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# UGANDA MONITORING AND EVALUATION SERVICES (MEMS), 2003-2008 CONTRACTOR FINAL REPORT

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This publication was produced for review by the United States Agency for International Development. It was prepared by Molly Hageboeck, Technical Director, Management Systems International.

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## CONTRACTOR FINAL REPORT



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### **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

## CONTENTS

<b>A. OVERVIEW .....</b>	<b>1</b>
<b>B. CONTRACT SCOPE AND EMPHASIS .....</b>	<b>1</b>
<b>C. PROJECT TEAM .....</b>	<b>3</b>
<b>D. INITIAL ASSESSMENT AND FOLLOW-UP STATUS MEASURES.....</b>	<b>4</b>
1. The Initial Assessment .....	4
2. Follow-Up on the Initial Assessment .....	6
<b>E. PERFORMANCE MONITORING.....</b>	<b>6</b>
1. Performance Monitoring Assistance to SO Teams and IPs.....	8
2. Performance Reporting Assistance to USAID/Uganda’s Program Office.....	8
<b>F. EVALUATION.....</b>	<b>9</b>
<b>G. DISSEMINATION.....</b>	<b>10</b>
<b>H. CAPACITY BUILDING .....</b>	<b>10</b>
<b>I. NEXT STEPS .....</b>	<b>11</b>
<b>ANNEX A SUMMARY OF MEMS DELIVERABLES AND THEIR END OF PROJECT STATUS.....</b>	<b>13</b>
<b>ANNEX B LIST OF IMPLEMENTING PARTNERS ASSISTED AND TYPES OF ASSISTANCE PROVIDED .....</b>	<b>18</b>
<b>ANNEX C LIST OF EVALUATIONS, META-EVALUATIONS AND OTHER ASSESSMENTS COMPLETED BY MEMS .....</b>	<b>28</b>
<b>ANNEX D CAPACITY BUILDING TRAINING UNDER MEMS .....</b>	<b>30</b>
<b>ANNEX E INVENTORY OF MEMS DOCUMENTS IN ELECTRONIC FORM .....</b>	<b>36</b>

## A. OVERVIEW

The USAID/Uganda Monitoring and Evaluation Management Services (MEMS) project, implemented by Management Systems International (MSI) from April 2003 to June 2008, was initiated as a competitively procured task order under a U.S. Government-wide management services support contract, MOBIS SIN 874-1. This task order, which ran through March 2008, was extended once, for an additional period of nearly four months (early March through June 30, 2008), to ensure continuity of services to the Mission.

MEMS' original and sustaining purpose has been to assist USAID/Uganda technical teams in carrying out their performance management responsibilities as mandated in the Agency's Automated Directives System (ADS) and other Agency guidance. At the time MEMS was conceived, USAID/Uganda, like other USAID Missions, was operating under an approved five-year strategy. The year preceding the start of the MEMS contract had been a busy one for the Mission, and involved the development of the Integrated Strategic Plan 2002-2007 that reduced the number of Strategic Objectives on which the program concentrated from six to three: one which consolidated USAID/Uganda's agriculture, natural resources and private sector development efforts (Strategic Objective 7); one that consolidated health, family planning and education initiatives (SO 8); and a final cluster that focused on democracy and governance (SO 9). Within USAID, management responsibility for MEMS has been located in the Program Office (PPD) over the entire life of the project.

## B. CONTRACT SCOPE AND EMPHASIS

In its RFP for MEMS, USAID emphasized two arenas in which it felt its technical teams were most in need of assistance.

- **Performance Monitoring** was the first focus area identified and in that arena the Mission was particularly concerned with the quality of its SO-level performance monitoring plans (PMP) and the rigor with which the Mission would be able to report on impact at the Goal, Strategic Objective (SO) and Intermediate Results (IR) levels of its Integrated Strategic Plan (ISP). Supporting USAID SO teams in this arena was envisioned as subsuming support to its Implementing Partners and a deliberate effort on the part of the MEMS team to ensure that solid linkages exist between SO-level PMPs and the PMPs of USAID Implementing Partners (IPs), i.e., the contractors, grantees and other partner organizations carrying out activities (or projects) under each SO. USAID emphasis in this arena also included an expectation that the MEMS team would help the Mission ensure that data collected on all of the performance indicators included in Mission and IP PMPs met Agency expectations with respect to data quality and rigor. Aggregating performance data across SOs in support of Mission performance reporting requirements and helping the Mission improve its utilization of performance monitoring to re-align its strategic approach were also included in the RFP's vision of the scope of MEMS assistance.
- **Evaluation Assistance**, the second focus area identified in the RFP for MEMS envisioned an effort that would formalize the Mission's process for deciding whether and when to conduct an evaluation and its procedures for doing so. It anticipated that the MEMS contractor would help the Mission to improve its evaluation planning process, track the completion of scheduled evaluations, ensure adequate dissemination of evaluation information/reports, and develop and apply methods for the timely utilization of evaluation findings to facilitate corrective action. On-call assistance to SO teams on evaluation planning, the development of evaluation scopes of work, management of evaluation activities and their dissemination and utilization was the mode of operation USAID envisioned in this

focus area. The RFP also envisioned the MEMS team conducting a number of evaluations and assessments on behalf of the Mission each year and carrying out other types of analyses of performance information in support of Mission efforts. To support this aspect of the work, the RFP envisioned the creation of a roster of local M&E specialists and a capacity through MEMS to be able to mass produce copies of evaluation reports and other documents, as required, through arrangements with high quality printers MEMS vetted on USAID's behalf.

In addition to these two focus areas, the RFP and the resulting contract identified a number of supporting deliverables envisioned as emerging from and supplementing the performance monitoring and evaluation efforts that would be MEMS' primary focus. These included, as contract deliverables, the preparation and dissemination of newsletters and information bulletins; producing "how to" guidance on reporting results and impact; preparing and distributing press releases, newspaper stories, flyers and brochures; and conducting up to three dissemination workshops per year after MEMS' start up year. Also noted in USAID's RFP was a fourth and final arena on which the MEMS team would need to focus, namely M&E capacity building in Uganda, within USAID, in IP organizations, and more broadly within the Ugandan M&E community.

These four focus areas for MEMS were incorporated into MSI's contract language that was virtually identical to that proposed in the Mission's RFP. MEMS, in turn, developed its initial work plan, which included an approach for allocating team time by major task, that followed from the Mission's focus. MEMS subsumed all of these requirements under three improvement objectives on which it reported quarterly and annually across the project period:

- Objective One: Program Monitoring, Reporting and Evaluation
- Objective Two: Information Dissemination and Utilization
- Objective Three: Capacity Building

MEMS level of effort by objective, as set forth in Annex 3.3 of its Year 1 Work Plan, which was accepted by USAID, anticipated the project team would dedicate 55% of its time and effort to Objective One, 25% to Objective Two, 15% to Objective Three and 15% to project administration.

This 2003 forecast of how the MEMS team would allocate its effort shifted over time in marginal but important ways. The main shift was with respect to MEMS' role and Objective Three. While USAID had originally envisioned a strong public affairs role for MEMS, it subsequently revised its views of where that function should be performed. In the end, USAID elected to shift a number of public affairs functions, i.e., press releases, newsletters, newspaper stories, etc., from MEMS to its own Public Affairs officer, leaving MEMS with more direct M&E tasks such as the development of "how to" materials. This shift, which was evident informally as early as the first year of the project, became more explicit as time passed and was eventually incorporated into Contract Modification Number 8 in May 2007, which removed all of the original public affairs tasks and deliverables from the contract. This change, combined with the project's heavy workload under Objective One, was reflected in the team's re-allocation of time over the life of the project from 55% on Objective One to roughly 70%, and a compensating reduction of its efforts on Objective Two from 25% to 10%.

Core tasks under the MEMS contract were completed inside the funding limits originally established for the task order. The original budget was supplemented in two ways. First, during the last two years of the contract, USAID found that it needed to conduct a large number of evaluations and assessments under SO 8. It elected to have MEMS organize and manage those evaluations and provided evaluation-specific funds for this purpose through several contract modifications. The only other supplement to the original project budget was the amendment that added close to four months to the life of the project to sustain services for the convenience of the Mission. Across the original and extended project period, MSI

provided USAID with all of the services and deliverables called for by the task order contract, as amended. Annex A to this report presents a table that summarizes MSI's fulfillment of its contractual obligations under MEMS.

## **C PROJECT TEAM**

In its RFP for MEMS, USAID emphasized the importance of using MEMS as a vehicle to strengthen Ugandan M&E capacity and flatly stated that "to the extent possible, the technical assistance team proposed should include Ugandan nationals." MSI, which has been working in Uganda since the early 1990s, first on a short term basis under its worldwide Implementing Policy Change (IPC) project and on long term USAID/Uganda field projects, starting with PRESTO which commenced in 1997 and SDU which started in 2001, viewed this requirement as an opportunity and proposed a field team for MEMS made up entirely of Uganda nationals. Over the five years of the project there has been exceptionally strong staff continuity in MEMS, even as some key personnel shifts occurred.

MEMS' original Chief of Party and senior M&E advisor for SO 7, Dr. Rosern Rampororo, an internationally experienced senior M&E consultant for the World Bank and UNDP prior to MEMS, was named as COP in MSI's MEMS proposal and served for three and a half of the project's original five-year term. She left MEMS torn between her loyalty to the project and the challenge of creating an M&E unit for UNDP in Malawi.

Mr. Augustine Wandera, recruited from the Central Bank of Uganda where he was the Senior Economist/Statistician in the Research and Policy Department, was MEMS' first post-contract hire. He served with distinction as the senior M&E advisor for MEMS for the entire five years of the original contract period, as the MEMS team's lead statistical expert, and as the Acting Chief of Party during a four-month interregnum in the fall/winter of 2006-2007. He left the project shortly before the extension period started to develop an M&E unit for UNDP in Uganda.

Mr. Kintu Nyago, a respected Ugandan journalist, whose column in the Monitor is widely read, served as MEMS' first M&E advisor for the SO 9 democracy and governance program and was an invaluable resource for MEMS' first evaluation for USAID, which focused on its support to Parliament, where Mr. Nyago's contacts are myriad. In the project's second year, Mr. Polly Mugisha replaced Mr. Nyago as the MEMS SO 9 M&E advisor and remained in that position through the contract extension period. MEMS recruited Mr. Mugisha, a widely respected Ugandan M&E specialist, trainer and local government expert, following work he had done for the Ministry of Local Government and MSI's long term local government support project for USAID, Strengthening Decentralization in Uganda (SDU).

Financial management of the MEMS project has, from the second year of the project, been led by Mr. Nestore Jalobo with long experience in this realm acquired in part through his service in this role to MSI's SDU and PRESTO projects for USAID/Uganda. To support this team, MEMS recruited a group of young graduates from Ugandan universities, originally as project interns, eventually converting them to Program Assistants. Several of these younger staff members, including Ms. Emilly Kemigisha and Mr. Stanley Golooba, were with the project for four or more years. Two other staff at this level moved on to become M&E officers for other USAID projects.

Complementing this strong Ugandan team have been a limited number of non-Ugandan staff, including Ms. Molly Hageboeck, MSI's senior evaluation specialist, who served as the Washington Technical Director for MEMS over its entire life, visiting the project roughly three times per year and leading numerous M&E training programs for MEMS. The project also benefited greatly from the services of Mr. Roy H. Thompson, a senior M&E specialist and former USAID/REDSO Regional Program Impact

Advisor with worldwide experience with bilateral and multi-lateral donor programs, who served as MEMS second Chief of Party. Mr. Thompson served in that position during the project's final year and through its extension period. On the technical side, the project also received support in the field from MSI M&E specialists, including Dr. Carolyn Barnes, Dr. Richard Blue, Mr. Keith Brown and the late Ms. Karen Otto. MSI President, Mr. Larry Cooley, provided corporate oversight for the project over its entire life and, in 2004, conducted a well utilized internal mid-term assessment with USAID/Mission staff and the project team. His assessment served as a model for a more formal mid-term review undertaken two years later.

## **D. INITIAL ASSESSMENT AND FOLLOW-UP STATUS MEASURES**

### **I. The Initial Assessment**

Coming into a Mission that had already developed a PMP for its new Integrated Strategic Plan and had on board over thirty Implementing Partners, many of whom had also developed their project performance plans, MSI felt that the appropriate place to begin its work under MEMS was with an Initial Assessment that gauged the quality and completeness of the existing Mission and IP monitoring and evaluation processes, products and their utilization. The scope of MEMS' Initial Assessment was discussed with the Program Office and other USAID senior staff before it was undertaken. At the urging of the Mission's Deputy Director, special attention was paid to the number of indicators USAID/Uganda was tracking, which the Deputy Director said he believed were at least double what made sense from a quality and utilization perspective. The initial assessment, which structurally paralleled the three MEMS objectives outlined above, was carried out by the MEMS project team between June 1 and August 31, 2003. It covered all three SOs and included existing and new projects and IPs. MEMS provided the Mission with a briefing for USAID staff on the Initial Assessment and electronic and hard copies of the report, which included sections on what MEMS found with respect to each of the Mission's three SOs. (December 2003)

Findings from the initial assessment helped to frame MSI's approach to MEMS and served as an important reference point for implementation of the contract. Key findings in this regard included:

#### **Performance Monitoring**

- While the Mission had consolidated its portfolio management from six to three SOs under the new ISP, the number of performance indicators it was attempting to monitor at the SO and IR levels had increased, over a very short period of time, from 65 to 142.
- At the Mission-level, all three of the Mission's SO-level PMPs were "unsettled and incomplete" and included baseline data and either life of program or annual performance targets for only 15 of the total 142 indicators identified.
- Performance indicators in Mission-level PMPs were not well aligned with results, i.e., there were many instances across the three Mission PMPs where indicators were attached to results for which they were not actually appropriate measures. The most frequent problem in this regard was a tendency to pluck indicators from the bottom of an SO level Results Framework, where they were appropriate, and list them at the IR level or higher, where they were not appropriate.
- The quality of Implementing Partner PMP and performance data collection and reporting varied widely. Further, it was not being systematically assessed by USAID or IPs against

USAID data quality standards. Key to some of this inconsistency was what IPs perceived to be a lack of interest or feedback to them on their performance monitoring work. A number of IPs told MEMS that they had no idea what USAID did with the data they submitted.

- A number of situations were identified during the Initial Assessment where USAID SO and IR-level performance indicators depended on data from several IPs and those IPs were collecting data for the indicators in totally different ways, often using different definitions of key terms.

### **Evaluation**

- In the two years prior to the start of MEMS, the Mission had planned many more evaluations than it had actually undertaken.
- The need for information to design a new project emerged as the most frequent reason why evaluations were conducted.
- Evaluations, once completed, were not being shared with IPs or other stakeholders. The Mission had no standard or central mechanism or procedures for sharing evaluation results, either orally or in report form, or for assessing evaluation quality.
- Very few evaluations conducted by USAID/Uganda had been sent to USAID's Development Experience Clearinghouse (DEC) in accordance with ADS requirements.

### **Dissemination**

- Interviews during the Initial Assessment elicited statements from Mission staff that made it clear that the dissemination of M&E information downward to projects or laterally, including with other donors and the Government of Uganda, was not a Mission priority.
- USAID/Washington was viewed as the main customer for the Mission's performance information. The situation was likened by one of the Mission's senior management team to a train that starts at the IP's location and passes through the Mission only briefly on its way to Washington.

### **M&E Capacity**

- At the time MEMS started, most USAID staff, both Direct Hire and Foreign Service Nationals, had received some basic M&E training as part of broader courses provide to them by the Agency.
- Most IP M&E staff had only on-the-job training in M&E. Very few had any formal training in M&E, though a number were aware of social science research methods from courses they had taken in school.

MEMS' Initial Assessment not only helped to structure its work in each of these arenas, it also set the stage for monitoring the degree to which USAID and its IPs improved their monitoring and evaluation work over the life of the project.

## 2 Follow-Up on the Initial Assessment

As MEMS evolved, the team implemented several types of efforts to track changes in M&E practices at the SO team level and among IPs.

- **Vital Signs Reports** In 2004, consistent with the emphasis in the contract on improving M&E in USAID/Uganda, MEMS prepared what it titled a *Vital Signs* report which re-examined USAID/Uganda's status, SO by SO, in all areas covered by the Initial Assessment. MEMS presented the findings of this one-year-later review in a briefing to USAID SO team leaders and senior staff and provided the Mission with electronic and hard copy versions of this report. (March 2005). MEMS prepared a second *Vital Signs* report for 2005, tracking changes in Mission M&E practice. (December 2005) Each of these *Vital Signs* reports identified areas where some but not necessarily all SO teams were making progress, as well as areas where little progress had been made since the Initial Assessment. After the second report, USAID/Uganda did not ask the MEMS team to make a formal presentation of its updated findings to the staff. Rather, MEMS was asked to refocus any updates on its Initial Assessment on IP "report cards" that would show how individual IPs were improving. Future updates need not track changes at USAID SO team-level, the MEMS team was told.
- **IP Report Cards** While its *Vital Signs* reports had included information on how IPs had improved their M&E practice since the Initial Assessment, these 2004 and 2005 reports examined changes in only a sample of the IPs. Starting in 2006, MEMS refocused its updates from the Initial Assessment exclusively on IP performance and examined a much larger number of active IPs in this regard. The 2006 version of this report, in three SO-specific volumes, consisted of simple two-page status reports on each IP the MEMS team reviewed and included a checklist of key M&E practice elements and a commentary on the audit readiness of the IP from an M&E perspective. (October 2006). In 2007, MEMS combined its review of IP performance monitoring progress with MEMS' annual Data Quality Assessment report, discussed further below.

## E. PERFORMANCE MONITORING

At the start of the MEMS project, USAID/Uganda was operating under ADS guidance on performance monitoring that had been in place for close to a decade. USAID staff and most IPs that worked with USAID were well acquainted with USAID expectations for the development of Results Frameworks and the identification of indicators for monitoring performance at all levels of a program or project's hierarchy of objectives. It was against this backdrop that MEMS' Initial Assessment, like the USAID/Uganda Deputy Director, reached the conclusion that the Mission might have unnecessarily increased the number of indicators it was monitoring and could cut back.

This was the context in which MEMS began providing hands-on performance monitoring assistance to USAID SO teams and IPs, and started helping the Mission's Program Office aggregate performance data across SOs in support of USAID annual reporting requirements. What neither USAID nor MSI foresaw when work under the MEMS task order was initiated was the extent to which the performance monitoring landscape would change over the next five years. Over that period, USAID performance reporting, particularly for health programs that address critical problems facing Africa, has been transformed as a function of three large-scale initiatives, all of which introduced "common" performance measures into a performance management environment that, until they commenced, had been driven primarily by local project and program-level decisions about what to measure. Each of these transformative initiatives, described briefly below, had a significant impact on the way performance monitoring work was addressed by USAID/Uganda and its implementing partners, including MEMS.

- **The President's Emergency Plan for AIDS Relief (PEPFAR)** Introduced through the 2003 State of the Union address, PEPFAR was funded in 2004, the same year in which a five-year strategy for its implementation was produced. PEPFAR guidance issued in 2004 identified approximately 100 performance indicators on which Missions might need to report, depending on the nature of their HIV/AIDS activities. While this number had dropped to just below 50 by the time the 2007 PEPFAR monitoring guidance was issued, PEPFAR reporting requirements remained formidable. At the start of the PEPFAR implementation period, MEMS played a lead role in explaining the PEPFAR indicators to USAID/Uganda IPs and helping them establish procedures for collecting data against these indicators. With a large number of USAID/Uganda IPs working on HIV/AIDS, MEMS had to scale up by adding an extra staff member, on a short term basis, who was dedicated specifically to PEPFAR monitoring. MEMS also designed data reporting formats to standardize IP reporting on PEPFAR indicators. These formats were subsequently automated by a second performance monitoring contractor USAID/Uganda hired to work exclusively on PEPFAR reporting.
- **The President's Malaria Initiative** In 2005, the President's Malaria Initiative was launched, with USAID and the Centers for Disease Control both playing a prominent roles. Following the lead established by PEPFAR, planning included the development of a set of performance indicators. PMI guidance includes roughly 65 indicators. The actual number a Mission is required to report on varies depending on the nature of its malaria program. PMI is being phased in overseas, but has already been launched in Uganda. As with PEPFAR, MEMS found it necessary to again "staff up" to handle the work involved in acquainting IPs with these new requirements and helping them develop appropriate data collection tools and approaches.
- **Standard Indicators Under the New Foreign Assistance Framework**

In 2006, USAID, working closely with the Department of State, produced a new Foreign Assistance Framework. To better understand the results of USAID programs on a global basis, USAID elaborated the new Foreign Assistance Framework as a set of Program Areas, each of which included a number of Program Elements and Sub-Elements. For each Program Element, USAID identified a number of standard indicators. Missions working on projects that fit under any given Program Element are now expected to report on those standard indicators under a Program Element that best capture the kinds of results the Mission anticipates realizing. USAID guidance on standard indicators includes hundreds of options from which Missions select those that are appropriate. In late 2006, throughout 2007, and during the first half of 2008, MEMS has supported Mission and IP efforts to incorporate appropriate standard indicators from this guidance into existing and new PMPs. Rather than being concentrated in a single sector as was the case for PEPFAR and PMI, explaining these changes to IPs and helping them integrate standard indicators into their performance monitoring systems involved the whole MEMS staff.

Changes introduced with the new Foreign Assistance Framework also affected performance reporting at the Mission level. Unlike PEPFAR and PMI, which are handled through separate reporting exercises, procedures associated with the new Foreign Assistance Framework eliminated Annual Reporting as USAID had known it and replaced five-year Strategic Plans with annual Operational Plans, which have shorter term targets as well as annual reporting that is grounded largely in the new standard indicators described above.

For MEMS, these initiatives presented a special challenge with respect to its efforts to improve the quality of USAID and IP performance monitoring.

## **1. Performance Monitoring Assistance to SO Teams and IPs**

MEMS' mandate, as understood at the start of the project by USAID's Program Office staff and the Mission's SO teams, was to *assist* SO teams in carrying out *their* performance measurement responsibilities. How frequently SO teams called on MEMS for assistance, how thoroughly they integrated MEMS staff into their M&E planning activities, and how often they suggested to their IPs that they should seek MEMS advice and assistance was up to the SO teams.

Early in the contract period, and several times thereafter, USAID's Program Office reached equally to all SO teams to make the areas where MEMS could provide services known to the SO teams, as did the MEMS staff. As a result of these efforts and as a function of the Program Office's frequent needs for assistance, the MEMS team never lacked for work, despite the fact that SO teams differed considerably in the degree to which they sought MEMS help, particularly in the first two years of the contract period.

With IPs, the nature of MEMS assistance depended whether the project was new or well established, and on whether the project team had an M&E officer and the extent of that individual's M&E training. MEMS' ability to help IPs develop or improve their PMPs and performance reporting also depended on how much of an investment project and USAID staff had in the performance monitoring indicators and approaches they were already using. Despite differences in how work with IPs began, MEMS was able to provide a large number of them with a wide range of individualized assistance. Over the term of the contract, MEMS provided hands on assistance to a total of 77 different USAID IPs with their performance monitoring work, of which 14 were IPs that worked on SO 7; 49 were IPs that worked under SO 8, and 14 were IPs that worked under SO 9. Annex B provides a list of these IPs and the types of assistance MEMS provided to each one.

While MEMS provided assistance to IPs on their PMPs and performance monitoring issues all year long, two peak periods of intense work with IPs emerged over the first two years. The first of these periods was in the early fall, when MEMS worked with every IP to ensure that data for Mission performance reporting would be in place on time. The second period of intense concentration on IP performance emerged in the summer of the second year of the project, when MEMS began to conduct regular Data Quality Assessments. During this assessment period, MEMS regularly reviewed performance indicators on which IPs reported to determine whether the data they collect met all of USAID's information quality standards as set forth in the ADS. The findings of Data Quality Assessment undertaken by MEMS were summarized for USAID in hard copy and electronic reports each year between 2004 and 2007. In 2008, when an Inspector General report spotted weaknesses in data quality in projects that reported under PMI, MEMS undertook a supplementary Data Quality Assessment for this group of projects and reported to both USAID and CDC on its findings.

## **2. Performance Reporting Assistance to USAID/Uganda's Program Office**

At various points during each year of the MEMS contract, the team's primary client was USAID/Uganda's Program Office. This concentration of assistance tended to occur in the early fall, when the Program Office focus turned to its annual performance reporting tasks. MEMS worked closely with the Program Office soon after instructions on annual performance reporting requirements were issued each year, translating those requirements into detailed performance reporting schedules for IPs that would allow MEMS sufficient time to aggregate data from multiple donors on indicators where that sort of analysis was needed.

Mid-way through the MEMS project, the team discussed ways in which this annual process could be improved, producing flow diagrams aimed at identifying where performance reporting involved circular

loops or resulted in a time gap between its receipt in USAID and at MEMS. Web-based reporting was suggested at that time, but USAID/Uganda was not yet ready to move in that direction for all performance reporting, even though it was moving in that direction for its PEPFAR reporting. Over the last six months of the project, however, MEMS has been encouraged to pursue web-based reporting and prior the end of the project in June 2008 was able to develop and pilot test viable approaches, as well as demonstrate them for the Mission. Over this same period, the MEMS team also expanded its GIS capabilities, using them to help at least one IP design a location-based reporting system it can apply across several districts when the Mission moves to web-based reporting.

In the early years of the contract period, MEMS also dedicated time in the early fall to collecting and organizing information on national indicators and major changes in the county's situation, particularly in the North. Using this information, MEMS drafted a descriptive/statistical summary from which the Mission could draw in preparing its Annual Report. When the Mission's reporting requirements shifted, and the need for a national profile of this sort declined, USAID told to MEMS that it should stop producing them.

At about that same time, MEMS began to supplement the annual performance reporting packages of information it prepared for the Program Office with analyses aimed at helping the Mission utilize performance data and send it on to Washington. MEMS' innovation in this regard was the introduction of colorized performance "maps" that display on each SO level Results Framework which results "met", "exceeded" or "failed to meet" USAID expectations. These annual performance maps, which appeared to be particularly useful to the Mission, was produced once by MEMS in 2008, covering two quarters. MEMS also provided the Program Office with suggestions, over the years, about how it might better integrate information from performance monitoring and evaluations into its pipeline reviews.

## **E. EVALUATION**

MEMS assistance to the Mission on evaluation evolved over the life of the project from a fairly low level of activity during the first year to an intensive evaluation management role for the Mission by the fifth year. Early work included the compilation of lists of planned evaluations and tracking over several years what portion of the evaluations the Mission planned it actually undertook, and why plans and performance differed in this regard. Coming out of its Initial Assessment, MEMS also focused in its first year on several practices that warranted modification, e.g., there had been several examples of evaluations undertaken by the Mission after, rather than before, plans for follow-on projects were developed, or new contracts awarded. Another practice MEMS began to address with USAID/Uganda during its first year was the Mission's failure to consistently provide copies of evaluations to the DEC, as required by the ADS. From then on, MEMS periodically checked the DEC for USAID/Uganda entries and encouraged systematic submission of all Mission-funded evaluations and assessments.

Over the life of the project, MEMS was increasingly called upon by Mission staff on all SO teams to review and suggest improvements in evaluation Scopes of Work (SOWs). Through repeated involvement in this process, and in other fora, MEMS used these opportunities to encourage Mission staff to be more specific in their SOWs about the management reasons for undertaking the evaluation; provide an overview of the kinds of performance monitoring and other information the Mission had on which an evaluation team could build; explicitly state their expectations about intermediate evaluation team products, such as a detailed field work plan and draft instruments; and ask fewer questions. While the results of repeated suggestions of this sort were not consistent, MEMS did note some decline in the average number of questions included in SOWs and a better balance between SOW expectations and the time and resources available.

In the project's initial year, MEMS conducted one end-of-project evaluation on behalf of the Mission. In subsequent years, the pace of evaluations stepped up considerably. Overall, MEMS completed 14 evaluations for the Mission as well as two meta-evaluations and three other assessments. The first meta-evaluations included one review that focused on the findings and recommendations of four earlier HIV/AIDS evaluations and culminated in a workshop in which USAID staff reviewed and discussed the meta-evaluation findings. The second meta-evaluation was a diagnostic effort that focused on the quality of USAID/Uganda evaluation reports, and involved the selection of a random sample of Mission evaluations which were then scored on a quality checklist with which Mission staff who have taken MSI's Certificate Program in Evaluation are already familiar. Annex C provides a list of these evaluations and other assessments, all of which have been provided to the Mission in hard copy form.

MEMS' increasing role as an evaluation manager for USAID highlighted many of the problems that result in weak evaluation reports. To counteract tendencies of this sort, MEMS analyzed the evaluation process flow and identified key intervention points. It developed tools for improving evaluation processes at each of these intervention points and compiled them into a guide for managing evaluations and similar types of analytic studies. This guide has been provided to the Mission in hard copy and electronic form. It was also shared with a new MSI-managed MEMS-type project USAID is undertaking in Sudan, where it is already being used to manage evaluations and assessments for that Mission.

## **G. DISSEMINATION**

As indicated above, many of the M&E information dissemination tasks envisioned in the RFP and contract for MEMS were subsequently removed from the contract. Early in the contract period, the Initial Assessment highlighted dissemination as a weak aspect of USAID/Uganda's approach to performance management. IPs noted to the MEMS team during the Initial Assessment that there was often no feedback or discussion of the performance information they provided to the Mission. Nor did MEMS find examples at that time of M&E information from one project in a sector being shared with all IPs in that sector, or with government agencies or other donors working on the same problems in the same areas. Inconsistent submission of evaluations to the DEC fit with this overall picture.

For MEMS, the Mission's apparent low level of interest in dissemination, at least in the early years of the project, also minimized the number of dissemination workshops, of the kind envisioned in the RFP that were actually held. Rather than three per year, MEMS was actually asked to organize only one such session during the contract period, i.e., a dissemination workshop on the results of the Food Security study MEMS had done through the Economic Policy Research Centre at Makerere University. Other than this, MEMS' only dissemination roles during the project involved preparing several "Success Stories" for the Mission based on project performance data, and disseminating to Mission staff and IPs a summary of its annual analysis of the extent to which data on indicators the Mission and its IPs monitor are gender disaggregated.

## **H. CAPACITY BUILDING**

MSI expects that the most important legacy of its MEMS tenure may well be the M&E skill transfer it was able to effect over the last four years through the MSI training programs it provided to Mission and IP staff. When the MEMS project started, MSI did not envision training as a key focus of its work. The need for training, particularly among IP M&E officers, emerged from the Initial Assessment. When that finding emerged, MEMS responded by asking MSI/Washington what courses it already had in monitoring and evaluation that could be brought to Uganda for IPs. In response, MSI pulled materials from its existing courses together to form a one week course in Performance Monitoring for Implementing

Partners which it began teaching in 2004. In 2006, MEMS hosted the first presentation in Uganda of MSI's Certificate Program in Evaluation, which is taught worldwide for USAID M&E officers. After the first offering of each of these courses, demand for repeated offerings grew. By the end of the project, MEMS had managed to present its monitoring course six times, including several offerings outside Kampala, and it had presented the three-week Certificate Program in Evaluation three times. In all, MEMS graduated 225 individuals from its one-week Performance Monitoring course and 69 from MSI's three-week Certificate Program in Evaluation over the life of the project. These individuals are now serving as M&E officers and in other positions in USAID and in USAID IP projects around the country. In addition, MEMS provided a half-day Data Quality Assessment training for 21 members of USAID/Uganda's staff and a half-day briefing on improving the quality of monitoring and evaluation for 16 of USAID/Uganda's senior personnel.

With the broader Ugandan M&E community, MEMS undertook three capacity building activities.

- **M&E Specialist Roster.** This involved the creation and annual updating of a roster of individuals, firms and other types of organizations with M&E experience. Entries on the roster were peer reviewed each year and the roster, which was published in booklet form, went electronic in 2007. The roster has become a resource for USAID/Uganda. It is also used by M&E specialists, and for a number of years the roster was distributed to other donor organizations and the Government.
- **M&E Library.** Access to published literature on M&E is limited in Uganda. To address this issue, MEMS included in its proposal a small amount of money to be used to build an M&E library. Over the life of the project, a number of significant volumes written by key individuals in the evaluation field were acquired for this library, which was located at MEMS but was open for use by USAID, IPs and others interested in learning more about M&E approaches and tools. The library, including electronic copies of the Roster and all of the reports produced by the project, as outlined in Annex E, will remain in Uganda at a location of USAID's choice after MEMS ends.
- **Ugandan Evaluation Association.** In many countries, a national evaluation association is an effective mechanism for continuous learning and for improving M&E practice across government and private sector programs. These associations have traditionally been low cost or free membership organizations, particularly for students, that have made it easy for anyone who is interested in learning to interact informally and in conference type settings with more senior people in this field. Having helped to launch the seventeen-country evaluation association that serves Eastern Europe and worked with the all Africa Evaluation Association (AFREA) based in South Africa, MSI proposed that a small amount of MEMS time be spent on an effort to revitalize Uganda's moribund evaluation association. While MEMS was successful in stimulating a re-launch of the organization, there is little evidence to suggest that Uganda is making progress towards real revitalization and expansion. It may simply take a few more years of experience with M&E for this kind of effort to take off.

## I. NEXT STEPS

USAID/Uganda and the IPs with which it works are at a point along an M&E improvement trajectory where a real choice exists. Enough progress has been made over the past five years, albeit uneven gains across the focus areas discussed in this report, for the Mission and its IPs to feel that progress. One option is to stop here and consolidate the gains that have been made, and simply move forward at a new plateau. The other option involves looking carefully at what has not improved and where challenges remain. USAID/Uganda and its partners have the basic skill sets needed to take on those challenges, if a

commitment to do so exists. For those who want to continue the climb, particularly in the evaluation realm, the resources linked to this report provide many of the tools that will be needed – assessment tools in the Initial Assessment and the meta-evaluation on evaluation quality; a proven process for improved management of the evaluation process, encapsulated in the guide discussed herein; the roster of M&E specialists; and the M&E library that, hopefully, will continue to grow and be used.

## ANNEX A

### SUMMARY OF MEMS DELIVERABLES AND THEIR END OF PROJECT STATUS

Contract Statement of Work, As Modified <sup>1</sup>		Activity/Product Status
<b>A) Performance Monitoring</b>		
<b>1</b>	Assist Mission SO Teams	Done, annually to the extent SO teams wanted assistance
a	Assess reporting requirements	Done
b	Review PMPs	Done, for every project on which assistance was requested
c	Ensure linkage of partner PMPs to SO reporting requirements	Done, for every project on which assistance was requested
d	Ensure data quality and reliability for each SO and IR indicator	Done, through annual data quality assessments from 2005 forward
e	Ensure indicators at goal, SO, and intermediate results levels are being tracked with sufficient rigor	Done, to the extent USAID required. More work in this area in early project years than in more recent project years.
f	Collect and analyze performance data as necessary for USAID/Uganda FY08 Operational Plan	Done
g	Carry out a data quality assessment to ensure that all PMI data that USAID/Uganda uses for purposes of reporting to USAID/Washington meets ADS quality standards	Done
<b>2</b>	Build on ISP performance indicators to build a monitoring methodology and evaluation plan	Done, to the extent SO teams were receptive to assistance
a	Validate baseline data and targets by year	Done, for every project/program on which assistance was requested
b	Ensure IPs are using common methods and definitions	Done, for all multi-project indicators
c	Collect data – quantitative and qualitative, to track progress on reaching targets for each level of result of the Mission's ISP.	Done, annually initially and in later on a quarterly basis.
d	Develop inventory of indicators for use by partners	Done, through a special study
e	Aggregate data into format for reporting requirements	Done, which changes each year as USAID formats changed.
f	Recommend any realignment of strategic approach	Recommendations from MEMS were made but on how to better use M&E information for this purpose than on what specific changes the use of M&E information would suggest.
<b>3</b>	System for documenting process and impact	Done to the extent USAID was interested

<sup>1</sup> Contract Requirements altered by amendments are highlighted in grey.

<b>Contract Statement of Work, As Modified<sup>1</sup></b>		<b>Activity/Product Status</b>
		in improving systems rather than simply specific products
a	Analyze data and suggest ways to improve performance	Done, at both the program and project level, primarily through evaluations and a substantive meta-evaluation
b	Collaboration with partners to documents results and impact	Done, annually and recently more frequently lined to Mission reporting requirements
c	Collaborate with partners to document factors contribute to /hinder achievement	Done, primarily through individual evaluations
d	<i>Evaluate current monitoring and reporting methods</i>	
d	REVISED: "Evaluate currently-used methods to report monitoring and evaluation findings to USAID, and partners and develop an approach that both facilitates corrective actions for better program performance"	Done, through the Initial Assessment; annual reviews of data quality and IP "report cards" and an evaluation report quality meta-evaluation
<b>B) Evaluation Assistance</b>		
Formal evaluation process to comply with ADS guidance		
1	Identify Ugandan firms available and qualified to conduct evaluations	Done, through an annually updated roster of Ugandan M&E specialists
2	<i>Matrix of mission evaluations, annual</i>	Transferred to the Mission Evaluation Officer
2	REVISED: "Monitor evaluation report compliance with ADS on an annual basis"	Done informally in early years, formally through an evaluation report quality meta-evaluation
3	Advise Mission and IPs on SOWs and SO-level evaluations	Done, on a continuous basis throughout the life of the project
4	Recommend methods for timely use of evaluations	Done through discussions with SO teams and by highlighting for USAID evaluations which were not undertaken on a timely basis, e.g., conducted after follow-on projects were already designed or underway.
5	Provide guidance to ensure quality, timeliness and adequate dissemination of results	Moved to USAID's Public Affairs Officer
6	Annual consultations with each SO - Strengthen intermediaries' capability to monitor, evaluate and disseminate info	Done, more than annually with some SO teams
7	<i>Annual consultations with each SO - Enhance recipient's evaluation procedures</i>	
7	REVISED: "Conduct consultations with each SO Team on an annual basis"	Done
8	Annual consultations with each SO - Identify targeted sectoral studies, etc to assist in decision making	Done but the outcome was not always studies, it was often the identification of

<b>Contract Statement of Work, As Modified<sup>1</sup></b>		<b>Activity/Product Status</b>
		which new projects would need PMP assistance.
	AIM evaluation - \$41,528	Done
	<i>PIASCY Baseline - \$92,302</i>	
	REMOVED: PIASCY Baseline	
	<i>PIASCY Evaluation - \$80,174</i>	
	REMOVED: PIASCY Evaluation	
	HIV-TB evaluation - \$9,403	Done
	HIV Networks Services evaluation - \$65,725	Done
<b>9</b>	Establish sources for rapid prep, printing and delivery of major M&E docs	Done
<b>10</b>	Produce a targeted sector study on HIV-AIDS Service Networks, One end-of-activity evaluation for JCRC, and one mid-term evaluation for the IRCU	Done
<b>11</b>	Work with USAID SO Teams to identify workshops to disseminate evaluations/special study results to stakeholders and support the Teams in providing facilitation in logistical support	Done to the extent that SO teams wanted these types of events. Food Security workshop was main instance of this type of activity. A workshop on a meta-evaluation for the SO 8 team served this purpose on a smaller scale.
<b>C) Reporting/Deliverables</b>		
<b>1</b>	Annual Work Plan	Done
a	Proposed activities	Done, included in work plans and regular CTO meetings
b	Time frame	Done, included in work plans and regular CTO meetings
c	Budget	Done, included in work plans and regular CTO meetings. Also through an annex to the Y1 annual work plan that allocated project LOE and through budget realignment exercise that resulted in contract amendments.
d	How activities will be implemented with partners	Done, included in work plans
e	Review previous year's accomplishments, problems	Done, included in work plans and regular CTO meetings
f	Proposed goals and progress towards achieving them	Done, included in work plans and regular CTO meetings
2	Roster of Ugandan Firms, etc able to provide M&E tech assistance	Done, and updated annually, and mounted on the website.
3	Yearly Progress Report	Done, as part of the annual work plan exercise
a	Quantitative progress towards SOs from past year and expectations for coming year	Done, contributions to this effort for program portfolio on an annual basis, and for MEMS through annual work plan exercises

<b>Contract Statement of Work, As Modified<sup>1</sup></b>		<b>Activity/Product Status</b>
b	Review of critical assumptions and causal relationships	Done through internal reviews of the project in 2004 and 2006 and a SWOT exercise in 2005.
c	<i>Need for any changes to the operating unit's management contract and to the strategic plan</i>	
c	REVISED: "Consult with SO Teams at least twice annually to update/document their priorities for MEMS"	Initiated for the final year of the project after the amendment that made this change but less than a full year was left in the project time frame.
4	Materials to support the dissemination of monitoring and evaluation findings	Done, through briefs, success stories, reports and a dissemination workshop
a	<i>Newsletters, info bulletins, or other print media, etc</i>	
a	REVISED: Establish a website that provides worldwide M&E resources for USAID and IPs	Done, with updates as materials became available. Complemented by hard copy library of M&E materials MEMS built and made available to USAID and IP staff.
b	<i>Guide on "How to report results and impact"</i>	
b	REVISED: Provide a services of "How To Reports" in key areas of M&E that USAID etc in Uganda can use to better monitor and evaluate programs	Done, three volumes prepared, of which two were published and distributed as small booklets. CTO has been alerted that all volumes may require updating as USAID is currently in the process of moving the locations/URLs for documents linked to these "How To" guides.
c	Press releases and newspaper stories, flyers and brochures	Moved to USAID Public Affairs Officer
5	Special Studies - described as "ten short informational reports on the mission's program using data generated through the contract to meet unanticipated or special needs reporting"	Done. Included annual program performance reviews; several reviews of M&E status relative to the Initial Assessment; annual analyses of gender disaggregation of performance data, and formal evaluations.
6	Up to 3 dissemination workshops in Uganda for a max of 25 local participants each.	
6	REVISED: "Work with USAID SO teams on timing of M&E workshops to maximize lesson utilization"	Done to the extent USAID/Uganda staff interest existed
7	<i>Provide one M&amp;E Capacity building workshop for USAID/Uganda Implementing partner Chief of Parties, not exceeding one day duration</i>	
7	REMOVED: M&E Capacity building workshop	Done
8	An electronic report of data and data analysis results that USAID/Uganda will request the contractor to collect and analyze for the FY08 Operational Plan	Done
9	A DQA report for all PMI indicators. At least 3 hard copies and one electronic copy in MS word	Done
10	Report on HIV-AIDS Service Networks	Done
11	Special Studies	Done
a	JCRC Evaluation	Done
b	<i>IRCU</i>	

<b>Contract Statement of Work, As Modified<sup>1</sup></b>		<b>Activity/Product Status</b>
b	REMOVED: IRCU	NA
12	Report on M&E Capacity building workshop for USAID/Uganda - note : not explicitly removed in Mod 11	NA

## **ANNEX B**

### **LIST OF IMPLEMENTING PARTNERS ASSISTED AND TYPES OF ASSISTANCE PROVIDED**

## Implementing Partners Assisted by MEMS

### SO7/EG- Project status

S/N	Activity Name	Category of USAID IP	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
1.	APEP	Contractor	Chemonics International Inc	<p>This activity aims to expand economic opportunities in the Ugandan agricultural sector by increasing agricultural productivity and marketing of key food and cash crop systems.</p> <p>This is a national level activity, which works with producer and processor associations in five sectors: cotton, coffee, bananas (matoke), spices (vanilla, cardamom) , grains (maize and upland rice) and oil seeds (Sesame, sunflower, Soya).</p>	<p>Started- 7/9/2003 End- 7/8/2008</p>	<ul style="list-style-type: none"> <li>- PMP reviewed</li> <li>- Data Quality Assessment (DQA) carried out/ visited in the fields.</li> <li>- M&amp;E staff trained in the Performance Monitoring course</li> <li>- A formative project evaluation managed and done.</li> <li>- Supplied with the MEMS roster for consultants (printed copies)</li> <li>- OP data reported</li> </ul>	The project is still on-going
2	Rural SPEED	Contractor	Chemonics International Inc	<p>This activity addressed four key constraints to rural finance: 1) savings mobilization, 2) service delivery mechanisms, 3) agricultural Finance, and 4) new finance products such as leasing, mortgage and insurance.</p>	<p>Started- 11/9/2004 End- 11/9/2007</p>	<ul style="list-style-type: none"> <li>- PMP reviewed</li> <li>- Data Quality Assessment (DQA) carried out/ visited in the fields.</li> <li>- M&amp;E staff trained in the Performance Monitoring and Evaluation courses.</li> <li>- Support provided</li> </ul>	The project ended

S/N	Activity Name	Category of USAID IP	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
						<ul style="list-style-type: none"> <li>for the Poverty Assessment study (PAT)</li> <li>- Provided with the MEMS roster (printed copies)</li> <li>- Assisted to report OP data</li> </ul>	
3	PRIME West	Contractor	Development Alternatives Incorporated	This activity aims to conserve biodiversity by reducing threats to ecosystems through increased economic opportunities and conflict resolution for rural communities. (Western and Southwestern Uganda: Kabale, Kisoro, Kanungu, Rukungiri, Kasese, Masindi, Hoima and Bushenyi)	Started- 7/15/2003 End – 10/15/2008	<ul style="list-style-type: none"> <li>- Data Quality Assessment (DQA) carried out/ visited in the fields.</li> <li>- M&amp;E staff trained in the Performance Monitoring and Evaluation courses.</li> <li>- Provided with the MEMS roster (printed copies)</li> <li>- Assisted to report OP data</li> <li>-</li> </ul>	The project is on-going
4	SCOPE	Contractor	Chemonics International Inc.	SCOPE was responsible for expanding the competitiveness of targeted subsectors by promoting private sector-driven market initiatives, increasing institutional capacity for competitiveness, structuring a results-oriented, sustainable Private/Public competitiveness dialogue and	Ended 2006	<ul style="list-style-type: none"> <li>- Data Quality Assessment (DQA) carried out</li> <li>- M&amp;E staff trained in the Performance Monitoring and</li> </ul>	The project ended

S/N	Activity Name	Category of USAID IP	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
				supporting development of an enabling environment for broad-based economic growth through expanded trade.		<ul style="list-style-type: none"> <li>Evaluation courses.</li> <li>Provided with the MEMS roster (printed copies)</li> </ul>	
5	FISH	Contractor	AUBERN University	The activity promotes commercial aquaculture in Uganda. It is a national activity with activities in crescent areas.	Started- 5/16/2005 End – 9/16/2008	<ul style="list-style-type: none"> <li>Technical support was provided in the PMP developments</li> <li>Data Quality Assessment (DQA) carried out/ visited in the fields.</li> <li>M&amp;E staff trained in the Performance Monitoring and Evaluation courses.</li> <li>Provided with the MEMS roster (printed copies)</li> <li>Assisted to report OP data</li> </ul>	The project is on going
6	ACDI-VOCA Development Assistance Program	Cooperative Agreement	Agricultural Cooperative Development International/ Volunteers in Overseas Cooperatives	This program aimed at enhancing food security at the household level	The first project ended 2006	<ul style="list-style-type: none"> <li>Visited for Initial Assessment (IA)</li> <li>Data Quality Assessment (DQA) carried out.</li> <li>Their M&amp;E person trained in the Performance Monitoring course.</li> <li>Provided with the MEMS roster (printed copies)</li> </ul>	The project ended

S/N	Activity Name	Category of USAID IP	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
7	ACDI-VOCA Multi-year Assistance Program	Contractor	Agricultural Cooperative Development International/ Volunteers in Overseas Cooperatives	This food security program is made up of a consortium of agribusiness cooperatives that provide opportunities for learning farming and agribusiness skills.		<ul style="list-style-type: none"> <li>- Technical support was provided in the development and their PMP reviewed</li> <li>- Provided with the MEMS roster.</li> <li>- Assisted to report OP data</li> <li>- Supported in the review of consultant's proposals in the preparations for the Baseline study</li> </ul>	The project is on-going
8	AWF	Cooperative Agreement	African Wildlife Foundation	The African Wildlife Foundation was awarded the above Associate Award on April 24th, 2002 in order to implement the project "Conservation of Afro-Montane Forest and Mountain Gorillas in a Landscape Context". The program activities were designed to place the conservation of mountain gorillas and their Afro-montane habitat in a broader "landscape context".	Started – April 24th, 2002	<ul style="list-style-type: none"> <li>- Visited for Initial Assessment (IA)</li> <li>- Data Quality Assessment (DQA) carried out</li> <li>- Provided with the MEMS roster (printed copies)</li> </ul>	The project ended
9	UGANDA PRIVATE SECTOR DAIRY INDUSTRY DEVELOPMENT	Contractor	Land O' Lakes	The goal of the activity was to increase dairy sector competitiveness and productivity, which would ensure that milk produced by farmers finds a ready market and that more Ugandans	Ended- September 2006.	<ul style="list-style-type: none"> <li>- Visited for Initial Assessment (IA)</li> <li>- Data Quality Assessment (DQA) carried out</li> <li>- M&amp;E staff trained</li> </ul>	The project ended

S/N	Activity Name	Category of USAID IP	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
	NT			have access to safe, nutritious milk and milk products.		<ul style="list-style-type: none"> <li>in the Performance Monitoring and Evaluation courses.</li> <li>Provided with the MEMS roster.</li> </ul>	
10	WILD (Wildlife, Landscapes and Development for Conservation)	Cooperative Agreement	World Conservation Society-Uganda	The project is based in Northern Uganda and it is supposed to make a substantial contribution to the expansion and strengthening of the conservation estate, while mitigating the most pressing threats to the conservation of key landscapes and species in the region.	Started- Aug 30, 2007	<ul style="list-style-type: none"> <li>PMP reviewed</li> </ul>	This is a new project. Their PMP was reviewed; however, there was no feedback from the IP neither from their CTO.
11	SAVE THE CHILDREN (USA) (Development Assistance Program-DAP)	Cooperative Agreement	SAVE THE CHILDREN (USA)	This program aims to improve food access, production and utilization for 2,500 households in Nakasongola District.	Started- 10/1/2003 End – 9/30/2008	<ul style="list-style-type: none"> <li>Visited for Initial Assessment (IA)</li> <li>Data Quality Assessment (DQA) carried out/ visited in the fields.</li> <li>M&amp;E staff trained in the Performance Monitoring and Evaluation courses.</li> <li>Provided with the MEMS roster (printed copies)</li> <li>Assisted to report OP data</li> </ul>	The project is on-going

S/N	Activity Name	Category of USAID IP	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
12	World Vision (Development Assistance Program-DAP)	Cooperative Agreement	World Vision International	This program aims to enhance food security at the household level for families and to facilitate a transition from relief to development for the IDPs and host communities.	Started – 10/1/2002	<ul style="list-style-type: none"> <li>- Data Quality Assessment (DQA) carried out/ visited in the fields.</li> <li>- M&amp;E staff trained in the Performance Monitoring and Evaluation courses.</li> <li>- Provided with the MEMS roster (printed copies)</li> <li>- Assisted to report OP data</li> <li>- Supported to review the Livelihood study in Northern Uganda</li> <li>- Supported in the development of the scope of work (SOW) for their final evaluation.</li> </ul>	The project carried out its final evaluation in March
13	CRS (Development Assistance Program-DAP)	Cooperative Agreement	Catholic Relief Services	This is a food security intervention that aimed at facilitating a transition from relief to development for IDPs and host communities in northern Uganda.	Started – 4/1/2001 Ended- 1/31/2007	<ul style="list-style-type: none"> <li>- Data Quality Assessment (DQA) carried out/ visited in the fields.</li> <li>- M&amp;E staff trained in the Performance Monitoring and Evaluation courses.</li> <li>- Provided with the MEMS roster (printed copies)</li> <li>-</li> </ul>	The project ended

S/N	Activity Name	Category of USAID IP	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
14	AFRICARE (Development Assistance Program-DAP)	Cooperative Agreement	Africare	The Africare Food Security Initiative II enhances sustainable household food security in the southwestern districts of Uganda: Kabale, Ntungamo, Rukungiri, Kanungu and Kisoro. With a total of 148,700 direct and indirect beneficiaries in 144 villages, the project enhances sustainable household food security through interventions in agricultural production, post harvest handling, marketing, natural resources management, household nutrition, and farm-to-market road improvements.	Ended 2006	<ul style="list-style-type: none"> <li>- Data Quality Assessment (DQA) carried out/ visited in the fields.</li> <li>- M&amp;E staff trained in the Performance Monitoring and Evaluation courses.</li> <li>- Provided with the MEMS roster (printed copies)</li> </ul>	The project ended

## S08/IIP- Project status

S/N	Activity Name	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
1.	AFFORD	<p><b>Lead Contractor:</b> The Johns Hopkins Bloomberg School of Public Health, Centre for Communication Programs</p> <p><b>Consortium Members:</b></p> <ul style="list-style-type: none"> <li>• The Futures Group International LLC</li> <li>• PULSE Communication Ltd.</li> <li>• Aclain Africa Ltd.</li> <li>• Communication for Development Foundation Uganda</li> <li>• The Malaria Consortium</li> </ul>	<ul style="list-style-type: none"> <li>• Reproductive Health</li> <li>• HIV/AIDS</li> <li>• Malaria</li> </ul>	October 2005 – September 2010	<ul style="list-style-type: none"> <li>• Reviewed initial PMP and data collection tools in year 1</li> <li>• Participated in PMP review workshop in late 2007</li> <li>• Under took DQA (see DQA report)</li> <li>• Revised PMP in progress/ready</li> <li>• Planning for mid-term review. MEMS involvement not yet known</li> <li>• Contributes to PMI</li> <li>• Have Malaria Consortium as sub</li> <li>• PMI DQA 2008 Conducted</li> </ul>	No formal approval for PMP
2	AIDS Integrated Model District (AIM)	JSI Research & Training Institute, Inc., in partnership with World Education,	Promoted expansion of critical HIV/AIDS and TB services, working with its partners at the community, district and national levels to enhance HIV/AIDS service delivery in 16 districts.	2002 - 2006	<ul style="list-style-type: none"> <li>• Reviewed PMP and data collection tools in MEMS' year 1</li> <li>• Had internal mid-term review (MEMS not involved), report on file</li> <li>• Under took joint DQA with MEEPP</li> <li>• MEMS undertook AIM final evaluation (report on file)</li> </ul>	Closed in 2006
3	Call – to – Action Project	Elizabeth Glaser Pediatric AIDS Foundation (EGPAF)	Supports MoH to expand the provision of Prevention of Mother-to-Child Prevention	2002 - 2007	<ul style="list-style-type: none"> <li>• Field support (no PMP) request to develop PMP yielded no positive results</li> <li>• Indicators were base on PI-MTCT and PEPFAR indicators</li> <li>• MEMS undertook final evaluation (report on file)</li> </ul>	Closed in 2007

S/N	Activity Name	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
4	Call – to – Action Project, follow-on activity	Elizabeth Glaser Pediatric AIDS Foundation (EGPAF)	Supports MoH to expand the provision of Prevention of Mother-to-Child Prevention	TBD	<ul style="list-style-type: none"> <li>This is follow-on of EGPAF, although squarely under the MEEPP supervision, MEMS should be ready to support in RF and PMP development.</li> </ul>	
5	RPM-Plus	MSH	Strengthen drug and health commodity management systems	2000 - 2008	<ul style="list-style-type: none"> <li>Field support (no PMP) request to develop PMP are yet yield results</li> <li>This is transitioning to a new IP (follow-on SPS) before the close of the old, rather unusual, MEMS informed the CTO about this. The PMP under development has results of the both the old and new IP. Mission should guide MEMS on the agreed results that resultant IP will be accountable for</li> <li>Under took DQA (see DQA report)</li> <li>Contributes to PMI</li> <li>PMI DQA 2008 Conducted</li> </ul>	Field support activity it is likely to transition into SPS
6	NETMAR K Plus	Academy for Educational Development	NETMARK supports private sector to develop a sustainable market in Uganda	September 2003- September 2009	<ul style="list-style-type: none"> <li>Field support, request to develop PMP have yield results (country PMP as opposed to the global)</li> <li>Contributes to PMI</li> <li>PMI DQA 2008 Conducted</li> </ul>	Field support activities close out dates is known- December 2008
7	Deliver I	John Snow, Inc		2001- 2006	<ul style="list-style-type: none"> <li>Field support (no PMP) request to develop PMP are yet yield results</li> </ul>	<ul style="list-style-type: none"> <li>- Closed in 2006</li> <li>- Field support activity</li> </ul>

S/N	Activity Name	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
8	USAID DELIVER PROJECT /SCMS	John Snow, Inc	Provides global procurement and distribution for essential HIV/AIDS medicines and supplies needed to provide care and treatment of people living with and affected by HIV and AIDS.	October 1 <sup>st</sup> 2006- September 2011	<ul style="list-style-type: none"> <li>• USAID DELIVER PROJECT/SCMS</li> <li>• Field support, working on the PMP</li> <li>• Contributes to PMI</li> <li>• PMI DQA 2008 Conducted</li> </ul>	Two separate projects share an office and some staff (e.g. COP and administration staff but not the technical staff) SCMS is PEPFAR funded. The USAID DELIVER Project on the other hand strengthens in-country logistics systems for non-HIV commodities e.g. contraceptives, condoms, TB drugs and vaccines.
9	UMSP		Pharmacovigilance and antimalarial treatment Malaria surveillance program Data Entry and analysis Laboratory trainings		<ul style="list-style-type: none"> <li>• Contributes to PMI</li> <li>• PMI DQA 2008 Conducted</li> <li>• Initial meeting held to understand PMI activities</li> <li>• Walked them through USAID Tips on PMP formulation</li> </ul>	No PMP yet

S/N	Activity Name	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
10	UMCP	Minnesota International health Volunteers ( MIHV)	Coordination of HIV/AIDS, TB, malaria service and other vulnerable populations by increasing access to and utilization of quality prevention, care & treatment services	November 2007-September 2010	<ul style="list-style-type: none"> <li>• Contributes to PMI</li> <li>• PMI DQA 2008 Conducted</li> </ul>	Submitted PMP for review
11	The Regional Expansion of Anti-retroviral Therapy (TREAT)	Joint Clinical Research Council (JCRC)	To expand anti-retroviral therapy to 50 health facilities in Uganda and provides comprehensive laboratory services through six state-of-the-art Regional Centers of Excellence	12-2003 – 09-2008	<ul style="list-style-type: none"> <li>• Support them in PMP development.</li> <li>• The mission supports only the Treatment component of JCRC, but they also have a research component. They are under the supervision of MEEPP</li> <li>• MEMS completed the SOW for final evaluation of TREAT</li> </ul>	Final Evaluation under way
12	Uganda Program for Human and Holistic Development (UPHOLD )	John Snow, Inc	Aims at achieving improved health and longer and more productive lives through interventions in three integrated social sectors: education, health and HIV/AIDS	10-2002 – 09-2007	<ul style="list-style-type: none"> <li>• Supported PMP development</li> <li>• Undertaken DQA (see report)</li> <li>• MEMS supervised the final evaluation (report on file)</li> <li>• UPHOLD has one year extension to work on a few selected areas until Sept. 2008</li> <li>• Contributes to PMI</li> <li>• Have Malaria Consortium as a sub</li> </ul>	UPHOLD has a one year extension covering some aspects of health
13	TASO	The AIDS Support Organization (TASO)	Provides palliative care and support for people living with HIV/AIDS including their families	TBD	<ul style="list-style-type: none"> <li>• Not direct IP, but managed through UPHOLD in terms of budget and TA support</li> <li>• Under took DQA (report on file)</li> <li>• Under the mandate of MEEPP</li> </ul>	Local NGO with long outstanding history in HIV/AIDS palliative care

S/N	Activity Name	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
14	AIC	AIDS Information Centre (AIC)	Provides counseling and testing for HIV/AIDS	TBD	<ul style="list-style-type: none"> <li>Not direct IP, but managed through UPHOLD in terms of budget and TA support</li> <li>Under took DQA (report on file)</li> <li>Under the mandate of MEEPP</li> </ul>	Local NGO with long outstanding history in HIV/AIDS counseling & testing
15	Business Preventing AIDS and Accelerating Access to Anti-Retroviral Treatment (Business PART)	Emerging Markets Group	Business PART focused on promoting HIV/AIDS workplace policies through improved access and utilization of HIV/AIDS prevention, care and treatment service	11-2004 – 05-2007	<ul style="list-style-type: none"> <li>Carried data quality assessment</li> <li>Calls to develop PMP yielded no positive results</li> </ul>	Closed in 2007
16	AIDS Mark	Population Services International (PSI)	Reproductive health and PMTCT services in the private clinics	2003 - 2006	<ul style="list-style-type: none"> <li>Under took DQA (report on file)</li> <li>PSI exists, but under CDC funding</li> </ul>	- Closed in 2006 - Field support activity
17	The Communities Responding to HIV/AIDS Epidemic Initiative (CORE)	CARE International	HIV/AIDS services for youth and orphans and vulnerable children by facilitating a public private partnership between Government of Uganda (GOU) and civil society	12-2004 – 09-2008	<ul style="list-style-type: none"> <li>Supported PMP development process</li> <li>Current under MEEPP supervision</li> </ul>	

S/N	Activity Name	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
18	Northern Uganda Malaria AIDS and TB Program (NUMAT)	John Snow Inc	Coordination of HIV/AIDS, TB, malaria service for internally displaced persons (IDPs) and other vulnerable populations by increasing access to and utilization of quality prevention, care & treatment services	08-2006 – 08-2011	<ul style="list-style-type: none"> <li>Supported PMP development process</li> <li>Contributes to PMI</li> </ul>	PMP was approved
19	A2Z Micronutrient Project	Academy for Educational Development	Assist the Government of Uganda to address issues related to control of micronutrient deficiency through promotion of vitamin and mineral supplementation, food diversification and food fortification.	09-2005 – 09-2010	<ul style="list-style-type: none"> <li>They have no PMP yet</li> </ul>	<ul style="list-style-type: none"> <li>Field support</li> <li>Discussion about TA on RF and PMP development are underway.</li> </ul>

S/N	Activity Name	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
20	Health Communication Partners - Campaign (HCP)	Johns Hopkins University/Center for Communication Programs	Support a multi media campaign for AIDS, family Planning, Malaria	2004 -	<ul style="list-style-type: none"> <li>Supported PMP development process</li> <li>Currently developing a PMP due to new funding – (new results areas), MEMS support needed here</li> <li>Undertakes all malaria communication activities (including report) for UPHOLD, AFFORD and RTI</li> <li>Contributes to PMI</li> <li>Has changing mandate with regard to health communications</li> <li>Had YEAH Campaign as a special undertaking for HIV/AIDS intervention for the youth</li> <li>HCP entered into a new 3-year Associate Award on 1 July, 2007 which replaces our previous agreements for YEAH, FP, and malaria communication, and expands our technical assistance to other health programmatic areas.</li> </ul>	Developed a PMP for the new award which includes the indicators that they are now responsible for reporting on. The PMP was completed early in 2008
21	Indoor Residue Spraying (IRS)	Research Triangle International (RTI)	Involved in malaria residual spraying	2005 - 2007	<ul style="list-style-type: none"> <li>The most difficult client to-day (CTO – Gune knows this)</li> <li>We have held discussion for them to develop PMP, nothing yet</li> <li>Always are the last to submit reports</li> <li>The data they submit always changes (same piece of data requested on 2 separate occasions will be different)</li> <li>Contribute to PMI</li> </ul>	Original project duration expired, although the project is still continuing

S/N	Activity Name	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
22	Ugandan Initiative for TDMS and PIASCY (UNITY)	Creative Associates International Inc	Supports quality of primary education and HIV/AIDS prevention with special emphasis on the northern region of Uganda.	11-2006 - 11-2009	<ul style="list-style-type: none"> <li>Reviewed the PMP and shared comments.</li> <li>Follow-up with mission required</li> <li>This is the only education IP in the portfolio</li> </ul>	On going
23	Uganda AIDS Capacity Empowerment (ACE)	Chemonics International, Inc.	Brokering technical assistance and providing funding and material support to build the capacity of targeted Ugandan institutions for improved program performance and sustained capacity to deliver results in regard to HIV prevention	11-2005 – 09-2008	<ul style="list-style-type: none"> <li>Reviewed the PMP and shared comments with IP</li> </ul>	
24	Education Sector Workplace HIV/AIDS Policy Initiative (ESWAPI)	World Vision	Ministry of Education and Sports (MOES) HIV/AIDS workplace policy to significantly increase the number of MOES employees who have access to AIDS prevention, care and treatment services	07-2005 – 07-2008	Supported by MEEPP	
25	HIPS	Emerging Markets Group	TBD	TBD	<ul style="list-style-type: none"> <li>New IP</li> <li>Reviewed the PMP and shared comments.</li> </ul>	Follow-up with mission required
26	Basic Education and Policy Support (BEPS)	Creative Associates International Inc	BEPS program worked with the Ministry of Education and Sports (MOES) to improve teacher training and promote the decentralization of education.	11-2003 – 08-2006	<ul style="list-style-type: none"> <li>MEMS undertook HIV Readers' Toolkit evaluation</li> <li>DQA done (see report)</li> </ul>	Closed out

S/N	Activity Name	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
27	Injection Safety Project	John Snow Inc	Support for injections safety through the MoH	2004 -	<ul style="list-style-type: none"> <li>Reviewed the PMP which is global and shared comments with IP</li> <li>DQA done and the outcome was discussed with IP</li> </ul>	<ul style="list-style-type: none"> <li>Field support project</li> <li>The PMP used is global prepared</li> </ul>
28	Capacity project	IntraHealth, Inc.	Provides support for the strengthening of strategic, data-based human resource management, leadership and decision-making at the Ministry of Health, at both central and district levels, primarily in the area of HIV/AIDS and TB.	2005-2010	<ul style="list-style-type: none"> <li>No PMP</li> </ul>	
29	OVC for Africa / Habitat					
30	Access and Quality in Reproductive Health (ACQUIRE)	EngenderHealth	Strengthens the provision of maternal health services with a focus on obstetric fistula and family planning for general population as well as HIV positive women	TBD	<ul style="list-style-type: none"> <li>DQA done – ACQUIRE was using MOH CYP conversion factors which are different from USAID recommended conversion factors</li> <li>No PMP</li> </ul>	<ul style="list-style-type: none"> <li>Field Support project</li> <li>ACQUIRE advised to use USAID recommended CYP conversion factors</li> </ul>
31	Community Based Nutrition Project	Africare	Improving community based nutrition	2003 - 2008	<ul style="list-style-type: none"> <li>DQA done (see report)</li> </ul>	

S/N	Activity Name	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
32	PHA Networks Expansion	International HIV/AIDS Alliance	Provides technical and financial support to mobilize and strengthen national, district and sub-district PHA networks in 14 focus districts in the country.	07-2006 – 07-2009	<ul style="list-style-type: none"> <li>Supported in PMP development</li> <li>They are due for a mid-term (may need support in SOW development)</li> </ul>	The PHA network model study is underway.
33	Inter Religious Council of Uganda (IRCU)	Inter Religious Council of Uganda (IRCU)	Increases HIV Prevention Care and AIDS treatment services through a network of faith based health facilities and community organizations under IRCU.	06-2006 – 09-2008	<ul style="list-style-type: none"> <li>Supported PMP development by reviewing and revising it</li> <li>Data quality assessment done and outcome shared</li> </ul>	Mid-term evaluation planned to start in May 2008
34	Policy Project	Constella Futures Group	<ul style="list-style-type: none"> <li>Promote a vigorous nationwide dialogue on population and RH, building on the foundation laid by the dissemination of RAPID-based information.</li> <li>Supports district population officers, supports NGOs in RH advocacy efforts, and strengthens the role of parliamentarians in improving the policy environment.</li> <li>Conducting community- and faith-based activities for people affected by HIV/AIDS.</li> </ul>	2003 - 2006	<ul style="list-style-type: none"> <li>Supported PMP development by reviewing and revising it.</li> <li>DQA done and outcome shared with IP</li> </ul>	Field support Close out

S/N	Activity Name	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
35	ConnectEd	Academy for Education Development (AED)	<p>Established a LearnLink Initiative, set up computer centers at Kyambogo University (KyU) and eight Primary Teacher's Colleges (PTC) throughout the country.</p> <p>Created an online teacher training curriculum and a digital resource library based on the Ugandan core curriculum</p> <p>Long-term information and communication technologies (ICT) strategy for KyU and the primary teacher colleges (PTCs).</p>	1998 – 2005	Supported PMP development by reviewing and revising it. DQA carried out and the outcome was shared	Field support Closed out
36	Commercial Marketing Strategies (CMS)	Emerging Markets Group	A global project designed to build private sector markets for family planning and other health products and services, and to expand the funding potential for private sector healthcare activities	1998-2004	Carried out data quality assessment and shared the outcome	Field support Closed out
37	MOST	International Science and Technology Institute Inc.	Provides technical assistance in vitamin A supplementation, food-based activities ( e.g. fortification), and anemia prevention and control	2001 – 2006	Closed but led to the advent of A2Z as follow-on project	Field support Closed out

S/N	Activity Name	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
38	<i>Track 1.0</i>				<i>The track 1.0s get money from AID/DC and quite often we do not know when they start. They are basically in HIV/AIDS and under the supervision of MEEPP. We need them to determine USAID's contribution to HIV/AIDS</i>	
39	Breaking Barriers Project	Plan International, Save the Children USA, Inter Religious Council of Uganda	Create and sustain a supportive environment where children, families and communities work with governments, faith-based organizations and civil society to advocate for essential services and reduce stigma and discrimination.	04-2005 – 04-2009	Supported by MEEPP	
40	Preserving the African Family	Children's AIDS Fund	Implementing abstinence and faithfulness activities among the youth	01-2004 – 01-2008	Supported by MEEPP	
41	Mobilizing and Equipping and Training	Samaritan's Purse Uganda	Implements abstinence and faithfulness for youth activities in Kamwemge district	01-2004 – 01-2008	Supported by MEEPP	
42	Scouting for Solutions	Program for Appropriate Technology in Health (PATH)	Strengthening scouts and girl guides as promoters of abstinence and faithfulness among youth.	01-2004 – 01-2008	Supported by MEEPP	
43	Affirming Life, Avoiding Risk	Catholic Relief Services (CRS)	Implement abstinence and faithfulness among youth activities in dioceses of Mbarara, Fort Portal, Luwero and Gulu.	01-2004 – 01-2008	Supported by MEEPP	

S/N	Activity Name	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
44	Increased Access to Care and Support of OVCs in the Great Lakes Region	International Service Volunteers Association (ISVA)	Supports education training, health care, psychosocial needs, community-based relief, training-strengthening of local partner capacity, strengthen the coping capacities of OVCs and their families	04-2005 – 04-2009	Supported by MEEPP	
45	Palliative Care	Hospice Africa Uganda	Scale up access to quality palliative care including pain and symptom control as well as end of life care for people leaving with HIV/AIDS (PLHA) and their families	09-2005 – 09-2008	Supported by MEEPP	
46	Empowering Africa's Young People Initiative	International Youth Foundation (IYF)	Strengthening local affiliates of Red Cross YMCA/YWCA and Girl Guides to promote 01-abstinence and faithfulness among youth.	2004 – 01-2008	Supported by MEEPP	
47	Community Care Program for Orphans and Vulnerable Children Affected by HIV/AIDS	Salvation Army	Strengthens communities to construct community-based responses to meet the needs of OVCA and other affected by HIV/AIDS, provide psychosocial support (PSS) for OVC and improve economic security of OVC	05-2005 – 04-2010	Supported by MEEPP	

S/N	Activity Name	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
48	Community Based OVC	Christian AID	Strengthens, develops and expands effective community-based approaches to support and care for OVC which will lead to improved quality of life.	04-2005 – 04-2010	Supported by MEEPP	
49	Community-based Orphan Care, Protection and Empowerment	Africare	Enhance district community capacity to support a basic care package for families impacted by HIV/AIDS and increase access to direct support service for orphans and vulnerable children (OVCs) and families.	03-2005 – 03-2010	Supported by MEEPP	

**SO9/GJD- Project status**

S/N	Activity Name	Category of USAID IP	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
1.	Strengthening Democratic Linkages	Contractor	State University of Newyork /RTI	-Strengthening Parliament's Capacity to Hear and Respond to Citizen Demands. -Strengthening of Local Governments to Hear and Respond to CSO Demands -Strengthening CSO Voices for Transparent, Responsive and Accountable Governance	June 2007- December 2010	-Technical support for PMP and RF development- PMP is ready -provided criteria for selection of districts in which to operate	On-going project
2.	Stability Peace and Reconciliation in Northern Uganda (SPRING)	Contractor	Emerging Markets Group, Ltd.	-Addressing the causes and consequences of conflict in order to promote stability, peace, and reconciliation in Uganda.  SPRING was developed to build on earlier and ongoing Mission programming in the North including the Northern Uganda Peace Initiative (NUPI) and the Community Resilience and Dialogue (CRD) Program. SPRING integrates three components that include:  1) Peace-building and reconciliation,  2) Economic security and social inclusion, and Access to justice.	January 2008-11	Technical support for PMP and RF development- Still in the process of PMP formulation	New project

S/N	Activity Name	Category of USAID IP	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
3.	Anti-Corruption Threshold Program (ACT) -MCC project	Contractor	ARD Inc.	<p>The ACT program goal is to assist the GOU to improve its capacity to prevent, investigate, prosecute and adjudicate procurement-related corrupt practices.</p> <p>Specifically, to strengthen Uganda's capacity to fight public sector corruption by implementing activities outlined in the Uganda's Threshold Country Program (TCP). Proposed activities will build the capacity of the GOU's anti-corruption agencies and Ugandan civil society organizations (CSO). The ACT Program objective is to help the GOU and CSOs implement the TCP successfully.</p>	October 2007- December 2009	Technical support for PMP and RF development-PMP is ready	New project
4.	Empowering Civil Society for Conflict Prevention and resolution (CPR)	Cooperative Agreement	IRC	Reduction in the incidence of violent conflict within Karamoja region	October 2006- September 30 <sup>th</sup> 2008	<p>-Technical support in PMP and RF revisions- Still in the process of PMP revisions</p> <p>-Offered Technical support in setting targets for the project</p> <p>-Undertook data quality assessment and data issues raised</p>	On-going project till September 30 <sup>th</sup> 2008
5.	'Local Voices for Peace' Northern	Cooperative Agreement	Internews Network	The main focus of the project is to assist community radio stations in Northern Uganda	February 2007-	Technical support for PMP and RF development- PMP waiting Mission approval.	On-going project

S/N	Activity Name	Category of USAID IP	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
	Uganda Community Radio Project			<p>expand their role as facilitators for community dialogue on conflict, peace, justice, and reconciliation in the region.</p> <p>Specific Project Objectives are:</p> <ul style="list-style-type: none"> <li>- To build the capacity of independent radio in Northern Uganda to better serve the information needs of the conflict-affected communities there; and</li> <li>- To build the capacity of independent radio in Northern Uganda to stimulate and enrich public dialogue on conflict reduction and peace building issues.</li> </ul>		<ul style="list-style-type: none"> <li>-Technical support in PMP and RF revisions</li> <li>-Undertook data quality assessment and data issues raised</li> </ul>	
7.	Community Resilience and Dialogue (CRD)	Cooperative Agreement	International Rescue Committee- IRC (lead)	<ul style="list-style-type: none"> <li>-Psychosocial rehabilitation,</li> <li>-HIV/AIDS services,</li> <li>-Conflict resolution,</li> <li>-Economic development to victims of violent conflict, torture and displacement.</li> </ul>	September 2002-September 2007	<ul style="list-style-type: none"> <li>-Reviewed the Midterm evaluation SOW in 2005- Activity completed</li> <li>-Technical support in revising PMP and indicator summary- Had an approved PMP</li> <li>-Provided M&amp;E training to staff</li> <li>-Conducted DQAs and data issues addressed with IP</li> </ul>	Project ended in 2007

S/N	Activity Name	Category of USAID IP	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
						-Technical support in designing SOWs was offered-activity complete	
7.	Strengthening Decentralization in Uganda (SDU II)	Contractor	Associates in Rural Development, Inc (ARD) Vermont	-Technical assistance to selected local governments (LGs) in Uganda to enable them fully capture and implement – -The modalities of the Fiscal Decentralization Strategy (FDS) -The changes and address the challenges occasioned by the reforms to the local government procurement process.	July, 16, 2004-December 2007	-Technical support in revising PMP and indicator summary- Had a mission approved PMP -Technical support in setting targets for the project -Conducted DQAs and addressed issues raised with IP -Provided M&E training to staff -Conducted special studies to inform the design, that was the decentralization special study.	Project ended in 2007
8.	Legislative Support Activity (LSA)	Contractor	Development Associates Inc.	LSA focused on five areas: 1) building human and institutional capacity through training; 2) fostering increased constituent services and dialogue; 3) strengthening legislative drafting; 4) promoting ethics and anti-corruption measures; and 5) fostering systems for free and fair elections.	May, 2002-September 2006	-Reviewed PMP indicators- Had a mission approved PMP -Conducted DQA and addressed issues raised with IP - Provided M&E training to staff - Provided technical support to establish PMP baselines and targets for FY 2003-2006 -Designed SOW for the end of project evaluation-The evaluation was done and there is a copy of the report on file	Project ended in 2006
9.	Northern Uganda Peace Initiative (NUPI)	Contractor	PADCO (Washington D.C)	-Enhancing peace process in Northern Uganda	February 2004- April 2007	-Technical support for PMP and RF development-Had an approved PMP -Technical support in PMP and	Project ended in April 2007

S/N	Activity Name	Category of USAID IP	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
						RF revisions -Undertook data quality assessment and addressed the data issues with the IP -Provided M&E training to staff - - Designed SOW for the end of project evaluation-The evaluation was done. -Technical support in setting targets for the project	
10.	International Republican Institute (IRI)	Cooperative Agreement	IRI Washington D.C	-Strengthened Political Pluralism	January 2004- June 30, 2006	-Technical support for PMP and RF development-Had an approved PMP -Technical support in PMP and RF revisions -Conducted DQA and addressed issues with the IP - Designed SOW for the end of project evaluation-The evaluation was completed - Technical support in setting targets for the project	Project ended in 2006
11.	International Foundation for Election Systems (IFES)	Cooperative Agreement	IFES	-Elections Assessment -Basic Election Administration Training -UEC IT Assessment -Voter Registration -Voter Education -Media Strategy	December 5, 2005 – June 30, 2006	-Technical support for PMP and RF development-Had an approved PMP - Designed SOW for the end of project evaluation-The evaluation was done -Conducted DQA and addressed issues raised with the IP -Technical support in setting	Project ended in 2006

S/N	Activity Name	Category of USAID IP	Name of Contractor	Area(s) of Intervention	Start & End date	Status of support to-date	Remark /Comments/ Challenges
						targets for the project	
12.	NDI	Associate Cooperative Agreement		-Increasing political participation and outreach	May 2005 – June 2006	-Provided technical support to formulate the PMP , establish NDI PMP baselines and targets for FY2006- Had an approved PMP; - Designed SOW for the end of project evaluation- The evaluation was done	-Project ended in FY06
13.	African Peace and Development Initiative (APADI)	Cooperative Agreement	World Learning Inc.	-strengthen the capacity of local stakeholders to transform conflict in their societies and  -provide follow-up assistance and seed grant support to beneficiary institutions, in order to contribute to the mitigation of conflict in the two countries.	June 16, 2003-2006	-Provided technical support to establish APADI baselines and targets for FY2003-2006.- Reporting was done based on these targets  -Provided a reporting format that was used by the IP	Project ended in FY 2006
14.	IOM- Pilot Amnesty Support Activity	Cooperative Agreement	IOM	IOM Project focused on the return and reintegration of Reporters and dependants through information, counseling and referral services (ICRS), was designed to support efforts of the Government of Uganda and the international community to build confidence and support reconciliation/ rehabilitation in northern Uganda.	May 2002-September 2004	-Provided technical support to establish project baselines and targets for FY2003-2004; Reporting was done based on these targets  -Designed the SOW for the end of project evaluation-The evaluation was done - Technical support in revising USAID indicators that were used for reporting.	Project ended in FY 2004

## ANNEX C

### LIST OF EVALUATIONS, META-EVALUATIONS AND OTHER ASSESSMENTS COMPLETED BY MEMS

#### Evaluations

1. Hirschmann, David and Kintu Nyago. *Evaluation of the Impact of the Uganda Parliament Technical Assistance Project*. April 2002.
2. Nddide, Alice, and Mary Ocheng. *Fountain Youth Survival Kit Implementation in Seven Selected Districts in Uganda*. August 2004.
3. Kebba, Allen, and Paschal Ntanda. *Review of Implementation of the Decentralization Policy*. March 2005.
4. Economic Policy Research Center and Monitoring and Evaluation Management Services Activity. *Understanding Food Insecurity in Uganda*. January 2006.
5. *An Assessment of the Impact of the USAID/Uganda Funded Legislative Support Activity (LSA) in Uganda*. July 2006.
6. Allen, Tim, and Mareike Schomerus. *A Hard Homecoming Lessons Learned from the Reception Center Process in Northern Uganda*. August 2006.
7. Blue, Richard (Team Leader), Augustine Wandera, Andrew Balyaku, Asaph Turnide, Rose Okot Chono, Rhona Walusimbi and Ruth Kamukama. *Aim Project Evaluation*. November 2006.
8. *Review of USAID Support to the Ugandan Parliament, Political Processes and Elections from 2002-2006 and Recommendations for Future Assistance*. January 2007.
9. Ssemafumu, Edward, David Mbirizi, Simon Kasasa, Henry Luzze and Isaac Muswani. *Evaluation of the Integration of Isoniazid Prophylactic Therapy in HIV/AIDS Prevention and Control Programs at the AIDS Information Center*. April 2007.
10. Barron, Peter, Andrew Balyeku, Allan Kebba, Christine Lalobo and Justine Nankinga. *Final Evaluation of Uphold Program for Human Rights and Holistic Development*. June 2007.
11. Rippey, Helene, Herbert Kadama, Ann McCauley and Mary Namubiru. *External Assessment of the Elizabeth Glaser Pediatric Aids Foundation Call-To-Action Pilot Program*. November 2007.
12. Dorsey, Jeff, James Whyte, Paschal Nyabuntu, Emily Kemigisha, Kennedy Tumutegyeize and Anthony Bowman. *Formative Evaluation of the Agricultural Productivity Enhancement Program*. December 2007.
13. Musoke, Daniel and John Chris Lukwago. *A Special Study of HIV/AIDS Service Networks in Uganda*. June 2008.
14. Balyeku, Andrew (Team Leader), Herbert Kadama, Charles Kiyaga, and Elizabeth Namagala. *External Evaluation of the Joint Clinic Research Centre - Treat Program*. June 2008.

#### Meta-Evaluations

1. Aisya, Benjamin, Molly Hageboeck, Emily Kemigisha, Augustine Wandera and Katharine Wheatley. *Meta-Evaluation of Five USAID/Uganda Health Projects: AIM, UPHOLD, ESWAPI, CORE and EGPAF*. November 2007.

2. Hageboeck, Molly and Dennis Marotta. *Meta-Evaluation of USAID/Uganda Evaluations Sampled from 2003 to 2006: Summary of Key Results*. January 2008.

### **Other Assessments**

1. Barnes, Carolyn. *MEMS Special Study of HIV/AIDS*. October 2003.
2. *HIV/AIDS Integration Assessment of HIV/AIDS Integration into USAID/Uganda Activities*. March 2005.
3. Rwamporo, Rosem, Christine A. Lucas, Eliab K. Naumanya, Emilly Kemigisha and Caroline Kasabiti. *Review of Indicators, Evaluation and/or Studies by Other Donors*. February 2007.

## ANNEX D

### CAPACITY BUILDING TRAINING UNDER MEMS

#### A. Performance Monitoring

<b>Course Title</b>	Performance Monitoring for Implementing Partners	<b>Date</b>	5/18/2004																																																				
<b>Duration</b>	One week (double session)																																																						
<b>Participants</b>																																																							
<table><tr><td>1. Abel N. Mwebembezi</td><td>26. Lakot Dorine</td></tr><tr><td>2. Ahimbisibwe Fred</td><td>27. Lawrence Oroma</td></tr><tr><td>3. Alex Nakajo</td><td>28. LeĪla Al FaĪz</td></tr><tr><td>4. Atugonza Sylvia</td><td>29. Lubaale Yovani</td></tr><tr><td>5. Atukunda Innocent</td><td>30. Lukenge Stanley</td></tr><tr><td>6. Augustine Wandera</td><td>31. Lukungu David</td></tr><tr><td>7. Baale Samuel</td><td>32. Lwanga Adison.N</td></tr><tr><td>8. Ben Bataringaya</td><td>33. Malia Robinson</td></tr><tr><td>9. Caroline Kasabiti</td><td>34. Martin J. Opolot</td></tr><tr><td>10. Cissy Kirambaire</td><td>35. Maureen B. Ndahura</td></tr><tr><td>11. Cissy Segujja</td><td>36. Mukobi Peter</td></tr><tr><td>12. Dr Victoria Masembe</td><td>37. Mutazindwa David</td></tr><tr><td>13. Edyegu Stephen</td><td>38. Nyende Hawa</td></tr><tr><td>14. Eva Mulema</td><td>39. Okello Charles Owiny</td></tr><tr><td>15. Florence Mpabulungi</td><td>40. Oling Olang Gabriel</td></tr><tr><td>16. Florence Tushemerirwe</td><td>41. Oyugi Matthew</td></tr><tr><td>17. Francis Buwembo</td><td>42. Peter Wathum</td></tr><tr><td>18. Fredrick Luzze</td><td>43. Polly Mugisha</td></tr><tr><td>19. Grace Nagendi</td><td>44. Rhona Walusimbi</td></tr><tr><td>20. Humphrey Kabugo</td><td>45. Ricky Franklin Mugabi</td></tr><tr><td>21. Jessica Kafuko</td><td>46. Samuel Benin</td></tr><tr><td>22. John Musinguzi</td><td>47. Serunkuma Herbert</td></tr><tr><td>23. Josephine Kagumba</td><td>48. Steve Kiingi</td></tr><tr><td>24. Justine Kyewalabye</td><td>49. Susan Kambabazi Lubale</td></tr><tr><td>25. Kemigabo Jolly</td><td>50. Timothy Ahimbisibwe</td></tr><tr><td></td><td>51. Wamala Fredrick</td></tr></table>				1. Abel N. Mwebembezi	26. Lakot Dorine	2. Ahimbisibwe Fred	27. Lawrence Oroma	3. Alex Nakajo	28. LeĪla Al FaĪz	4. Atugonza Sylvia	29. Lubaale Yovani	5. Atukunda Innocent	30. Lukenge Stanley	6. Augustine Wandera	31. Lukungu David	7. Baale Samuel	32. Lwanga Adison.N	8. Ben Bataringaya	33. Malia Robinson	9. Caroline Kasabiti	34. Martin J. Opolot	10. Cissy Kirambaire	35. Maureen B. Ndahura	11. Cissy Segujja	36. Mukobi Peter	12. Dr Victoria Masembe	37. Mutazindwa David	13. Edyegu Stephen	38. Nyende Hawa	14. Eva Mulema	39. Okello Charles Owiny	15. Florence Mpabulungi	40. Oling Olang Gabriel	16. Florence Tushemerirwe	41. Oyugi Matthew	17. Francis Buwembo	42. Peter Wathum	18. Fredrick Luzze	43. Polly Mugisha	19. Grace Nagendi	44. Rhona Walusimbi	20. Humphrey Kabugo	45. Ricky Franklin Mugabi	21. Jessica Kafuko	46. Samuel Benin	22. John Musinguzi	47. Serunkuma Herbert	23. Josephine Kagumba	48. Steve Kiingi	24. Justine Kyewalabye	49. Susan Kambabazi Lubale	25. Kemigabo Jolly	50. Timothy Ahimbisibwe		51. Wamala Fredrick
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<b>Course Title</b>	Performance Monitoring for Implementing Partners	<b>Date</b>	7/18/2005
<b>Duration</b>	One week		
<b>Participants</b>			
<ol style="list-style-type: none"> <li>1. Iga Zinunula Samuel</li> <li>2. Twesigye Francis</li> <li>3. Nimukama Anthony</li> <li>4. Paul Semakula</li> <li>5. Charles Serwanja</li> <li>6. Henry Ahimbisibwe</li> <li>7. Joseph Mudiope</li> <li>8. Jotham Mubangizi</li> <li>9. Fred-Bamba - Kamanda</li> <li>10. Komugisha Lydia</li> <li>11. Francis Nahamya</li> <li>12. Nankunda M. Jenkins</li> <li>13. Katunguka Florence</li> <li>14. Ndazaarwe Francis</li> <li>15. Turyagira Shebah</li> <li>16. Tumukurate Espilidon</li> <li>17. Adeline R. Muheebwa</li> <li>18. George M. Kaweesi</li> <li>19. Jesca Otai Ochirowijok</li> <li>20. Kwebaze Faith</li> </ol>		<ol style="list-style-type: none"> <li>21. Orotin Patrick</li> <li>22. Mbogho Johnson</li> <li>23. Thembo Edson</li> <li>24. Pamela Mbabazi</li> <li>25. Kasule Abdul</li> <li>26. Emilly Kemigisha</li> <li>27. Benjamin Aisyia</li> <li>28. Jimmy Muheebwa</li> <li>29. Julian Bagyendera</li> <li>30. Ategeka Jak</li> <li>31. Vicent Kiwanuka</li> <li>32. Peter Buyungo</li> <li>33. Itungu Norah</li> <li>34. Atwemerireho Generous</li> <li>35. Denis Okaba</li> <li>36. Komugisha Damalie</li> <li>37. Lois Kateebire</li> <li>38. John Tumwesigye</li> <li>39. Kakiiza Specy</li> <li>40. Ebony Quinto</li> </ol>	

<b>Course Title</b>	Performance Monitoring for Implementing Partners	<b>Date</b>	8/8/2005
<b>Duration</b>	One week		
<b>Participants</b>			
<ol style="list-style-type: none"> <li>1. Moses Okello</li> <li>2. Sunday Abwola</li> <li>3. Boniface N.Okello</li> <li>4. Jaffer Okiring</li> <li>5. Michael Otoru</li> <li>6. Myalo Sula</li> <li>7. Thomas Emeetai</li> <li>8. Marino - Mark Oyar</li> <li>9. Tom Adoko</li> <li>10. Aida Abalo</li> <li>11. Chris Onek Ojok</li> <li>12. Magumba Ahmed</li> <li>13. Betty O. Akwero</li> <li>14. Sebi Ali Ubanjagiu</li> <li>15. Eunice Esule</li> <li>16. Caroline Tali</li> <li>17. Paul Bishop Drileba</li> <li>18. Sr. Pauline Silver Acayo</li> <li>19. Alfred Nyero</li> <li>20. Sarah Akoko</li> </ol>		<ol style="list-style-type: none"> <li>21. Esther Opoka</li> <li>22. Martin Nyeko</li> <li>23. David Ben Okello</li> <li>24. Diana Sera</li> <li>25. Annet Alitusabira</li> <li>26. Mark Avola</li> <li>27. Martin Okidi</li> <li>28. Judith Bamaturaki</li> <li>29. Sarah Mbabazi</li> <li>30. Stephen Ochieng</li> <li>31. Charity Ninsiima</li> <li>32. Chris Ojera</li> <li>33. Bennet Kizito</li> <li>34. Dr. Francis B. Kizito</li> <li>35. Joanne Lyavala</li> <li>36. Robert Mwesigwa</li> <li>37. Charles Dickens Otin</li> <li>38. George Opiyo</li> <li>39. J.C. Okello</li> </ol>	

<b>Course Title</b>	Performance Monitoring for Implementing Partners	<b>Date</b>	5/14/07
<b>Duration</b>	One week		
<b>Participants</b>			
<ol style="list-style-type: none"> <li>1. Emanuel Aling</li> <li>2. Jonathan Gamusi</li> <li>3. Sam Ongom</li> <li>4. Irene Naikaali</li> <li>5. Esther Sempira</li> <li>6. Rosette Kamanyi</li> <li>7. Emmy Bangizi Muramuzi</li> <li>8. Kelly Kisarach</li> <li>9. Lillian Kiapi-Iwa</li> <li>10. Martin Ngolobe</li> <li>11. Nehemiah Ngira</li> </ol>		<ol style="list-style-type: none"> <li>12. Patrick Sooma</li> <li>13. Brenda Nalwadda</li> <li>14. Eliab Natumanya</li> <li>15. Samali Matovu</li> <li>16. Immaculate Nakityo</li> <li>17. Rebecca Kwagala</li> <li>18. Annette Kobusingye</li> <li>19. Jesca Driciru</li> <li>20. Anka Kitunzi</li> <li>21. Jane Namono</li> <li>22. Margaret Namazzi</li> </ol>	

<b>Course Title</b>	Performance Monitoring for Implementing Partners	<b>Date</b>	7/23/07
<b>Duration</b>	One week		
<b>Participants</b>			
<ol style="list-style-type: none"> <li>1. Patrick Semanda</li> <li>2. Milly Katana</li> <li>3. Michelle Shallita</li> <li>4. Dorren Wandera</li> <li>5. Anne Nganda</li> <li>6. Victoria Nekesa</li> <li>7. Edward Bitarakwate</li> <li>8. Julie Wiltshire</li> <li>9. Jane Tushabe</li> <li>10. Lillian Likicho</li> <li>11. Rachel Kagoye</li> <li>12. Tony Ikwap</li> <li>13. James Sekatawa</li> <li>14. Moses Mwesigwa</li> <li>15. Francis Luswata</li> <li>16. Manjit Kaur</li> <li>17. Emily Katamujuna</li> <li>18. Alex Opio Chono</li> <li>19. Jockus Zamarie</li> </ol>		<ol style="list-style-type: none"> <li>20. Monica Asekenye</li> <li>21. Mark Longole</li> <li>22. Drametu Jimmy</li> <li>23. Twikirize Eliot</li> <li>24. Nassali Annet</li> <li>25. Muhumuza David</li> <li>26. Sam Balyegjusa</li> <li>27. Allan Were</li> <li>28. Frank Rwekikomo</li> <li>29. Lukwago Idah</li> <li>30. Namale Leticia</li> <li>31. Nathan Khauka</li> <li>32. Salome Kisenge</li> <li>33. Okello Richard Okello</li> <li>34. Robinson Asimwe</li> <li>35. Samuel Zirimenya</li> <li>36. Simon Nampindo</li> <li>37. Edith Mutalya</li> </ol>	

<b>Course Title</b>	Performance Monitoring for Implementing Partners	<b>Date</b>	5/28/08
<b>Duration</b>	One week		
<b>Participants</b>			
<ol style="list-style-type: none"> <li>1. Ismail Wadembere</li> <li>2. Henry Kakande</li> <li>3. Obadiah Kashemeire</li> <li>4. Francesca Oliva</li> <li>5. Giovanna Romagna</li> <li>6. Yolanda Barbera</li> <li>7. Evelyn Akumu</li> <li>8. Samalie Odoi</li> <li>9. Gerald Kairu</li> <li>10. Moses Besigiroha</li> <li>11. Solome Nampewo</li> <li>12. Micah Mubeezi</li> <li>13. Aaron Roeash</li> <li>14. Alice Ochola</li> <li>15. Joachim Drami</li> <li>16. Monica Anguparu</li> <li>17. Racheal Oguttu</li> <li>18. Samuel Obina</li> </ol>		<ol style="list-style-type: none"> <li>19. Jesse Kigozi</li> <li>20. Joy Bossa Dr.</li> <li>21. Nestore Ojalobo</li> <li>22. Linus Amandu Dr.</li> <li>23. Abubaker Mabuya</li> <li>24. Herbert Mwashuia</li> <li>25. Irene Akena</li> <li>26. Edina Gurugo</li> <li>27. Alfred Ogwang</li> <li>28. Wilfred Aupal</li> <li>29. Pius Ikongit</li> <li>30. Stephanie Townsend</li> <li>31. Peter Apell Dr.</li> <li>32. David Ssekamattee</li> <li>33. Grace Gingo</li> <li>34. Patrick Agaba</li> <li>35. Patience Kabatangare</li> <li>36. Alex Simbwa</li> </ol>	

## B. Data Quality Assessment

<b>Course Title</b>	Data Quality Assessment for Activity Managers	<b>Date</b>	8/21/05
<b>Duration</b>	Half Day		
<b>Participants</b>			
<ol style="list-style-type: none"> <li>1. Barry Wojega</li> <li>2. Anna Griffin</li> <li>3. Liz Kiingi</li> <li>4. Rhona Walusimbi</li> <li>5. Loren Hostetter</li> <li>6. Jackie Wakweya</li> <li>7. Diana Atungire</li> <li>8. Jody Stallings</li> <li>9. Walter Weltz</li> <li>10. Sudi Bamulesewa</li> <li>11. Lloyd Garcia</li> <li>12. Ruth Sempa</li> <li>13. Mervyn Ellis</li> <li>14. Nightingale Nantamu</li> <li>15. G. Kenyang</li> </ol>		<ol style="list-style-type: none"> <li>16. Jim Dunn</li> <li>17. Fred Muwanga</li> <li>18. Jessica Oyugi</li> <li>19. Annie Kabogoza - Musoke</li> <li>20. Julia Henn</li> <li>21. Dan Wamanya</li> <li>22. Andrew Kyambadde</li> <li>23. Amy Cunningham</li> <li>24. Eric Janowsky</li> <li>25. Jessica Kafuko</li> <li>26. Elise Ayers</li> <li>27. Francis Luwangwa</li> <li>28. Sandra Ayoo</li> <li>29. Randy Harris</li> <li>30. Lyvia Kakonge</li> </ol>	

### C. Evaluation

<b>Course Title</b>	MSI Certificate Program in Evaluation	<b>Date</b>	5/5/2006
<b>Duration</b>	Three weeks including field work		
<b>Participants</b>			
<ol style="list-style-type: none"> <li>1. Jacqueline Wakhweya</li> <li>2. Kim Burns</li> <li>3. Lyvia Kakonge</li> <li>4. Nyeko Martin</li> <li>5. Patrick Orotin</li> <li>6. Ricky Mugabi</li> <li>7. Sebi Ali Ubanjalia</li> <li>8. Sera Diana C</li> <li>9. Sr. Pauline Silver</li> <li>10. Stanley Golooba</li> </ol>		<ol style="list-style-type: none"> <li>11. Annet Alitusabira</li> <li>12. Ariong Abbey</li> <li>13. Caroline Kasabiti</li> <li>14. Charity Ninsiima</li> <li>15. Cissy Kirambaire</li> <li>16. David Mutazindwa</li> <li>17. Diana Atungire-Ocaya</li> <li>18. Drileba Paul Bishop</li> <li>19. Francis Luwanga</li> <li>20. Gaudensia Kenyangi</li> <li>21. Henry Ahimbisibwe</li> </ol>	

<b>Course Title</b>	MSI Certificate Program in Evaluation	<b>Date</b>	8/21/2006
<b>Duration</b>	Three weeks including field work		
<b>Participants</b>			
<ol style="list-style-type: none"> <li>1. Aida Abalo</li> <li>2. Augustine Wandera</li> <li>3. Benjamin Aisya</li> <li>4. Bennet Kizito</li> <li>5. David Ben Okello</li> <li>6. Ebony Quinto</li> <li>7. Emilly Kemigisha</li> <li>8. Esther Opoka</li> <li>9. Fred Baruga Kamanda</li> <li>10. Gabriel Oling Olang</li> <li>11. Herbert Mugumya,</li> <li>12. Humphrey Kabugo</li> </ol>		<ol style="list-style-type: none"> <li>13. JC Okello</li> <li>14. Joanne Lyavala</li> <li>15. John Tumwesigwe</li> <li>16. Kennedy Tumutegereize,</li> <li>17. Kizito Francis Dr.</li> <li>18. Myalo Sula</li> <li>19. Nightingale Nantamu</li> <li>20. Rhoda Mwendha</li> <li>21. Rhona Walusimbi,</li> <li>22. Robert Mwesigwa</li> <li>23. Ruth Sempa,</li> <li>24. Sarah Mayanja</li> </ol>	

<b>Course Title</b>	MSI Certificate Program in Evaluation	<b>Date</b>	9/17/2007
<b>Duration</b>	Three weeks including field work		
<b>Participants</b>			
1. Kashemeire Obadiah 2. Gamusi Jonathan 3. Thomas Emeeti 4. Emilly Katamujuna 5. Adeeline Muheebwa 6. George Kaweesi 7. Giovanna Romagna 8. Michelle Shalita 9. Julian Bagyendera 10. Irene Naikaali 11. Ann Nganda 12. Lillian Likicho		13. Rachel Kagoya 14. Jane Tushabe 15. Mwesigwa Moses 16. James Sekatawa 17. Nampewo Solome 18. Dr. Muramuzi Emmy 19. Nalwadda Brenda 20. Jesse Kigozi 21. Samali Matovu 22. Anka Kitunzi 23. David Ssekamate 24. Pius Ikongit	

#### D. Senior Staff Briefing

<b>Course Title</b>	Senior Staff Briefing on Monitoring and Evaluation	<b>Date</b>	9/5/2007
<b>Duration</b>	Half Day		
<b>Participants</b>			
1. Andrew Kyambadde 2. Betty Nabirumbi 3. Christian Smith 4. Danielle Reiff 5. Elis Ayers 6. Fred T. Muwanga 7. Gunawardina D 8. Jessica Kafuko		9. Jody Stallings 10. Joy Bossa 11. Linda Quick 12. Rachel Cintron 13. Rhobbinah Ssempebwa 14. Rhona Walusimbi 15. Roy Thompson 16. Thomas LeBlanc	

## ANNEX E

### INVENTORY OF MEMS DOCUMENTS IN ELECTRONIC FORM<sup>2</sup>

#### A. Project Management Products

Title	Year(s)
MEMS Work Plans (6)	Y1 – Y5 & Extension Period
Quarterly Reports (20)	2003-2008
MEMS Internal Mid-Term Review	2006
Contractor Final Report	2008

#### B. Initial Assessment and Follow On Reports

Title	Year(s)
Initial Assessment	2003
Vital Signs Reports for 2004 and 2005	2005
Implementing Partner “Report Card” Report	2006

#### C. Performance Monitoring and Reporting

Title	Year(s)
USAID Performance Data Reports (5)	2003-2007
Gender Data Reports (5)	2003-2007
Portfolio Data Quality Assessment Reports (3)	2005-2007
PMI Data Quality Assessment Report	2008
PMP Tracker	2008

#### D. Evaluations and Other Assessments

Title	Year(s)
Evaluations Conducted for USAID (14)	2003-2008
Meta-Evaluations (2)	2007-2008
Other Assessments (3)	2003-2007

#### E. M&E Capacity Building Products

Title	Year(s)
M&E Specialist Roster (5)	2003-2007
“How To” Guides (3)	2005-2008
Special Study Management Guide	2008

<sup>2</sup> All documents are in final form, including drafts sent to USAID on which no comments were received.