaired, rehabilitated or constructed -2009
DQA % of households in target area with access to safe water -2009

PBS

DQA Short-Term Agricultural Sector Productivity Training PBS- 2009

WILD

DQA Number Hectares under Improved NRM WILD -2009
DQA Number Biologically Significant Hectares under Improved Management WILD -2009
DQA Number People Trained in NRM WILD -2009
DQA Number Quantity of Greenhouse Gas Emissions WILD- 2009

SO7 DQA Summary Report FY -2009

SO8 DQA Reports – 2009

AFFORD

DQA Number of Insecticide Treated Nets Purchased with USG Funds AFFORD -2009
DQA Number People Trained in FP-RH AFFORD -2009
DQA Cases of Child Diarrhea Treated AFFORD -2009

DQA Liters of Drinking Water AFFORD -2009

HCP

DQA Number People Trained in FP-RH HCP- 2009

HIPS

DQA Number ITNs Purchased HIPS -2009

DQA Number of TB Cases Reported to NTP by USG-assisted Non-MOH Sector HIPS -2009

DQA Number SDPs Providing FP Services HIPS -2009

MoES

DQA Primary School Completion Rate MoES -2009

NUMAT

DQA Case Detection Rate NUMAT -2009

DQA Case Notification Rate NUMAT -2009

DQA TB microscopy Lab Performance NUMAT -2009

DQA TB Treatment Success Rate NUMAT -2009

RTI

DQA % Target Households Sprayed IRS- RTI- 2009

SCiU

DQA CYP SCiU -2009

TB-CAP

DQA Case Detection Rate TB-CAP -2009

DQA Case Notification Rate TB-CAP -2009

DQA TB Treatment Success Rate TB-CAP -2009

UNITY

DQA Number of learners enrolled in USAID-supported primary schools UNITY -2009

SO8 DQA Summary Report FY -2009

SO9 DQA Reports 2009

CARE

DQA Conflict Mitigation Training CARE -2009

DQA NGO Constituencies Built or Strengthened CARE 2-009

IRC

DQA Number of Community-Based Reconciliation Projects Completed IRC -2009

DQA Number of Peacebuilding Structures Established or Strengthened IRC -2009

DQA Number of People Reached Through Completed Community-based Reconciliation Projects IRC -2009

DQA Conflict Mitigation Training IRC -2009

LINKAGES

DQA CSO Advocacy Campaigns Supported LINKAGES -2009

DQA CSOs That Engage in Advocacy and Watchdog Functions LINKAGES -2009

DQA CSOs That Participate in Legislative Proceeding LINKAGES -2009

DQA CSOs Trained in Advocacy LINKAGES -2009

DQA Individuals Trained To Strengthen Loc. Government LINKAGES -2009

DQA National Legislators and Staff Attending Training LINKAGES- 2009

DQA Public Forums In Which Nat. Legislators & Members of Public Interact LINKAGES -2009

DQA Sub National Governments Assisted to Increase Own Revenue LINKAGES -2009

MERCY CORPS KARAMOJA

DQA Number of Peacebuilding Structures Established or Strengthened Mercy Corps K -2009

MERCY CORPS PADER

DQA Number of Community-Based Reconciliation Projects Completed Mercy Corps P -2009

DQA Number of Peacebuilding Structures Established or Strengthened Mercy Corps P -2009

DQA Number of People Reached Through Completed Community-based Reconciliation Projects Mercy Corps P- 2009

SPRING

DQA Number Activities That Demonstrate A Positive Impact of a Peace Process SPRING -2009

DQA Number of Non-Governmental Constituencies Built or Strengthened SPRING -2009

DQA Number of Peacebuilding Structures Established or Strengthened SPRING -2009

DQA Number of People Trained in Conflict Mitigation Skills SPRING -2009

SO9 DQA Summary Report FY 2009

DQAs 2010

SO7 DQA Reports 2010

ACDI-VOCA

DQA Producer Organizations ACDI-VOCA -2010

DQA Rural Households ACDI-VOCA 2010

DQA Short-Term Agricultural Sector Productivity Training ACDI-VOCA -2010

DQA Vulnerable Households ACDI-VOCA -2010

LEAD

DQA Number of Rural Households Benefiting Directly from USG interventions LEAD-2010

DQA Number of SMEs Receiving Assistance to Access Bank Loans or Private Equity LEAD- 2010

DQA Number of SMEs that Successfully Accessed Bank Loans or Private Equity LEAD -2010

DQA Number of vulnerable households benefiting directly from USG assistance LEAD-2010

DQA \$ Value of Exports of Targeted Agricultural Commodities LEAD-2010

DQA Volume of exports of targeted agricultural commodities LEAD-2010

MERCY CORPS

DQA Number of Rural households Benefiting from USG Interventions Mercy Corps -2010

DQA Number of Vulnerable Households Benefiting from USG Assistance Mercy Corps -2010
DQA % Community Water Maintenance Plans Operational Mercy Corps -2010

NUWATER

DQA Number of Rural Households Benefiting from USG Interventions -2010
DQA Number of Water Points Constructed or Rehabilitated-2010

STAR

DQA Number Biologically Significant Hectares under Improved Management STAR 2010
DQA Number of policies, laws, agreements or regulations STAR -2010
DQA Number People Trained in NRM STAR -2010

SO7 DQA Summary Report FY 2010

SO8 DQA Reports 2010

AFFORD

DQA Number of ACTs purchased with USG-Support - AFFORD -2010
DQA Number of USG-assisted Service Delivery points providing FP counseling or services - AFFORD -2010
DQA Cases of Child Diarrhea Treated -AFFORD -2010

DELIVER-PMI

DQA Number of ACTs purchased with USG-support -2010
DQA Number of ITNs purchased with USG funds -2010

HIPS

DQA TB Treatment Success Rate HIPS -2010

IRS

DQA % of Targeted Household Sprayed with IRS in the last 12months Abt IRS -2010

STAR-E

DQA Case Detection Rate STAR-E- 2010
DQA Case Notification Rate STAR-E -2010
DQA TB Treatment Success Rate STAR-E -2010

STAR-EC

DQA Case Detection Rate STAR-EC- 2010
DQA Case Notification Rate STAR-EC -2010
DQA TB Treatment Success Rate STAR-EC -2010

STRIDES

DQA Children Receiving Vitamin A-STRIDES -2010
DQA CYP -STRIDES -2010
DQA DPT3 -STRIDES -2010
DQA Training in FPRH - STRIDES -2010
DQA Number SDPs Providing FP Services STRIDES -2010

UNITY

DQA Number of Learners Enrolled in USAID-Supported Primary Schools UNITY -2010

SO8 DQA Summary Report FY -2010

SO9 DQA Reports 2010

IRC

DQA Number of Community-Based Reconciliation Projects Completed IRC -2010

DQA of Peace-building Structures Established or Strengthened IRC- 2010

MERCY CORPS KARAMOJA

DQA Conflict Mitigation Training MCK -2010

PILPG

DQA Number of peace building structures established or strengthened PILPG -2010

DQA Conflict Mitigation Training PILPG -2010

DQA National Legislators and Staff Attending Training PILPG- 2010

SPRING

DQA Number of Community-based Reconciliation Projects Completed SPRING -2010

SO9 DQA Summary Report FY 2010

USAID Mission Administration and Capacity Building Indicator - DQA REPORTS 2010

Administration & Oversight

DQA Number Dollar amount of operating unit program funds – 2010

DQA Number of fixed price contracts awarded - 2010

DQA Number of Local Orgns receiving Mission supported capacity dev't tech. assistance -2010

DQA Number of new program-funded awards made directly to local org - 2010

Local Capacity Building

DQA Percent of prime local IPs with unqualified audit findings – 2010

DQA Number of new prime partners in the FY who were sub-awardees in the past – 2010

DQA % of local Implementing Orgns with governance structure that provides check & balances - 2010

DQA % of prime grants to local Implementing Orgtns who have key mgt systems – 2010

OFM Checklist & Indicators

FY 2010 Local Capacity Building Indicators

DQAs 2011

SO7 DQA Reports 2011

ACDI-VOCA

DQA Producer Organizations ACDIVOCA -2011

DQA Rural Households ACDIVOCA -2011

DQA Short-Term Agricultural Sector Productivity Training - ACDIVOCA -2011

DQA Vulnerable Households ACDIVOCA -2011

AYA

% of Community Water Plans Operational

KIGEZI WATER

% of Community Water Plans Operational

STAR

% Change in Household Income of Targeted Rural Populations

Number of people with increased economic benefits from sustainable NRM & Conservation as result of USG assistance

WILD

DQA Number of hectares in areas of biological significance WILD -2011

DQA Number of hectares under improved NRM WILD -2011

DQA Number of People Trained in NRM WILD -2011

SO7 DQA Summary Report FY 2011

SO8 DQA Reports 2011

AFFORD

DQA CYP AFFORD - 2011

HIPS

DQA CYP HIPS -FY2011

DQA TB Treatment Success Rate HIPS -2011

IRS

DQA Percentage of people protected after spraying IRS -2011

MSU

DQA Number SDPs Providing FP Services MSU - 2011

DQA CYP MSU -2011

PROGRESS

DQA CYP PROGRESS - 2011

STAR-SW

DQA case detection rate STAR-SW -2011

DQA TB treatment success rate STAR-SW- 2011

SO8 DQA Summary Report FY 2011

Consolidated Excel Tracker DQA 2008-2012

DQAs 2012

DO1 DQA Reports 2012

MERCY CORP

DQA # of Water points Rehabilitated or Constructed Mercy Corps 2012

DO3 DQA Reports 2012

HIPS

DQA ITNs Distributed HIPS-2012

NUMAT

DQA ITNs Distributed NUMAT -2012

SMP

DQA ITNs Distributed SMP-2012

AFROBAROMETER

Percentage of citizens satisfied with improvements in the delivery of local government services

Percentage of citizens satisfied with improvements in health services over the past 12 months

Percentage of citizens participating in planning and budgeting processes at district and sub-county councils (defined as attending a LC111 budgeting and planning meeting at least once in the past 12 months).

DQA Summary Tracker 2008 – 2012

6. EVALUATION BRIEFERS

ACE Project Evaluation Summary 06-28-2010

Capacity End of Project Evaluation Summary 06-30-2010

NUMAT Project Evaluation Summary 06-24-2010

Quality of Care Evaluation Summary October 07, 2010

UNITY Project Evaluation Summary 07-06-2010

NUWATER End of Project Evaluation Summary 20-1-2012

SMD End of Project Evaluation Summary March 2012

7. EVALUATION CALENDARS & FLOWCHARTS

Mission Actions for Contracting an Evaluation thru UMEMS, 2010
UMEMS USAID Uganda Evaluations Calendar, December 2010
UMEMS USAID Uganda Evaluations Calendar, March 2011

8. EVALUATIONS

UNITY Final Evaluation Report Jun 24, 2009
ACE End of Project Final Evaluation Report April 11, 2009
Meta Evaluation of USAID Uganda Evaluation Reports - date
NUMAT Midterm Review Final Evaluation Report November 23, 2009
Quality of Care Evaluation Report Final Aug 2010
The Capacity Project End of Project Final Evaluation Report June 12, 2010
Strengthening Multi – Party Democracy End of Project Evaluation Final Report

9. SPECIAL STUDIES

Advocacy in Health and Education Sectors in Uganda Assessment Final Report Feb 2011
Capacity Building and Leadership enhancement in Uganda Draft Final Report Oct 2010
Strengthening DG and Conflict M&E Assessment Report – May 2010
GHFSI Design Team Scope of Work
SO8 LG Grants Activity Design SOW
The Statement of Work and Transition Plan for TREAT II
Uganda SO8 Strategy Report – 2009
Makerere Institute for Social Research Report Final Baseline Report for SO8 Indicators- 2011
USAID Uganda MEMS ME Systems Assessment Final Report July 15, 2011
Afrobarometer Round 5 Survey (Milestone 2-5)

10. PORTFOLIO REVIEW PRODUCTS

2009

SO7 Deliverable for PPR 2009
SO8 Deliverable for PPR 2009
SO9 Deliverable for PPR 2009

2010

SO7 REVIEWS

Analysis of SO7 Development Hypothesis 27 Dec 2010
FY2010 SO7 PMP Performance Analysis 17-NOV-2010
FY2010 SO7 PMP Performance Analysis & Team's Explanation of Deviations 25-Jan-2011

SO8 REVIEWS

Education Edits_SO8 Indicator Table for Portfolio Review
FP- FY2010 SO8 PMP Performance Analysis Updated Jan-24
FY2010 SO8 PMP Performance Analysis Updated Feb 3

PPR targets included- SO8 PMP Performance Analysis Updated Jan-20
SO8 Indicators for FY2010 Performance Review Feb 2011

SO9 REVIEWS

SO9 PMP Performance Analysis 24 Jan 2011
SO9 Results Framework PMP Jan 2011

2011

SO8 PMP Indicator with Targets and semi-Annual Actuals June 2 -2011
SO9 PMP Indicator August 3 2011

SO7 REVIEWS

FY2011 - SO7 PMP Performance Analysis Map - Nov 2011
SO7 PMP Performance Trend Nov 2011
SO7 RF w. color-coded indicators Nov 2011

SO8 REVIEWS

SO8 Results Framework Performance Review-Nov 2011
SO8 PMP Performance Analysis FY 2011
SO8 PMP with FY2011 Actuals
SO8 FY2011 DQA Summary Report

SO9 REVIEWS

SO9 PMP with FY 2011 Actuals
SO9 PMP Performance Analysis FY2011
SO9 FY 2011 DQA Summary Report -

11. ANNUAL REPORTS

UMEMS Start UP Report – June 2008 – Sept 2008
UMEMS Year 1 Annual Report Oct 2008 – Sept 2009
UMEMS Year 2 Annual Report Oct 2009 – Sept 2010
UMEMS Year 3 Annual Report Oct 2010 – Sept 2011
UMEMS Final Project Completion Report, May 2012

12. QUARTERLY REPORTS

YEAR 1

UMEMS 1st Quarter Report Oct - Dec 2008
UMEMS 2nd Quarter Report Jan - April 2009
UMEMS 3rd Quarter Report April - June 2009

YEAR 2

UMEMS 1st Quarter Report Oct - Dec 2009
UMEMS 2nd Quarter Report Jan - March 2010
UMEMS 3rd Quarter Report April - June 2010

YEAR 3

UMEMS 1st Quarter Report Oct - Dec 2010
UMEMS 2nd Quarter Report Jan - March 2011
UMEMS 3rd Quarter Report April - June 2011

YEAR 4

UMEMS 1st and 2nd Quarter Reports Oct 2011 – May 2012

13. WORK PLANS

Year 1 UMEMS Work Plan Narrative June – Sept 2008
Year 1 UMEMS Work Plan and Performance Calendar Schedules June - Sept 2008
Year1 UMEMS Work Plan & Performance Calendar Oct 2008 - Sept 2009
Year1 UMEMS Work Plan Narrative Oct 2008 - Sept 2009

Year2 UMEMS Work Plan Narrative Oct 2009 - Sept 2010
Year2 UMEMS Work Plan & Performance Calendar Oct 2009 - Sept 2010

Year 3 UMEMS Work Plan Narrative Oct 2010 - Sept 2011
Year 3 UMEMS Work Plan & Performance Calendar Oct 2010 - Sept 2011

Year 4 UMEMS Work Plan Narrative Oct 2011- May 2012
Year 4 UMEMS Work Plan and performance Calendar Oct 2011 - May 2012

14. SO8 PMP APPROVAL PROCEDURE

Flow Chart PMP Development Management Process

15. TRAINING

TRAINING MATERIALS

MFR TRAINING 2009

The Big Picture
Interpreting Performance Data
Framing a Development Hypothesis
Developing Performance Indicators
Baselines & Targets from Indicator Data to Information
Selecting Data Collection Methods
Data Collection Tools for Qualitative Data
Performance Management Task Schedule
Completing the Performance Indicator Reference Sheet
Introduction to Data Quality Assessment

How to write and Evaluation Scope of Work 2009

Designing an Evaluation Scope of Work

MFR TRAINING PEPFAR 2010

Big Picture
Development Hypothesis
Indicator Characteristics
Data Quality
PIRS
Target Setting
Development Hypothesis Analysis
Using ME Findings
Mission Expectations

MFR TRAINING NON-PEPFAR 2010

Big Picture
Development Hypothesis
Indicator Characteristics
Data Quality
PIRS
Target Setting
Development Hypothesis Analysis
Using ME Findings
Mission Expectations

MFR TRAINING 2011

The Big Picture
Developing a Results Framework
Developing Performance Indicators
Completing PIRS & PMP Table
Setting Up Data Collection Systems
Setting up data collection systems (Data Management)
Data Quality
Baselines & Targets
Putting it Together
Using Performance Data
The Role of Evaluation
The Role of an M&E Officer

ALTERNATIVES METHODOLOGIES TRAINING

Overview of Qualitative and Quantitative Methods
Participatory M&E 1
Focus Groups
Participatory M&E 2
Most significant changes
Outcome Mapping
Training Report,

MFR TRAINING 2012

The Big Picture
Developing a Results Framework
Developing Performance Indicators

Setting Up Data Collection Systems
The Role of Evaluation

Mission M&E TRAINING 2012

Participants Folder

Exercise Workbook

Facilitator's Guide

Volume 2 Reference Material

16. GIS REPORT

IBI GIS Assessment, 31/10/2008

17. HOW-TO GUIDES

How to Developing your Project's PMP

How to Guide - How to Exercise your M&E FUNCTION

18. GAME CHANGERS

Uganda Game changers volume 1 Issue 1

Uganda Game changers volume 1 Issue 2

Uganda Game changers volume 1 Issue 4

19. CLA

DOP AAR Report

Statistics sheet 2009

Statistics sheet 2010

Statistics sheet 2011

Governance CLA exercise

ACODE Correlations

ACODE Correlations Data Files

20. USAID M&E Protocols

Protocol for conducting DQA

Protocol for preparing data for the annual report

Protocol for preparing data for the portfolio review

Protocol for the provision of technical assistance

Annex 6: IP M&E Status

DO1 Implementing Partner M&E Status (3rd May 2012)

DO1 List of IPs	PMP Status		Data Entry Record				Data Quality		IP Capacity				Evaluations	Comment	Implementation Status
	Approved PMP	PMP Updated 2012	Data Entry Timeliness	Baselines	Targets 2011	Amount of follow-up required	# DQAs	DQA Outcomes	M&E Staffing 2011	TA rec'vd 2011	Dbase Orientation 2011	Training Attendance 2011		Amount of follow-up required	
ABSP-II	Approved	Exercise in Progress	Timely	2009	Available	Available	1	Ok	None		Done with routine updates	none		They require an M&E person on board	Active
ACDI/VOC A	Approved	The Activity is in the extension period	Timely with a reminder	2007	Available	Available	12	4 Ok	High M&E staff turnover		Done with routine updates	5 people	EOP	ACDI/VOC A closing soon; however, the project faced a high M&E staff turnover	
AYA	Approved	Updated	Timely	2010	Available	Available	1	Ok	With enough		Done with routine updates	none		Staff need to attend the MFR training	Active
Harvest PLUS	Not yet approved	New IP	New IP	2012	New IP	New IP	n/a	n/a	1 Person		New IP	New IP		The M&E person needs to attend the MFR training for more updates	Active
Community Connector	Not yet approved	New IP	New IP	2012	New IP	New IP	n/a	n/a	2 people		New IP	New IP		M&E staff required MFR training, database orientation, and more	Active

DO1 List of IPs	PMP Status		Data Entry Record				Data Quality		IP Capacity				Evaluations	Comment	Implementation Status
	Approved PMP	PMP Updated 2012	Data Entry Timeliness	Baselines	Targets 2011	Amount of follow-up required	# DQAs	DQA Outcomes	M&E Staffing 2011	TA rec'vd 2011	Dbase Orientation 2011	Training Attendance 2011		Amount of follow-up required	
														orientation on FTF implementat ion & requirement s	
HPI	Approv ed	IP Closed	IP was timely	2008	Available	Available	8	4 Ok	2 people		Done with routine updates	5 people	EOP	IP Closed	Closed
LEAD	Approv ed	Updated & Submitted to COR	Timely	2009	Available	Available	24	20 Ok	3 key people		Done with routine updates	7 people	MTE	Functions well	Active
Kigezi Water	Approv ed	Updated	Timely with a remind er	2010	Available	Available	1	Not OK	Collective M&E (all Staff)		Done with routine updates	None		Some staff need to attend the MFR training	Active
Mercy Corps	Approv ed	Updated	Timely with a remind er	2009	Available	Available	11	7 Ok	2 People		Done with routine updates	3 people	MTE	More orientations on the database is needed for the M&E Leader	Active
NUWATE R	Approv ed	IP Closed	IP was timely with a remind er	2009	Partly Available	Partly Available	2	Not OK	none		Done with routine updates	2 people	EOP	IP Closed	Closed
NUDEIL	Approv ed	Updated	Timely	2010	Available	Available	TBD	TBD	1 Person		Done with routine updates	2 people		Timely submission of data is required	Active
PBS	Approv ed	Updated	Timely with a remind er	2008	Available	Available	2	1 Ok	1 Person		Done with routine updates	2 people		IP Closed	Active
STAR	Approv ed	Updated and submitted	Timely	2010	Available	Available	5	Ok	1 Person		Done with routine updates	2 people			Closing soon

DO1 List of IPs	PMP Status		Data Entry Record				Data Quality		IP Capacity				Evaluations	Comment	Implementation Status
	Approved PMP	PMP Updated 2012	Data Entry Timeliness	Baselines	Targets 2011	Amount of follow-up required	# DQAs	DQA Outcomes	M&E Staffing 2011	TA rec'vd 2011	Dbase Orientation 2011	Training Attendance 2011		Amount of follow-up required	
		to COR IP Closed													
WILD	Approv ed	IP Closed	Timely	2008	Available	Available	10	7 Ok	1 Person		Done with routine updates	1 person			Closed

DO2 Implementing Partner M&E Status (3rd May 2012)*

*All projects closed

DO2 List of IPs	PMP Status		Data Entry Record				Data Quality		IP Capacity				Evaluations	Comment		Implementation Status
	Approved PMP	PMP Updated 2012	Data Entry Timeliness	Baselines	Targets 2011	Amount of follow-up required	# DQAs	DQA Outcomes	M&E Staffing 2011	TA rec'vd 2011	Dbase Orientation 2011	Training Attendance 2011		Amount of follow-up required		
LINKAGES	Yes	N/A	OK	Partial	OK	Moderate	17	1 not OK	None, done by COP	N/A	Yes	No	MTE	Moderate	Closed	
SMD	Yes	N/A	Late	Partial & late	OK	High	5	All OK	None, done by Senior Program Managers	N/A	Yes	No	EOP	High as a lack of interest	Closed	
IRC	Yes	N/A	OK	Partial	OK	High	8	2 not OK	None, done by COP & Senior Program Manager	N/A	Yes	No	No	High as did not understand M&E requirements	Closed	
PILGP	Unknown	N/A	Late	Partial & late	Poor	High	3	Not OK	None, done by COP	Yes	Yes	No	No	High as project not suited to quantitative monitoring	Closed	
Mercy Corps Karamoja	Yes	N/A	OK	Late	OK	Moderate	2	1 not OK	Yes	N/A	Yes	Yes	No	Moderate as had a strong M&E Officer	Closed	
Mercy Corps Pader	Yes	N/A	OK	Late	OK	Moderate	7	2 not OK	Yes	N/A	Yes	No	No	Ditto	Closed	
Mercy Corps ACKT	Yes	Yes	Late	Late	Late	Moderate	2	OK	Yes	Yes	Yes	Yes	No	Ditto	Closed	
IFES	Yes	N/A	Late	Partial & late	OK	High	None	N/A	No	Yes	Yes	No	No	Moderate as was a short-term project	Closed	
SPRING	Yes	N/A	Late	No	Poor	High	5	All OK	Yes but high turnover	N/A	N/A	N/A	EOP	High as weak leadership of the project	Closed	

DO2 List of IPs	PMP Status		Data Entry Record				Data Quality		IP Capacity				Evaluations	Comment		Implementation Status
	Approved PMP	PMP Updated 2012	Data Entry Timeliness	Baselines	Targets 2011	Amount of follow-up required	# DQAs	DQA Outcomes	M&E Staffing 2011	TA rec'vd 2011	Dbase Orientation 2011	Training Attendance 2011		Amount of follow-up required		
CARE	Yes	N/A	Moderate	Partial	OK	Moderate	4	All OK	No	N/A	N/A	N/A	No	Moderate	Closed	
IOM	One Indicator or only	N/A	Late	No	OK	N/A	1	OK	No	N/A	N/A	N/A	No	N/A as was a UN Agency	Closed	

DO3 Implementing Partners M&E Status (May 3rd, 2012)

DO3 List of IPs	PMP Status		Data Entry Record					Data Quality		IP Capacity					Evaluations	Status	Comments
	Approved PMP	PMP Updated 2012	Data Entry Timeliness	Baselines	Targets 2011	Data 2011	Targets 2012	# DQAs	DQA Outcomes	M&E Staffing 2011	TA rec'vd 2011	Dbase Orientation 2011	Training Attendance 2011	Amount of follow-up required			
A2Z	no	n/a	Timely	No baseline data	Complete	Complete	n/a	1	Data Ok	M&E Staff available				Little		Closed	
AFFORD	yes	no	Timely	Complete in PMP but not in database	Complete	Complete	Incomplete	1	Partially ok	M&E Staff available				Little		Active	
AIDS STAR ONE	yes	no	Timely	Baseline data is complete	Complete	Complete	No 2012 Targets	0		M&E Staff available				Little		Active	
CAPACITY	yes	no	Timely	Baseline data is complete	Complete	Complete	Complete	0		M&E Staff available	Review of data collection tools	IP was oriented.	no	Little follow up	EOP	Active	IP has health facility indicators that are disaggregated by health facility level. The district disaggregation includes regional referral hospitals as well. The regional referrals were not initially attached as a disaggregation in the PMP, causing problems since data was already certified and adding a new element wasn't possible.
CSF	yes	no	Timely	Baseline data is complete	Complete	Complete	Incomplete	0		M&E Staff available		IP was oriented.	yes	Little follow up	MTE	Active	IP has a high M&E staff turnover. Three M&E staff so far.
EMIS	yes	no		Baseline	Compl	Compl	No	0		M&E			no	Signific		Closed	

DO3 List of IPs	PMP Status		Data Entry Record					Data Quality		IP Capacity					Evaluations	Status	Comments
	Approved PMP	PMP Updated 2012	Data Entry Timeliness	Baselines	Targets 2011	Data 2011	Targets 2012	# DQAs	DQA Outcomes	M&E Staffing 2011	TA rec'vd 2011	Dbase Orientation 2011	Training Attendance 2011	Amount of follow-up required			
				data is complete	ete	ete	2012 Targets			Staff available				ant			
ENGENDER HEALTH	no	no	Timely	Baseline data is complete	Complete	Complete	No 2012 Targets	0		M&E Staff available			no	Moderate			
HCI	IP has no PMP	no	Timely	Baseline data is complete	Complete	Complete	Complete	0		M&E Staff available		IP was oriented.		Little follow up		Active	IP has no PMP
HCP	yes	no	Timely	Baseline data is complete	Complete	Complete	Complete	0		M&E Staff available		IP was oriented.		Little follow up		Active	Majority of the indicators are 2-year indicators.
HEALTH PARTNERS	yes	no	Timely	Baseline data is complete	Complete	Complete	Complete	0		M&E Staff available				Little		Active	
HIPS	yes	no	Timely	Baseline data is complete	Complete	Complete	Complete	2	Data Ok	M&E Staff available		IP was oriented.	no	Little follow up		Active	
HOSPICE	yes	no	Timely	Baseline data is complete	Complete	Complete	Incomplete	0		M&E Staff available		IP was oriented.	no	Little follow up		Active	Some of the IP's indicators are qualitative and therefore sometimes faces challenges setting targets.
IRCU	yes	no	Timely	Baseline data is complete	Complete	Complete	Complete	0		M&E Staff available		IP was oriented.	no	A lot		Active	IP is always late e.g.target setting, data entry and any requests that are submitted.
IRS	yes	no	Timely	No baseline	Complete	Complete	Complete	2	Data Ok	M&E Staff				Little follow		Active	

DO3 List of IPs	PMP Status		Data Entry Record					Data Quality		IP Capacity					Evaluations	Status	Comments
	Approved PMP	PMP Updated 2012	Data Entry Timeliness	Baselines	Targets 2011	Data 2011	Targets 2012	# DQAs	DQA Outcomes	M&E Staffing 2011	TA rec'vd 2011	Dbase Orientation 2011	Training Attendance 2011	Amount of follow-up required			
				s						available				up			
MARIE STOPES	yes	no	Timely	Baseline data is complete	Complete	Complete	Complete	2	Data Ok	M&E Staff available	PMP review	IP was oriented.		Little follow up		Active	
NUMAT	yes	no	Timely	Baseline data is complete	Complete	Complete	Complete	3	Data Ok	M&E Staff available		IP was oriented.		Little follow up	MTE	Closing soon	NUMAT is currently on an extension and is therefore winding up.
PROGRES S	yes	no		Baseline data is complete	Complete	Complete	No 2012 Targets	1		M&E Staff available				Moderate		Active	
REACH-U	yes	no	Timely	Baseline data is complete	Complete	Complete	Complete	0		M&E Staff available		IP was oriented.	yes	Little follow up		Active	
RHU	yes		Timely	Baseline data is complete	Complete	Complete	No 2012 Targets	0		M&E Staff available		IP was oriented.	no	Little follow up		Active	IP has very few indicators (only 5) in the UMEMS database; 1 being SO8. This is because majority of the indicators in the PMP are PEPFAR. Performance so far is not good because above target was realized for only 2 indicators.
SCORE	yes	no	New IP	No baselines	n/a	n/a	No 2012 Targets	0						A lot		Active	
SDS	yes	yes	Late submit	Baseline data is	Complete	Complete	Complete	0	N/A	M&E Staff	Review of	IP was oriented.	yes	Moderate		Active	Old PMP will soon be dropped following the

DO3 List of IPs	PMP Status		Data Entry Record					Data Quality		IP Capacity					Evaluations	Status	Comments
	Approved PMP	PMP Updated 2012	Data Entry Timeliness	Baselines	Targets 2011	Data 2011	Targets 2012	# DQAs	DQA Outcomes	M&E Staffing 2011	TA rec'vd 2011	Dbase Orientation 2011	Training Attendance 2011	Amount of follow-up required			
			ssion	complete						availabl e	data collec tion tools						recent USAID changes for this particular IP. This change actually led to delays in the data entry for FY 2011 data. IP to communicate soon when the new vesion of the PMP will be implemented.
SPEAR	yes	no	Timely	Baseline data is complete	Compl ete	Compl ete	Compl ete	0	N/A	M&E Staff availabl e		IP was oriented.	no	Little follow up		Active	
STAR-E	yes	no	Timely	Baseline data is complete	Compl ete	Compl ete	Compl ete	1	Data Ok	M&E Staff availabl e		not in 2011	yes	Little follow up		Active	
STAR-EC	yes	no	Timely	Baseline data is complete	Compl ete	Compl ete	Compl ete	1	Data Ok	M&E Staff availabl e		yes after PMP uploading . Ip had previously submitted data only for SO8 indicators		Little follow up		Active	
STAR-SW	yes	no	Timely	Baseline data is complete	Compl ete	Compl ete	Compl ete	1	Data Ok	M&E Staff availabl e		IP was oriented.	yes	Little follow up		Active	
STOP MALARIA	yes	no		Baseline data is complete	Compl ete	Compl ete	Compl ete	1	Data Ok	M&E Staff availabl e				Little		Active	

DO3 List of IPs	PMP Status		Data Entry Record					Data Quality		IP Capacity					Evaluations	Status	Comments
	Approved PMP	PMP Updated 2012	Data Entry Timeliness	Baselines	Targets 2011	Data 2011	Targets 2012	# DQAs	DQA Outcomes	M&E Staffing 2011	TA rec'vd 2011	Dbase Orientation 2011	Training Attendance 2011	Amount of follow-up required			
STRIDES	yes	no	Timely	Baseline data is complete	Complete	Complete	Complete	1	Data Ok	M&E Staff available		IP was oriented.	yes	Little follow up		Active	
SUNRISE	yes	no	Timely	Baseline data is complete	Complete	Complete	Complete	0		M&E Staff available		IP was oriented.	yes	Little follow up		Active	
SURE	yes		Timely	Baseline data is complete	Complete	Complete	Complete	0		M&E Staff available		IP was oriented.	no	Little follow up		Active	
SUSTAIN	yes	yes	Timely	Baseline data is complete	Complete	Complete	Complete	0		M&E Staff available		IP was oriented.	yes	Little follow up		Active	
TASO	yes	no	Timely	Baseline data is complete	Complete	Complete	Complete			M&E Staff available		IP was oriented.	no	A lot		Active	IP requires continuous reminders incase of any request.
THALAS	yes	no	Untimely	Baseline data is complete	Complete	Complete	Incomplete	0		M&E Staff available		IP was oriented.	yes	A lot		Active	IP requires continuous reminders incase of any request.
UMCP-MTI	yes	no	Timely	No baselines	Complete	Complete	Complete	0		M&E Staff available				Little		Active	
UMSP	yes	no	Untimely	Baseline data is complete	Complete	Complete	Incomplete	0		M&E Staff available				Little	MTE	Active	
UNITY	yes	no	Timely	Baseline data is complete	Complete	Complete	n/a	2	Data partially ok	Closed				Significant	MTE	Active	
WELLSHARE PPLP	no	no	Untimely	No baseline	Complete	Complete	Complete	0		M&E Staff							

DO3 List of IPs	PMP Status		Data Entry Record					Data Quality		IP Capacity					Evaluations	Status	Comments
	Approved PMP	PMP Updated 2012	Data Entry Timeliness	Baselines	Targets 2011	Data 2011	Targets 2012	# DQAs	DQA Outcomes	M&E Staffing 2011	TA rec'vd 2011	Dbase Orientation 2011	Training Attendance 2011	Amount of follow-up required			
				s						availabl e							
WHO	No PMP	n/a	Timely	No baselines	Complete	Complete	Complete	0		M&E Staff available						?	