USAID/UGANDA COUNTRY DEVELOPMENT COOPERATION STRATEGY 2011 – 2015: PERFORMANCE MANAGEMENT PLAN (PMP)

VOLUME 1: MISSION PMP

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Executive Summary

USAID/Uganda's Country Development Cooperation Strategy (CDCS) was developed in FY2011 and its goal derives from the country's National Development Plan 2010/11 – 2014/15 that states that the Government's vision is a "transformed Ugandan society from a peasant to a modern and prosperous country within 30 years". USAID/Uganda selected three Development Objectives (DOs) and a Special Objective that support this transition during the five years of the CDCS.

As part of the development of the new strategic plan and in accordance with Agency policy that a Performance Management Plan (PMP) for the strategy must be in place within one year of approval, USAID/Uganda also developed this Mission PMP incorporating DO Team PMPs and the PMP for the Special Objective for Karamoja according to evolving Agency guidance regarding performance management and learning.

The main purpose of the PMP is to provide a systematic and objective way of assessing program performance and thereby support to programmatic decision-making and resource allocation. The Mission PMP describes the general principles informing the Mission's approach to and organizational set-up for performance management. Thus it comprises sections on the general principles adopted, an outlines of roles and responsibilities of Mission staff, and details of the key processes and procedures that need to be followed to implement the PMP. Volumes 2 - 4 provide details particular to each DO Team with respect to their monitoring and evaluation activities and tasks.

Each of the three companion volumes to this PMP, organized by DO, comprises: (a) the Performance Indicator Reference Sheets (PIRS) that specify in detail the performance indicators that will be tracked - the source of the data, data collection methodology, schedules for collection and reporting, and locus of responsibility for the collection of required data and; (b) the Excel version of the full DO PMP Tables. All the above documents are also stored in the Libraries of the Mission's database for easy reference.

Implementing Partner (IP) PMPs at the project level support the Mission's PMP and will continue to be developed according to Agency and Mission policy. In some instances, IPs will supply the data for selected Mission PMP indicators.

List of Acronyms

ADS	Automated Directives System
AOR	Agreement Officer's Representative
APR	Annual Progress Report
BFS	Bureau of Food Security
CDCS	Country Development Cooperation Strategy
CLA	Collaborating, Learning and Adapting
COR	Contract Officer's Representative
DG	Democracy and Governance
DO	Development Objective
DOAG	Development Objective Assistance Agreement
DOP	District Operational Plan
FTF	Feed the Future Initiative
GIS	Geographical Information Systems
GOU	Government of Uganda
HMIS	Health Management Information Systems
IP	Implementing Partner
IR	Intermediate Result
LQAS	Lot Quality Assurance Sampling
MCD	Mission Comparison District
M&E	Monitoring and Evaluation
MFD	Mission Focus District
NFA	National Forestry Authority
NTLP	National Tuberculosis and Leprosy Program
OAG	Office of the Auditor General
PEPFAR	President's Emergency Plan for AIDS Relief
PMI	Presidential Malaria Initiative
PMP Plan	Performance Management
PPDA	Public Procurement and Disposal Authority
PPDO	Policy and Program Development Office
PPR	Performance Plan and Report
PRS	Performance Reporting System
RFA/RFP	Request for Assistance/Proposals
SpO	Special Objective
STAR-E	Strengthening TB and HIV/AIDS Response in Eastern Uganda Project
UWA	Uganda Wildlife Authority

1.1 The USAID/Uganda Performance Management Plan

A New Strategic Plan

President Obama's new U.S. Global Development Policy directs USAID to formulate Country Development Cooperation Strategies (CDCS) that are results-oriented and partner with host countries to focus investments. USAID/Uganda's CDCS 2011-2015 implements this policy in the Ugandan context, making considered choices that focus and deepen programs and take closer account of the host country and donor context, while maintaining close coordination with U.S. Government (USG) partners. The CDCS was developed through a process of extensive consultation within the Mission and partner community and in the context of piloting a new approach to USAID strategy development.

With an overarching goal of accelerating Uganda's transition to a modern and prosperous society, the Mission identified three focused Development Objectives (DO) and one Special Objective (SpO) that support that goal:

- DO1 Economic Growth from Agriculture and the Natural Resource base increased in selected areas and population groups. This program will focus on supporting the Government of Uganda (GOU)'s Agriculture Development Strategy and Investment Plan and focuses on the maize, beans, and coffee value chains. This work will be concentrated in a targeted zone of influence covering 38 districts. It will work to improve nutrition and livelihoods of vulnerable populations and finally work in the environment area, specifically on ecotourism initiatives and to mitigate environmental impacts from oil production.
- DO2 Democracy and Governance Systems Strengthened and made more Accountable: This program will improve local government systems, work to mitigate conflict, especially around land administration, and work in a number of other aspects of democracy (to include elections, human rights, Parliament).
- DO 3: Improved health and nutrition status in focus areas and population groups. This largely works with the public and private sectors to improve health, nutrition, and education. It focuses on diseases such as HIV/AIDS, malaria, and tuberculosis, and works to reduce malnutrition and improve reproductive health.
- Special Objective: Peace and Security Improved in Karamoja. This will add value to existing interventions and the Government's own Karamoja Integrated Disarmament and Development Plan and is designed as a whole-of-U.S. Government experimental intervention.

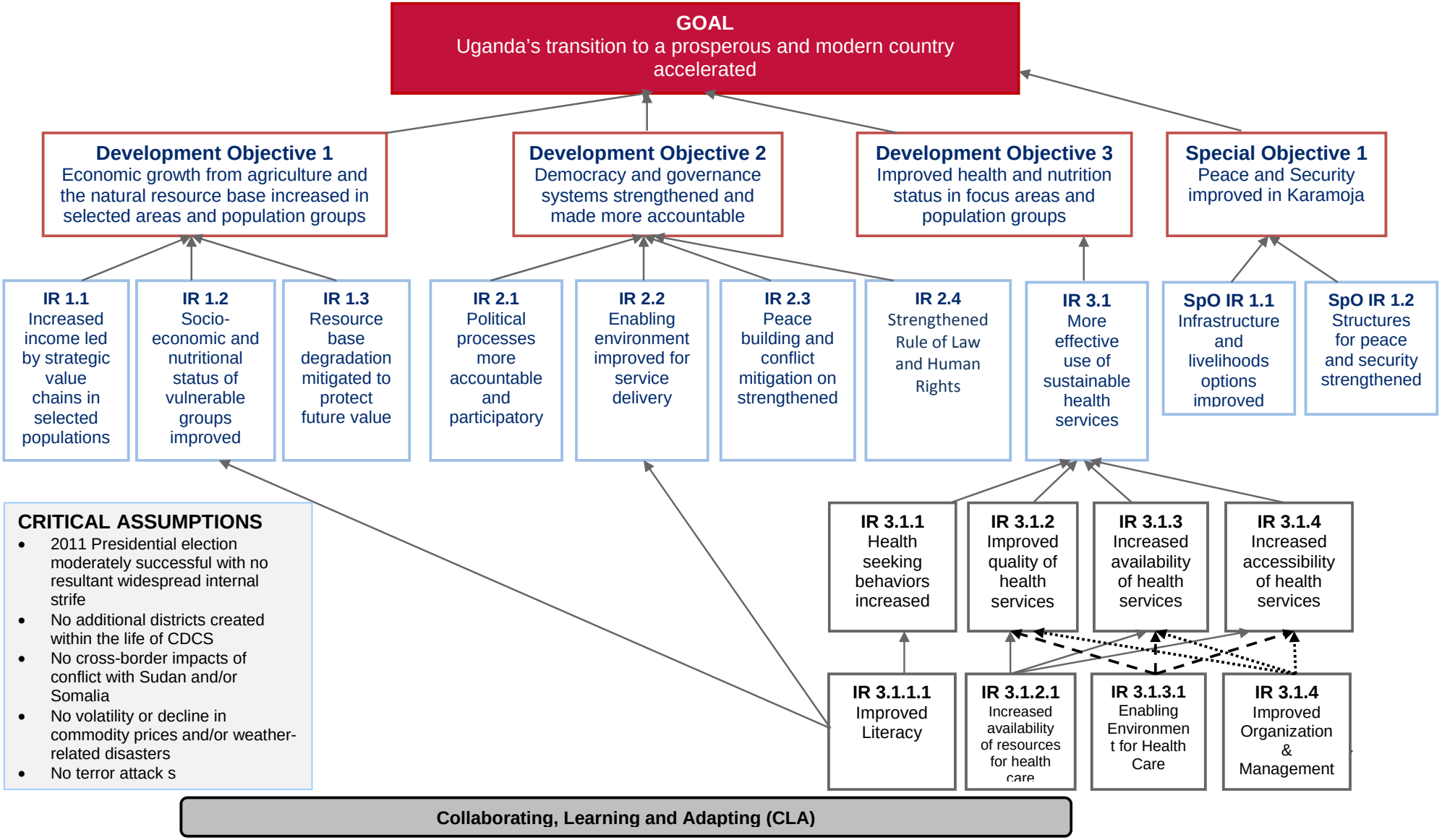
Highlights of the new strategy include:

- Geographical targeting and an attempt where possible to co-locate the activities of different DO Teams in 19 Mission Focus Districts (MFD). All DOs delimit where the impact will be and for what population.

- A focus on the district as the development unit of analysis and the consequent signing of Memoranda of Understanding with district administrations, relevant district-based Implementing Partners (IPs) to provide a framework for planning and coordinating USAID assistance with the Districts.
- Identification of three Game Changers or emergent trends that have the potential to de-rail the CDCS – namely oil, population growth and youth explosion.
- Adoption of the concept of "Zone of Influence" for the measurement of certain development effects.
- Preliminary delineation of a number of development hypotheses underlying different aspects of the CDCS, including a development hypothesis at the Mission level. The development of an agenda for Collaboration, Learning and Adapting (CLA), the guiding principle of which is the continuous assessment and adjustment of the underlying development hypotheses of the strategy.
- Implementation of the new Agency Policy on Evaluation (January 2011) with the inclusion of several Impact Evaluations as part of the learning agenda.

The CDCS Results Framework is depicted in Figure 1.

Figure 1: The USAID/Uganda Country Development Cooperation Strategy Results Framework



Preparing to Manage for Results

Agency policy requires that a new PMP be developed for the CDCS within one year of approval. The Program and Policy Development Office (PPDO) and the Mission's M&E contractor, the Uganda Monitoring and Evaluation Management Services contractor (UMEMS), worked closely with each DO Team to develop new and/or adapt existing indicators and create plans for other learning activities over a period of several months. Consultants supporting the Mission's Feed the Future Initiative and the introduction of Cost Benefit Analysis as an assessment tool were also involved in the process. PPDO led the process whereby Common Indicators to measure the highest level outcomes of the CDCS and to test one of the Mission-level development hypotheses were devised and documented. UMEMS was instrumental in putting together the present PMP document.

Purpose of the USAID/Uganda PMP

The purpose of the Mission's PMP is to provide a systematic and objective way of assessing program performance and thereby support programmatic decision-making and resource allocation. Other objectives of the PMP relate to:

- ***Emphasizing the importance of evidence-based performance management by:*** Ensuring that RFAs/RFPs contain language that highlights the importance attached to performance monitoring.

  Encouraging partners to budget adequate human and financial resources for performance management and related technical assistance

  Encouraging CORs and IPs to use rapid and qualitative methods that complement quantitative performance data to explore implementation issues.

  Encouraging the use of performance data for programmatic decision-making by making data analysis and interpretation central to Portfolio Reviews.
- ***Ensuring the quality of performance data.*** To ensure the usefulness and integrity of its performance information and the transparency of its performance management systems.
- ***Ensuring that baselines are set ahead of program implementation.*** For several of the indicators, baseline data has not yet been collected due to a number of reasons. Filling of these baselines is expected to be complete within one year.
- ***Improving target setting*** which has been a weakness in the Mission by encouraging the review of appropriate data during target setting exercises.

Guiding Principles Followed in Developing the USAID/Uganda PMP

With the above objectives in mind, the following guiding principles framed the development of this PMP:

- ***PMP should be concise and succinct,*** covering the overall Mission performance management process that captures integration across the DOs and measurement of the

desired results contained in the CDCS. This is a major change from having individual DO PMPs.

- ***The PMP must be a useful tool for management and organizational learning.*** It should be a constant desk reference to guide the assessment of results and it should be current.
- ***Performance indicators should serve as the basis of the plan.*** Effective performance management starts with indicators that are direct, objective, practical, and adequate. Indicators should be useful for timely management decisions and should credibly reflect the actual performance of the USAID program.
- ***Acknowledgement of the role of qualitative data in aiding reflection on the strategy's performance.*** Despite the importance attached to performance indicators, Mission reviews will also incorporate consideration of qualitative data related to assumptions and contextual factors.
- ***Performance indicators on the DO PMPs should capture and measure outcomes and impacts;*** output indicators should be confined to the PMPs of IPs. A smaller number of outcome and impact indicators is preferred to a larger number of output indicators.
- ***Performance indicators and data collection processes should align with the national government performance management systems*** in terms of the types of indicators used and data collection systems where possible.
- In measuring higher-level outcomes and impacts, ***performance data will be rigorously collected by independent third parties,*** moving the Mission away from its reliance on IP-generated data for the Team PMPs.
- ***Good baselines are required for meaningful measurement of change.*** Not only must baselines be set in a timely manner but they must also be rigorously collected.
- ***Cost-effectiveness in data collection***. To the extent possible, mission-wide data collection mechanisms will be used.
- ***Performance monitoring should be based upon access to and use of high quality data***. The Team's management decisions should be based upon data that is valid, reliable and timely. The Mission will regularly assess data quality.
- ***The Learning Agenda should be based on explicit development hypotheses that will be tested more or less rigorously in the course of the strategy.*** Note that there is room for this Learning Agenda to evolve to address emerging questions and bridge knowledge gaps.
- ***Sharing data generated by the Mission PMP with IPs and relevant stakeholders.*** At a meeting of Implementing Partners and other key stakeholders, the Mission will share this PMP and explain the importance of data disaggregation, performance targets, data quality, and other relevant issues. Selected performance indicators are included in the Development Objective Assistance Agreements (DOAG) and the District Operational Plans (DOP).

The PMP Development Process

The PMPs were developed over a period of several months. The process entailed:

- ***Refinement of Results Frameworks:*** In the case of DO1 Economic Growth Team, the Results Framework incorporated some of the Feed the Future Initiative results as the DO1 program is largely constituted by the FTF Initiative. The DO2 Governance and Conflict Team Results Framework for selected aspects of their program was completed after a review of the DG Assessment that the Team had earlier commissioned.
- ***A set of Core Indicators*** on each DO Team PMP were agreed and will be used to assess program performance at the Mission level. This more manageable set represents the core of this PMP and appears on the first worksheet of the PMP Indicator Table of each DO PMP. There are 26 Core Indicators for DO1; 30 for DO2 and 25 Core Indicators for DO3. The Core Indicators for each DO Team appear in this first volume of the Mission PMP as Tables 1 - 3.
- ***Dealing with Mandatory Indicators:*** There are many mandatory indicators associated with the various U.S. Government (USG) and Agency Initiatives. These include standard indicators relating to the Foreign Assistance Framework; Feed the Future Indicators; Global Health Initiative indicators, Global Climate Change Initiative indicators, Presidential Malaria Indicators and others. The Teams have little to no leeway to modify these indicators in respect of their definitions and/or data collection methodologies. For the most part, these have been put into subsidiary worksheets within the Team PMP Indicator Tables. All these indicators appear in tables in the volumes for the respective DOs.
- ***Creating a set of 13 Common Indicators*** to measure one of the Development Hypotheses in the CDCS related to geographical targeting, namely: *the greater the concentration of Mission-funded activities in districts, the greater the development impact* using a quasi-experimental method and six Mission Comparison Districts (MCD). They are also used to measure the CDCS goal. The Mission Policy on Common Indicators outlines the rationale for and criteria used to select the indicators. The Common Indicators are integrated into the core indicators for the different DO Teams and reflected in red font for easy identification. Likewise, they have been tagged in the database. The indicators and districts listed in within the Common Indicator Policy that appears as Annex A.
- ***Development Objective Assistance Agreement (DOAG) Indicators:*** based on agreements signed between the Government of Uganda (GOU) and USAID on working together to achieve mutual development objectives. The agreed indicators for reporting and procedures for M&E have been integrated into the PMP.
- ***District Operational Plan (DOP) Indicators:*** For those aspects of the Mission's work that requires close coordination with targeted districts in Uganda, a small number of performance indicators have been included in the Memoranda of Understanding signed by USAID, the District Administrations and relevant IPs.

- ***All indicators regardless of their type have been uploaded to the USAID/Uganda Performance Reporting System database.*** This is to ensure that they are not omitted and that data are entered for them on schedule.
- ***Less IP Involvement:*** Given the new program-level focus of the PMP, there was little interaction with or input from IPs except in a few cases.

Although less data from Implementing Partner (IP) PMPs now provides the data for Team PMP indicators, the IP PMPs nonetheless continue to support their DO Team PMPs at the activity and project level, and remain a requirement. IPs are required to develop project-level PMPs to USAID standards within 90 days of agreement signature. Technical assistance will be given to IPs to develop their PMPs by the Team M&E Specialists and/or a Mission M&E contractor, guided by a Protocol for this. Templates for the different elements of the PMP reside in the Mission's database library. Responsibility for ensuring that the PMP is developed to standard and approved lies with the COR for the project, as does subsequent baseline, target and data entry into the Mission's Performance Reporting System.

Table 1: DO1 PMP TABLE: CORE INDICATORS

Indicator No	Indicator Source	Performance Indicators	Scope	Data Source	Disaggregated by	Baseline Year	Baseline Value	Target FY 2012	Target FY 2013	Target FY 2014	Target FY 2015
DEVELOPMENT OBJECTIVE 1: Economic Growth from Agriculture and the Natural Resource Base Increased in Selected Areas and Population Groups											
1	FtF	Prevalence of poverty: Percent of people living on less than $1.25/day	FTF Targeted zone of influence	Survey Report	n/a	2012	TBD	TBD	TBD	TBD	TBD
2	FtF/ Custom	Percent change in GDP.(% contribution disaggregated by agricultural and tourism)	National	National budget reports	Agriculture	2010	22.5%	+1.5	+1.5	+1.5	+1.5
			National	National budget reports	Tourism	2010	TBD	TBD	TBD	TBD	TBD
IR 1.1: Income Led by Strategic Value Chains in Selected Populations Increased											
3	FtF / Common	Per capita Income (as proxied by expenditure) of USG targeted beneficiaries	FTF Targeted zone of influence.	Survey Report	Sex	2012	TBD	TBD	TBD	TBD	TBD
			District level	Survey Report	District	2012	TBD	TBD	TBD	TBD	TBD
IR 1.1.1: Agricultural Productivity Improved											
4	FtF	Gross margin of targeted commodities in US$/ha (Coffee, Maize, Beans)	Project Beneficiaries	Project Reports	Commodity	2012	0	570	600	600	620
IR 1.1.2: Markets and Trade Expanded											
5	FtF	Value of Incremental sales (Collected at farm-level) attributed to FtF implementation (US $)	Project Beneficiaries	Project Reports	n/a	2012	0	12,500,000	7,500,000	7,500,000	8,500,000
6	FtF	Dollar value of exports of targeted agricultural	Project beneficiaries	Project	n/a	2012	TBD	700,000,00	800,000,00	700,000,000	750,000,0

Indicator No	Indicator Source	Performance Indicators	Scope	Data Source	Disaggregated by	Baseline Year	Baseline Value	Target FY 2012	Target FY 2013	Target FY 2014	Target FY 2015
		commodities as a result of USG assistance		Reports				0	0		00
7	FtF	% change in value of intra-regional exports of targeted agricultural commodities as a result of USG assistance	Project Beneficiaries	Project Reports	n/a	2011	$185, 540, 000	+10%	+15%	+15%	+15%
IR 1.1.3: Investment in Agriculture & Nutrition-related Activities Increased											
8	FtF	Value of new private sector investment in the agricultural sector or food chain leveraged by FTF implementation (US$)	Project Beneficiaries	Project Reports	n/a	2011	2,809,096	700,000	350,000	350,000	350,000
IR 1.2: Socio-economic and Nutritional Status of Vulnerable Groups Improved											
9	FtF / Common	Prevalence of households with moderate to severe hunger	FTF targeted zone of influence	Survey Report	Sex	2012	TBD	TBD	TBD	TBD	TBD
			Mission Focus and Comparison Districts	Survey Report	Sex	2012	TBD	TBD	TBD	TBD	TBD
			Project Beneficiaries	Project reports	Sex	2012	TBD	TBD	TBD	TBD	TBD
10	FtF	Prevalence of stunted children under five years of age	FTF Targeted zone of influence	Survey Report	sex	2010	38.1%	N/A	35%	N/A	30.5 %
			Project area	Project Reports	Sex	2011	38.1%	TBD	TBD	TBD	TBD
11	FtF	Prevalence of wasted children under five years of age	FTF Targeted zone of influence.	Survey Report	n/a	2012	TBD	TBD	TBD	TBD	TBD
			Project area	Project Reports	n/a	2011	18.4	TBD	TBD	TBD	TBD

Indicator No	Indicator Source	Performance Indicators	Scope	Data Source	Disaggregated by	Baseline Year	Baseline Value	Target FY 2012	Target FY 2013	Target FY 2014	Target FY 2015
12	Custom	% change in value of household assets among vulnerable households assisted with economic strengthening interventions	Project Area	Project Reports	n/a	2012	0	0	TBD	TBD	TBD
IR 1.2.1: Resilience of Vulnerable Communities and Households Increased											
13	FtF	Number of vulnerable households benefiting directly from USG assistance	Project Beneficiaries	Project reports	n/a	2011	44,646	30,700	30,900	41,500	41,500
IR 1.2.2: Access to Diverse and Quality Foods Improved											
14	FtF	% Children 6-23 months that received a Minimum Acceptable Diet	Project Beneficiaries	Project reports	n/a	2011	43.7%	TBD	TBD	TBD	TBD
15	FTF	Women's Dietary Diversity Score: Mean number of Food Groups consumed by women of reproductive age (15-49 years)	Project Beneficiaries	Project reports	n/a	2011	3.45%	TBD	TBD	TBD	TBD
IR 1.2.3: Nutrition-related Behaviors Improved											
16	Custom	Percentage of caregivers demonstrating improved nutritional knowledge	Project Beneficiaries	Project Reports	n/a	2011	27.6%	62%	70%	75%	80%
17	FtF	Prevalence of exclusive breast feeding of children under six months age.	National	UDHS	n/a	2011	39 %	TBD	TBD	TBD	TBD
			Project Beneficiaries	Project Reports	n/a	2011	46.9%	TBD	TBD	TBD	TBD

Indicator No	Indicator Source	Performance Indicators	Scope	Data Source	Disaggregated by	Baseline Year	Baseline Value	Target FY 2012	Target FY 2013	Target FY 2014	Target FY 2015
IR 1.3: Resource Base Degradation Mitigated to Protect Future Value											
18	Standard	Number of hectares in areas of biological significance under improved management as a result of USG assistance	Project Area	Project Reports	n/a	2010	11,585	87,500	92,000	92,000	92,000
IR 1.3.1: Ecotourism Sector Improved											
19	Custom	% tourism revenue invested in conservation activities in areas of biological significance	Project Area	Project Reports	n/a	TBD	TBD	TBD	TBD	TBD	TBD
20	Custom	% increase in annual tourism revenue registered by UWA and NFA	National	UWA & NFA reports	n/a	2011	$11,171,192	9%	9%	9%	9%
21	Custom	%increase in tourism revenues accruing to communities living next to protected areas	Project Area	Project Reports	n/a	2011	$1,873,617	12%	12%	12%	12%
22	Custom	% increase in duration of eco-tourist visit (bed nights)	National	UWA & NFA reports	n/a	2011	1.7 bed nights	20%	25%	25%	30%
IR 1.3.1.3 Benefits to Communities Increased											
23	Standard	Number of people with increased economic benefits from sustainable natural resource management & conservation as a result of USG assistance	Project Area	Project reports	Gender, youth	2011	1,543	1,200	1,200	1,200	1,200
IR 1.3.2: Environmental Impacts from Oil Extraction Mitigated											

Indicator No	Indicator Source	Performance Indicators	Scope	Data Source	Disaggregated by	Baseline Year	Baseline Value	Target FY 2012	Target FY 2013	Target FY 2014	Target FY 2015
24	Custom	Environmental compliance increases (from a baseline) and reflected in the operations of oil companies and GoU departments dealing with oil.	N/A	Project Reports	n/a	2012	TBD	TBD	TBD	TBD	TBD
25	Custom	Change in Indicator species diversity compared to the baseline in the areas of oil and gas extraction	TBD	TBD	n/a	2012	TBD	TBD	TBD	TBD	TBD

Note: baseline and target information for selected indicator under Intermediate Result 1.1 and Sub Intermediate Result 1.1.1 will be updated to include outcomes arising from the partnership with DANIDA.

Table 2: DO2 PMP TABLE: CORE INDICATORS

Indicator No	Indicator Source	Performance Indicators	Scope	Data Source	Disaggregated by	Baseline Year	Baseline Value	FY 2011 Target	2012 Target	2013 Target	2014 Target	2015 Target
DO 2 Objective: Democracy and Governance Systems Strengthened and made More Accountable												
1	Custom / Common	Degree of citizen satisfaction with local government services	MFD/MCD	Afrobarometer Survey	Sex, District	2011	62%	n/a	63%	65%	67%	68%
Intermediate Result 2.1: Political Processes more Accountable and Participatory.												
2	Custom	Degree to which dialogue platforms represent input of stakeholders	n/a	Advisory Committee	None	2013	TBD	n/a	n/a	TBD	TBD	TBD
Sub. I.R 2.1.1 – Representative and Competitive Multiparty System.												
3	Custom	Degree to which political party programmatic agenda provide clear choices for the electorate.	USG supported political parties	Advisory Committee	Political Party	2013	TBD	n/a	n/a	TBD	TBD	TBD
Sub. I.R 2.1.2 – Consensus Building and Dialogue Processes Advanced.												
4	Standard	Number of USG assisted civil society organizations that participate in legislative proceedings and/or engage in advocacy with national legislature and its committees.	Project beneficiaries	Project Reports	None	2010	91	n/a	25	25	15	15
Intermediate Result Sub. I.R 2.1.3 – An Informed and Active Citizenry.												
5	Custom	Level of confidence in democratic processes among citizens.	National MFD +MCD	Afrobarometer Survey	National MFD +MCD	2011	33%	n/a	n/a	n/a	n/a	n/a

Indicator No	Indicator Source	Performance Indicators	Scope	Data Source	Disaggregated by	Baseline Year	Baseline Value	FY 2011 Target	2012 Target	2013 Target	2014 Target	2015 Target
					MFD +MCD	2011	30%	n/a	TBD	TBD	TBD	TBD
6	Custom	Level of activism among citizens	Targeted districts	Independent survey	Sex, Youth	2012	TBD	n/a	TBD	TBD	TBD	TBD
Intermediate Result 2.2: Enabling Environment Improved for Service Delivery.												
7	Custom.	% of targeted issues addressed as a result of policy/ regulations/ administrative procedures changes.	National , local governments	Project Reports	None	2012	TBD	n/a	TBD	TBD	TBD	TBD
8	Custom / Common	Percentage of targeted local governments meeting defined performance standards.	Mission Districts	Local government assessment report	District	2011	TBD	n/a	TBD	TBD	TBD	TBD
Sub IR 2.2.1: Improved Local Government Fiscal Management and Accountability.												
9	Custom	Percentage of PPDA and OAG audit recommendations implemented.	25 GAPP districts	PPDA Reports & OAG records	District	2012	TBD	n/a	TBD	TBD	TBD	TBD
10	Custom	Percentage increase in locally generated own source revenues by sub-national governments, resulting from USG assistance	25 GAPP districts	Financial Records of targeted Local Governments	District	2012	TBD	n/a	TBD	TBD	TBD	TBD
Sub IR 2.2.2: Improved Capacity of Citizens and Communities to Participate in Local Governance and Accountability Processes.												
11	Custom	Percentage of citizens including women, youths and PWDs who participate in planning and budget processes at the local level	MFD/MCDs	Afrobarometer Survey	Sex, district, Youth, PWD	2011	24%	n/a	TBD	TBD	TBD	TBD

Indicator No	Indicator Source	Performance Indicators	Scope	Data Source	Disaggregated by	Baseline Year	Baseline Value	FY 2011 Target	2012 Target	2013 Target	2014 Target	2015 Target
12	Custom	Number of policy regulatory changes brought about by advocacy and lobby activities of USG CSOs and NSAs	District & National Level Changes	Advisory Committee	National, district	2012	TBD	n/a	TBD	TBD	TBD	TBD
Intermediate Result 2.3: Peace building and conflict mitigation strengthened.												
13	Custom	Reduction of conflict in targeted areas	Conflict project area	Independent Assessment Report	District and Conflict Driver Type	2012	TBD	n/a	n/a	TBD	TBD	TBD
Sub. I.R 2.3.1 – Improved Management of Land Related Disputes.												
14	Custom	Percentage of concluded land cases in target areas satisfactorily resolved with USG assistance	Conflict project area	Project records	District; Defendant's Sex and Type of resolution mechanism	2012	TBD	n/a	n/a	TBD	TBD	TBD
15	Custom	% of local governments in targeted areas with improved functional land administration and management structures resulting from USG assistance	Conflict project area	IP Survey	District and Structure Type	2012	TBD	n/a	n/a	TBD	TBD	TBD
Sub. I.R 2.3.2 – Peace and reconciliation processes enhanced.												
16	Custom	Percentage of citizens expressing confidence in the use of peaceful dispute resolution mechanisms	Conflict project area	Independent Survey	Sex, Youth and District	2012	TBD	n/a	n/a	TBD	TBD	TBD
Intermediate Result. 2.4–Strengthened Rule of Law and Respect for Human Rights.												
17	Custom	Degree to which mechanisms actively and effectively promote rule of law and human rights	National	Advisory Committee.	Mechanism Type	2013	TBD	n/a	n/a	TBD	TBD	TBD

Indicator No	Indicator Source	Performance Indicators	Scope	Data Source	Disaggregated by	Baseline Year	Baseline Value	FY 2011 Target	2012 Target	2013 Target	2014 Target	2015 Target
Sub. I.R 2.4.1 – Foundations for Protection of Human Rights and Equity Promoted.												
18	Custom	Average number of days taken to process human rights complaints in selected areas	Selected districts	Court records	District	2013	TBD	n/a	n/a	TBD	TBD	TBD
19	Custom	% of people who believe that they will obtain a fair hearing on human rights matters	Selected districts	Independent Survey	Sex, youth, District	2012	TBD	n/a	n/a	TBD	TBD	TBD
Sub. I.R 2.4.2 – Effective Advocacy for Promotion of Human Rights and Equal Access to Justice Increased.												
20	Custom	Number of reforms which directly or through interpretation promote human rights and access to justice	National	Documents	None	2013	TBD	n/a	n/a	TBD	TBD	TBD
Sub. I.R 2.4.3 – Enhanced Free Flow of Information.												
21	Custom	Number of law suits brought against media organizations for criticizing government or those with close ties to government.	National	Judicial Website & Report of the Uganda Human Rights Network for Journalists.	None	2013	TBD	n/a	n/a	TBD	TBD	TBD
22	Custom	Number of target CSOs publishing on rule of law and human rights issues.	Project beneficiaries	Project Reports	None	2013	TBD	n/a	n/a	TBD	TBD	TBD
23	Custom	% of total newspaper space & radio/TV time devoted to news analysis	National	Project Reports	None	2013	TBD	n/a	n/a	TBD	TBD	TBD

Table 3: DO3 PMP TABLE: CORE INDICATORS

Indicator No	Indicator Source	Performance Indicators	Scope	Data Source	Disaggregated by	Baseline Year	Baseline Value	2012 Target	2013 Target	2014 Target	2015 Target
Development Objective 3:Improved Health and Nutrition Status in Focus Areas and Population											
1	Standard	TB Treatment Success Rate	44 districts	NTLP	District	2011	80%	82%	84%	85%	85%
2	Standard / Common	Prevalence of underweight children under five years of age	FTF targeted zone of influence, MFD/MCD	Survey	Targeted zone of influence	2012	TBD	TBD	TBD	TBD	TBD
					MFD and MCD	TBD	TBD	TBD	TBD	TBD	TBD
IR 3.1: More Effective Use of Sustainable Health Services											
3	Custom	Percent of children age 12-23 months who are fully vaccinated	44 districts	LQAS	District	2011	57%	62%	67%	75%	85%
4	Custom	Couple Years of Protection	44 districts	HMIS	District	2011 (USAID IP Reports)	1,252,391	1,264,914	1,700,000	2,200,000	3,000,000
5	Custom	Proportion of Pregnant Women who Slept Under an Insecticide-treated bed net (ITN) the night before the survey	National	UDHS/MIS	None	2011	71%	85%	85%	85%	85%
6	Custom	Percent of children under age 5 with fever in two weeks preceding the survey who had blood taken from finger or heel for testing	44 districts	LQAS	District	2009	17%	40%	55%	70%	80%
7	Custom	Percent of adults & children with HIV known to be on	44 districts	PEPFAR APR	District	2011	79%	85%	85%	85%	85%

Indicator No	Indicator Source	Performance Indicators	Scope	Data Source	Disaggregated by	Baseline Year	Baseline Value	2012 Target	2013 Target	2014 Target	2015 Target
		treatment 12 months after initiation of ART									
8	Standard	Prevalence of children 6-23 months receiving a minimum acceptable diet	44 districts	LQAS	District	2011	9%	14%	19%	24%	30%
IR 3.1.1: Health Seeking Behaviors Increased											
9	Custom	Percent of Births Assisted by a Skilled Provider	44 districts	LQAS	District	2011	65%	67%	72%	80%	90%
10	Custom / Common	Percent of mothers with children 0-11 months who attended ANC at least 4 times during their last pregnancy	25 MFD/ MCD and DO3 44 districts	LQAS	District	2011	44%	45%	48%	53%	60%
11	Custom	Percent of individuals who used a condom the last time they had sexual intercourse with a non marital or non cohabiting sexual partner in the last 12 months	44 districts	LQAS	District, target population	2011	71%	73%	77%	82%	85%
12	Custom	Percent of individuals in long term sexual relationships that took an HIV test and received their results as a couple	44 districts	PEPFAR APR	District	2011	18%	25%	35%	50%	60%
IR 3.1.2: Improved Quality of Health Services											

Indicator No	Indicator Source	Performance Indicators	Scope	Data Source	Disaggregated by	Baseline Year	Baseline Value	2012 Target	2013 Target	2014 Target	2015 Target
13	Custom	TB Case Detection Rate	44 districts	IP District Reports	District	2011 (PPR)	58%	65%	70%	70%	70%
14	Custom/ Common	Percent of men and women who say health service delivery in public health facilities has improved in the last one year	25 MFD/MCD	Afrobarometer Survey	Public	2011	46%	NONE	75%	NONE	80%
					Private	2011	78%	TBD	TBD	TBD	TBD
15	Custom / Common	Percent of Service Delivery Points complying with national standards.	25 MFD/MCD, DO3 targeted 44 districts	Facility Assessment/Database	FP	2011(National Facility Assessment)	7%	25%	44%	80%	80%
					Lab	2010 (IP Reports)	77%	80%	80%	80%	80%
					ART	2011 (IP Reports)	77%	80%	80%	80%	80%
					TB/HIV	2011 (IP Reports)	75%	77%	80%	80%	80%
					Malaria	2010 (IP Reports)	55%	63%	72%	80%	80%
IR 3.1.3: Increased Availability of Health Services											
16	Standard	% of Health Facilities with established capacity to manage acute under-nutrition.	44 districts	MOH/ PMPCT Facility Assessment	District	2012	TBD	TBD	TBD	TBD	TBD
17	Custom	% of Health Facilities with all 6 tracer vital essential medicines available on the day of survey	44 districts	SURE	District	2011	42%	85%	95%	100%	100%

Indicator No	Indicator Source	Performance Indicators	Scope	Data Source	Disaggregated by	Baseline Year	Baseline Value	2012 Target	2013 Target	2014 Target	2015 Target
IR 3.1.4: Increased Accessibility of Health Services											
18	Custom / Common	Modern Contraceptive Prevalence Rate	25 MFD/MCD, D03 targeted 44 districts	LQAS	District	2011	33%	n/a	38%	n/a	40%
19	Custom / Common	Percent of eligible HIV+ individuals accessing ART services	25 MFD/MCD, D03 targeted 44 districts	IP District Reports	District	2011	48%	50%	58%	64%	72%
IR3.1.1.1: Improved Literacy											
20	Standard	Proportion of students who, by the end of two grades of primary schooling, demonstrate that they can read and understand the meaning of grade level text	Education project area	Project records	TBD	2012	TBD	2%	2%	4%	6%
21	Custom	Number of students who exceed the average reading fluency level for their grade as measured at baseline	Education project area	Project records	None	2012	TBD	TBD	TBD	50,000	150,000
22	Custom / Common	Percent of pupils reaching defined level of competency in literacy (at P.3)	25 MFD/MCD, D03 targeted 44 districts	NAPE Reports	District, sex	2011	57%	None	59%	61%	63%
IR 3.1.2.1: Increased Availability of Resources for Health Care											
23	Custom	Percent of approved posts filled by qualified	44 districts	Facility Assessment/Database	Project-Supported	2011	52%	60%	65%	75%	80%

Indicator No	Indicator Source	Performance Indicators	Scope	Data Source	Disaggregated by	Baseline Year	Baseline Value	2012 Target	2013 Target	2014 Target	2015 Target
		health workers.									
IR 3.1.3.1: Enhanced Enabling Environment for Health Care											
24	Custom	Progress Score for seven priority policies/guidelines.	National	USAID Policy Task Group	HBC Policy	2012	TBD	None	TBD	TBD	TBD
					TB Policy	2012	TBD	None	TBD	TBD	TBD
					OVC Policy	2012	TBD	None	TBD	TBD	TBD
					Pediatric Policy	2012	TBD	None	TBD	TBD	TBD
					PMTCT Policy	2012	TBD	None	TBD	TBD	TBD
					Private Sector Policy	2012	TBD	None	TBD	TBD	TBD
					Quality of Care Policy	2012	TBD	None	TBD	TBD	TBD
					Prevention 1	2012	TBD	None	TBD	TBD	TBD
					Prevention 2	2012	TBD	None	TBD	TBD	TBD
IR 3.1.4.1: Improved Organization and Management											
25	Custom	Percent of districts with 'quality' planning process [citizen and CSO participation, coordination of all implementing partners, use of data for decision making]	SDS Project area (35 districts)	SDS	District	2012	TBD	None	40%	50%	60%

1.2 Roles and Responsibilities

This section outlines the roles and responsibilities of Mission staff in implementing and maintaining the Mission PMP.

Responsible Officer	Role	Responsibilities
Mission M&E Specialist, PPDO	Overall responsibility for the management & implementation of the Mission's PMP	• Ensure that performance data are collected, entered into the database and reported in a timely fashion • Ensure that the database is prepared by the System Administrators for data and target entry and certification at specified times during the year • Ensure that program-level baseline data collection is undertaken in a timely manner and to an adequate standard • Manage the annual Data Quality Assessment (DQA) schedule • Manage the annual Mission target setting exercise and ensure that targets are set in a timely fashion • Ensure that the PMP documents are updated annually • Ensure that the USAID/Uganda Performance Reporting System database is maintained and developed • Contribute to the organization of Portfolio Reviews and IP Results Reviews • Contribute to the preparation of key Mission reports such as the PPR.
Mission Organizational Learning Advisor, PPDO	Overall responsibility for the Mission's learning and knowledge management function	• Organize and oversee execution of learning events like the special studies, after action reviews, Partners meetings, communities of practice • Ensure that PMP documents include effective learning components • Manage the Evaluation Calendar
GIS Specialist, PPDO	Responsible for developing GIS products as planning & analytical inputs	• Liaise with the M&E Specialist on how to best utilize GIS to map performance, analyze trends and identify areas /issues for needed attention in programming and implementation • Work with DO Teams to map selected indicators and trends over time • Upload maps to the Database
DO Team M&E Officers	Responsible for providing full suite of M&E services to the DO Team.	• Maintain the Team PMP. • Organize target setting with the Team on an annual basis.

Responsible Officer	Role	Responsibilities
		• Work with Team members as new activities and projects are developed to ensure that PMP requirements are incorporated. • Prepare Portfolio Review and IP Results Review products and contribute to the reviews. • Prepare annual DQA schedules and ensure that the DQAs are undertaken in time and to standard. • Follow up with CORs on the implementation of recommendations to improve data quality • Work with CORs to develop feasible Scopes of Work for evaluation and other learning pieces. • Provide technical assistance to IPs as they develop their project PMPs. • Follow through on approval of IP PMPs by the relevant COR. • Follow up with CORs to ensure that IP data and targets are certified within the specified timeframe. • Generate the data for the PPR and provide narrative on data quality issues associated with the data. • Organize team or sub-team reflection exercises and prepare data for such exercises. • Enter data for the Mission level indicators
M&E Contractor	Provide support services to the Mission in respect of monitoring, evaluation and learning	Specific activities will be defined upon the approval of new project design

The M&E Officers will be guided in their work according to a number of protocols that have been developed for key Mission M&E processes.

The M&E Contract follows two earlier and similar contracts that supported the Mission with performance management; namely the MSI-led MEMS1 contract (2003 - 2008) and the TMG-managed UMEMS contract (2008 – 2012). The scope of the new contract is being shaped by the new and evolving needs of the Mission in respect of performance management and its CLA agenda and by the outcomes and recommendations of the mid-term evaluation of the UMEMS instrument. Until a new M&E Contractor is in place, the Mission will manage the M&E function itself using the documented protocols and this PMP document developed by the UMEMS Project as a guide to implementing and managing key Mission processes.

1.3 Key Processes and Procedures for Implementing the PMP

1.3.1 Baselines

Performance baselines reflect, as closely as possible, the value of each performance indicator at the start of USAID-supported activities that contribute to the achievement of the relevant Development Objective (See ADS 203.3.4.5). Baseline values should be measured using the same data collection source and method that will be used to collect actual performance data. In some instances, baseline data will be collected independently of the activities that contribute to the related results by third party contractors so as to avoid bias. In a few instances where there are specific development hypotheses that are being tested, the Mission will simultaneously contract the activity and a contractor to undertake data collection for the activity e.g. Community Connector. To the extent possible and in the interests of efficiency and cost-effectiveness, DO Teams will use common data collection mechanisms that will be organized by the Mission's M & E Specialist in PPDO. Mechanisms for collection of baseline data are discussed below in Section 1.3.3.

At the moment, a number of the baselines are still missing, awaiting the finalization of selected program designs that will define the scope and intensity of the intervention especially of the political competition and human rights programs, award of new mechanisms especially amongst the Democracy, Governance and Conflict team and the Economic Growth team that will be expected to collect some of the baseline information, government reports that are yet to be finalized and other surveys that need to be conducted. Plans for putting baselines in place are included in each of the companion DO PMP annexes.

In yet other instances, the Mission will continue to rely upon IPs to collect baseline data for indicators on the Mission PMP. Baseline data for all the indicators in their project PMPs is expected to be in place within 60 days of approval of an IP's PMP (note that IP PMPs are expected to be approved within 90 days of signing of contracts/agreement with the Mission). IPs are responsible for entering their baseline data values into the USAID/Uganda Performance Reporting System and the project's COR, under the guidance of the Team M&E Officer and the PPDO M&E Specialist, for ensuring that the baseline is adequate and complete.

1.3.2 Target Setting and Certification

For each indicator on the Mission PMP, the DO Teams will set performance targets that are ambitious, but can realistically be achieved within the stated timeframe, with the available USAID

resources (and other donor) inputs, taking into account operating environment conditions and other relevant factors that will likely affect performance. Targets have been set for all years through to the end of the CDCS except for those that still require baselines.

The Program and Policy Development Office (PPDO) leads the Mission's Team PMP target-setting process in consultation with the Teams. Targets are set no later than mid- January. Where targets relate to indicators for which data is obtained from a 3rd party data source, the Team M&E Officers will enter the targets agreed by the Team into the database and they will be certified by authorized officers such as the Team Leader or a representative of PPDO within two weeks.

IP targets are usually set by individual AORs/CORs working closely with their IPs at the time that the IP is developing a new Work Plan i.e. around September each year. The targets are then entered into the USAID/Uganda database by the IP and an aggregate target calculated automatically. CORs will be then required to electronically certify that all the targets of their IPs are correct, including indicators which appear on the DO Team PMPs. In accepting IP targets, CORs need to bear in mind the Team PMP targets.

1.3.3 Collection of Performance Information

Data Acquisition

Much of the data for the DO Team PMPs is derived from independently-collected data collection exercises such as surveys, review and manipulation of secondary data sources and the determinations of Advisory Committees.

- Independent surveys will be conducted by DO1 for 13 Feed the Future Indicators; by DO2 for 10 indicators and by DO3 for 3 Core Indicators and 25 annexed indicators, excluding PMI Indicators.

- DO2 will make use of Advisory Committee Assessments for 6 indicators and DO3 for 1 Core Indicator. In the latter instance, the Advisory Committee is constituted by USAID and Ugandan experts.

- DO1 will extract data from secondary sources for 9 indicators (Uganda Bureau of Statistics, Ministry of Finance and Economic Planning and the Uganda Demographic and Health Survey, amongst others) and DO2 for 1 indicator.

- DO3 will collect data using the Lot Quality Assurance Sampling method for 8 Core Indicators. LQAS data collection and data manipulation are handled by an arm of the USAID-funded STAR-E Project that receives data from 7 USAID IPs (STAR-E, STAR-EC, STAR-W, CSF, STRIDES, SUNRISE and SMP) annually from 62 districts and enters the aggregated data into the USAID/Uganda PRS.

- Data will be supplied by the Teams' IPs and an aggregate value calculated automatically by the database for yet other indicators.

- National systems for 2 Core Indicators for DO3, these last-mentioned from the Government of Uganda's Health Management Information System and National TB and Leprosy Program.

Data Collection Mechanisms

The Mission will buy into to the centrally-funded **Feed the Future M&E contractor** mechanism – FEEDBACK - for the collection of data for the high level Feed the Future Indicators within the zone of influence of the projects and overall program.

DO2 will contract two, possibly three, **Advisory Committees**, one attached to the GAPP Project and the other to the SAFE Project that *inter alia* will function as the body to monitor program and project progress and generate data for the Team's qualitative indicators. The Advisory Committees will be composed of members of think tanks, academic institutions and civil society.

At the Mission level, use will be made of the triennial **Afrobarometer Survey** through a buy-in for the baseline measurement of three of the 13 Mission Common Indicators that are used to measure one of the overarching Development Hypotheses. The Mission will also design **other surveys** and continue to collect other information through the M&E Contractor.

Data Collection Methodologies

The Performance Indicator Reference Sheets (PIRS) found in each a companion volume are stand-alone documents that serve as guides for the data collection effort. These sheets provide details on:

- Sources of data
- How indicators are calculated
- When data will be collected
- How data may be presented
- Limitations of the data

PIRS for the 13 Mission-level Common Indicators are also found amongst the DO Team PMP PIRS.

For disaggregation of data by youth, because the age bracket for youth in the Constitution of the Government of Uganda is 15-35 years while the USAID bracket is 15-24 years, data will be disaggregated as follows in order to cater for both situations:15-24 years and 25-35 years.

1.3.4 Collection of Other Data

Development Context/Environment

In particular, it will be important to assess trends within the larger context of the current environment. The Team PMPs contain several Context Indicators. Important Context Indicators include:

- Poverty rates (aggregate and by region)
- Mortality rates (Maternal, infant, child etc)

These and other important macro-statistics will be tracked formally via Context Indicators found on each DO PMP. Several data sources may be helpful in this larger analysis including studies by UN agencies the World Bank, national health and economic statistics, and reviews of current social, business, and government trends.

Critical Assumptions

In defining its new strategy, the Mission identified five critical assumptions that may affect the success of the strategy. These are displayed in Figure 1. The DO Teams and PPDO will gather both quantitative and qualitative data to test these critical assumptions. Data sources will include studies, reports, conferences, and other communications from government institutions, other donors, NGOs and public voluntary organizations (PVOs), and other key stakeholders. Critical assumptions will be reviewed during Portfolio Reviews.

Game Changers

The Mission identified three game changers – variables that could have a major impact on the CDCS. These are: Oil; Population Growth and Youth.

The Mission will appoint a Game Changer Champion for each variable. The function of this role is to: provide quarterly or semi-annual updates on the status of the game changer in respect of each DO; alert the Mission to major new developments in the game changer; attend all Portfolio Reviews in order to articulate the above; draft narratives for the PPR on the Game Changer; work with PPDO and the M&E contractor to articulate a narrow research agenda and to define critical tipping point indicators for their game changer vis-à-vis each DO.

The Game Changers will be tracked in a variety of ways. The Mission will maintain a library of newspaper clippings on each subject and the Game Changer Champions will report on the general trend and highlights for the assigned variable. Experts in the field may also be invited to give their views on changes in the Game Changer variable and its impact on each DO's strategy and implementation.

1.3.5 Assessing Data Quality

The Mission will comply with current Agency guidelines for data quality as expressed in the ADS. The Mission will establish a "data quality file" to maintain documentation of all data quality assessments, findings of data limitations, and actions taken or planned to address these limitations. Working from the prior year PPR, the Mission will develop a list of DQAs that need to be conducted before submission of the next PPR. DQAs that did NOT have a successful outcome will be repeated until the data meet the required data quality standards. At least once within three years, the Mission or its contractor for M&E will assess data quality for each of the sources of performance data that are reported to USAID/Washington.

The Mission will record these assessments and any data limitations discovered. The documentation will be retained in the data quality file and uploaded to the DQA Reports Library on the database. This library also contains the DQA Protocol, Protocol for Scheduling DQAs and DQA Instrument. A step-by-step protocol for managing DQAs is available.

1.3.6 Analysis of Performance Information

The Mission will use a variety of approaches to assess the performance of the USAID/Uganda CDCS. The Mission will regularly collect, analyze, review, and use information gathered through its performance management systems, evaluations, special studies, and other sources. By using these varied assessment approaches, the Mission will improve its ability to learn from experience and plan for continuous performance improvement.

Table 4: METHODS OF ASSESSMENT

Subject of Assessment	*Assessment Method*	*Frequency*	*Evidence Type*
Development Objectives	Performance Monitoring	Throughout the year	DO Core Indicators
	Impact Evaluations	2-3 measurements	Evaluation findings
	Special Studies	Episodic	Results of baseline and end-of-program surveys
Activities	Activity Monitoring (including document review of reports, site visits, etc.)	Quarterly	- Activity performance indicators - Actual vs. planned expenditures - Relationship between inputs and outputs
Development Context	Informal	On-going	Macro- statistics, learning forums, DP working groups
	Performance Monitoring	On-going	Context Indicators
Critical Assumptions	Formal	On-going	Documentary sources, learning forums, qualitative data
Game Changers	Informal	On-going	Experts, qualitative sources
	Formal	On-going	Performance Indicators
Development Hypotheses	Impact Evaluations	2-3 measurements	Evaluation findings

Specific information on how each performance indicator will be analyzed can be found in the PIRS for each DO Team PMP's indicators. Where relevant, in order to facilitate objective analysis and disaggregate data to meet Agency reporting requirements, indicators will be collected and analyzed by: Sex, Age category (youth/adult) and District.

In particular, the DO Teams will endeavor to account for the differing roles, responsibilities, and needs of both men and women beneficiaries. The Mission will use gender-sensitive indicators and sex-disaggregated data when previous analyses and/or experience demonstrate that:

- The activity or its anticipated results involve or affect women and men differently; and,
- This difference is potentially significant for managing towards sustainable program impact.

The age brackets for youth as discussed in the section on Data Acquisition.

1.3.7 Reviewing Performance

While the precise nature of the reviews will develop over time, the Mission will regularly conduct various types of performance reviews that are summarized in the table below:

Table 5*:* SCHEDULED PERFORMANCE REVIEWS

Type of Review	When	Purpose
Joint Stakeholder Review	Mid-term	Share with key stakeholders on progress of CDCS implementation, successes and challenges.
Portfolio Review with Ministry of Finance, Planning and Economic Planning	Bi-annual	Share with Government progress on the strategy and to hear from GOU representatives about challenges, successes and needs
GOU-led Sector Reviews	Annual	Share with Government and other donors progress in sectoral areas
Bi-Annual Portfolio Reviews	After end March & after end September each year	Analyze overall portfolio progress, evidence of impact, the status of critical assumptions, potential adjustments to strategy, and future resource requirements
IP Results Reviews	Once per year /IP at the end of a quarter	Analyze IP performance vis-à-vis targets set using data in the database; identify critical actions needed to improve performance
Strategic Information Community of Practice	Weekly	Share and discuss M&E issues arising in the Mission
IP Meetings (mission wide and sector specific)	Bi-annual	Convey new information to IPs and to conduct reflection exercises to ground truth M&E findings and generate lessons and good practices

1.3.8 Reporting and Disseminating Performance Information

To enhance learning within the Agency and among partners and other stakeholders, the Mission will regularly report and share findings on its performance toward expected results. Reporting will be based upon quantitative and qualitative performance information gathered through its performance monitoring systems, evaluations, special studies, and other relevant sources.

Table 6*:* MAJOR MISSION REPORTS

Report	Audience	When	Content
Presidential Malaria Initiative	PMI/Washington	Jan/February	
PEPFAR Reports	OGAC	Semi-annual& annual	
Feed the Future Reports	USAID/W/BFS	December	Progress on FTF performance indicators, success stories
Performance Plan and Report (PPR)	USAID/W	December	Previously selected indicators including Standard Required[1]
Congressional Budget Justification (CBJ)	Congress	January	
Implementing Partner Reports	COR & Team members	Quarterly	Activity level progress
Reports to Government of Uganda	Sector Performance Reports, Partnership Report	Quarterly and Annual	Outputs and outcomes of USAID interventions

The Mission will disseminate pertinent performance information related to its programs to the Government of Uganda (GOU) in accordance with the reporting requirements of the DOAGs. DO1 and DO3 in particular will continue to share relevant information with GOU departments.

The Mission will also use other fora to share this information, like the development partner groups (i.e. Local Partners Development Group, Health, Agriculture, Private Sector, Democracy and Governance, Local Government, Northern Uganda, Karamoja, Gender, Water and Environment), commodity platform meetings and other reflection and learning events such as program reviews, partners meetings, big picture reflection events, evidence summits and topical meetings as

[1]A Protocol for the generation of data for the PPR is available in the Mission database library.

organized by the Mission and or other stakeholders. Other important information will be uploaded on the database for easy access by Mission staff and Implementing Partners. Plans to enable access and interface with other technical and government systems are being considered.

1.3.9 Updating the PMP

This PMP will be formally updated annually in November of each year to coincide with the Portfolio Reviews and PPR submission. The PMP updates will be coordinated by the Program Office with the technical teams. The final version for each year will be compiled and issues by the Program Office.

1.4 USAID/Uganda Performance Reporting System

The USAID/Uganda Performance Reporting System is a web-based database that stores, aggregates and reports data on all Mission and IP performance indicators. A number of reports and analyses can be generated that provide analytical information for performance tracking and decision-making. In addition it incorporates a number of libraries that contain *inter alia*, the DO Team PMP documents, PIRS, evaluations and special studies, protocols and third-party handbooks and resources related to M&E. DQA Reports are also available via the system. The database can be accessed at: http://209.190.241.211/uganda_prs/. The database is maintained via a contract with its developer, Hennice Inc. who operates virtually. A number of Database Systems Administrators have been trained in how to manage the Mission database and roles and responsibilities have been assigned.

The database is the final repository of all performance information for the Mission, super-ceding what may be documented in IP progress reports or other documents.

1.5 Evaluations and Special Studies

The guiding principle of the Mission's Collaborating, Learning and Adapting agenda (CLA) is the continuous assessment and adjustment of DO-defined causal pathways. The ultimate goal is increasingly effective courses of action at all levels of the Results Frameworks. M&E provides this process with the basic information. CLA adds innovative learning approaches and continuous consultations with stakeholders to the information provided by M&E to position the Mission to be proactive and able to learn from missteps prior to a project's end. M&E is thus a subset of the larger concept of CLA. M&E findings are key inputs to learning activities, serve as sentinels to changes in context which stakeholders may need to address, and allow systematic testing of key hypotheses and questions.

The Mission will use evaluations as a regular part of planning and managing development assistance.

Development Hypotheses

The USAID /Uganda CDCS articulates, in preliminary form, a number of Development Hypotheses underlying different parts of the strategy. The Mission Teams will continue to assess the suitability of these for testing via the Impact Evaluation model and then select a small number for highly focused and rigorous Impact Evaluations and others for quasi-experimental designs. Some Performance Evaluations will also assess whether the articulated theory of change for the program is working out as planned. The original Development Hypotheses are listed below while Table 7 documents the Evaluation models thus far agreed:

Mission Level:

- Are greater development results for DO1, 2 and 3 achieved when all three programs are present in the same district as compared to places where the DO operates in isolation?
- Identification of the obstacles to coordination and learning results when the DOs operate in the same district

For DO1:

- Is impact on food security greater in the places where there are both nutrition and agriculture interventions as compared to places where there is only one of these programs?
- Is impact on the incomes of the rural poor greater with a comprehensive approach to value chain development for only a few commodities as opposed to an approach focused on a smaller segment of the chain for several commodities?
- Does community-based eco-tourism benefit biodiversity conservation?
- Is the FTF programming resulting in intensified agriculture rather than expanded agricultural production?

For DO2:

- Do increases in local revenue result into better allocation of resources to service delivery?
- Does increased civic participation translate into increased responsiveness of local governments?

For DO3:

- Does increased availability of service (staff are present, waiting times not excessive) increase the demand for services?
- What is the most important constraint in reaching IR 3.1: quality, availability, or accessibility and how does that vary by geographic location?

For the Special Objective for Karamoja:

- Do water catchments shared by rival clans as watering holes result in decreased conflict between those groups? Does a governance structure for managing these holes help to mitigate and manage conflict?
- Can development (as measured by nutrition and poverty indicators) work in a dynamic, conflict prone environment like Karamoja?

Table 7: SCHEDULED IMPACT EVALUATIONS

Evaluation/Study Subject& Link to CDCS Results Framework	Evaluation Design	Key Research Question(s)
Mission		
Geo-focusing Hypothesis	Quasi-experimental AB Survey in 19 MFDs and 6 MCDs; 3 measurements in life of strategy. Other attendant qualitative studies are anticipated	Are greater development results for DO1, 2 and 3 achieved when all three programs are present in the same district as compared to places where the DO operates in isolation?
DO1		
Impact of gender on health and nutrition outcomes (IR1.2)	Randomized Control Trials	Impact of the health/nutrition program on child & maternal health Does a gender add-on increase the effectiveness of the health/nutrition interventions? What is the best type of gender intervention to achieve better health/nutrition outcomes
Impact of the E-Verification System for Technology Adoption (IR1.1)	Quasi-Experimental	Does improving access to verified agricultural inputs result in greater use by farmers?
DO2		
GAPP Local Governance Project (IR2.1 & 2.2)	TBD	• Do increases in local revenue result into better allocation of resources to service delivery? • Does increased civic participation translate into increased responsiveness of local governments
DO3		
P&IE Contract to assess the Literacy & Health Activity (IR3.1.1.1)	TBD	Link between project activities and reading skills and HIV/AIDS prevention knowledge
Impact of outreach & franchising on adoption of long-term family planning methods (all DO3 IRs)	Randomized Control Trials	
Nutrition CRSP	Quasi-experimental	Status of key agricultural, livelihood, nutritional, health and gender outcomes in households

Evaluation/Study Subject& Link to CDCS Results Framework	Evaluation Design	Key Research Question(s)
		and vulnerable populations in a four-year period in order to inform interventions and policy

Per Agency guidance, many Performance Evaluations have been scheduled as documented in Table 8 below:

TABLE 8: SCHEDULED PERFORMANCE EVALUATIONS

TEAM	PROJECT	DATE/S
DO1	Value Chain Project	2015
	Sustainable Tourism in the Albertine Rift Project	April 2012
	Eco-Tourism Development Project	December 2014
DO2	GAPP	June 2015
	SAFE	April 2014 & Dec 2016
	Political Party Program	TBD
DO3	AFFORD	Nov 2012
	HIPS	Feb 2012
	IRCU	Feb 2012& May 2014
	Civil Society Fund	June 2012
	Community-based HIV/AIDS programs (TASO/RHU)	July 2012
	CAPACITY	August 2012
	SURE	May 2012 & Feb 2014
	Stop Malaria	Sept 2012
	District-based technical assistance programs (STAR-E, EC &SW)	October 2012
	STRIDES	Nov 2012
	SDS	October 2013
	THALAS	October 2013
	SCORE	Oct 2014
Cross cutting	NUDEIL	September 2012

At the Mission level, the Mission may commission a meta-evaluation around the theme of the effectiveness of local government service delivery because most USAID programs are implemented through, or at least in collaboration with, local government. For instance while

GAPP's activities are aimed at strengthening the enabling environment through advocacy, capacity building, expenditure tracking, revenue enhancement and support to procurement and audit processes, other USAID-funded projects like NUDEIL, NUMAT II, SAFE, LEAD focus on life saving interventions and infrastructural developments. It is therefore likely important to assess the effectiveness of local government in areas where different types of USAID programs are implemented to determine the characteristics of the programs that work best.

In accordance with the Agency Evaluation Policy (January 2011), a calendar scheduling qualifying Performance Evaluations and a small number of selected Impact Evaluations has been installed on selected desktops in the Mission. The calendar automatically notifies the desktop user when an evaluation needs to start being planned. The start for evaluation planning is set three months before the date that the evaluation fieldwork is scheduled to start to give adequate time for planning and development of a Scope of Work.

1.6 M&E Task Schedule

TASKS	DESCRIPTION	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
Open database	Database opened for data entry by IPs & selected Mission staff at end of reporting quarter for 30 days	Q4			Q1			Q2			Q3		
IP & Other Data Due	IP Narrative quarterly and annual reports due to CORS & data due in database												
IP Results Reviews	Held with IPs &/CORs; requires IP Performance Data Report to be generated from the database												
Data Certification	Done by CORS twice a year to certify data in database is accurate												
Portfolio Reviews	Program-wide review; using performance data from the database and findings of evaluations and other studies												
Target Setting	Mission staff and IPs set targets in database												
Target Certification	CORs certify IP targets in database are correct; Mission staff certify mission-entered targets are												

TASKS	DESCRIPTION	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
	correct												
PPR	The Mission's annual report; database generates a report for these indicators that must be reported to W/ton												
DQAs	Assessments of data relating to any indicator that will be reported in the PPR; results in a report that must be uploaded to the database and a comment put in about the outcome of the DQA												
Operational Plan	Annual Mission Planning document												
Obligations	Mission's decision about how it will spend its funds												
PMI Data Due	Presidential Malaria Initiative												
PMI Reports Due	They have to report quarterly using data in the database												
Malaria Operational Plan (MOP)	PMI staff develop this at this time of the year												

TASKS	DESCRIPTION	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
PEPFAR Data Due	PEPFAR data mainly is in the MEEPP database but some gets transcribed over for a few indicators to the Mission database												

1.7 Costs of M&E

The USAID Mission will allocate from up to 3-10% its total annual budget allocation to monitoring, evaluation and learning processes. These funds will be allocated to the following activities

- M&E/CLA Contractor to provide technical assistance to teams in monitoring, performance evaluations and studies, database management, facilitation of learning activities and capacity building.
- Impact Evaluations
- Performance Evaluations
- Other Studies and Operational Research
- Surveys like the Afrobarometer, Uganda Demographic Health Survey, Aids and Malaria Indicator Survey, LQAS, Public Opinion Polls, FTF surveys, common indicator surveys etc.
- Other Learning activities such as After-Action Reviews, partner meetings etc.
- Database maintenance during time when there is no M&E Contractor.
- Dissemination

Projects are also expected to budget adequately for M&E activities, using between 3 and 8% of the total activity budget. These resources should be allocated to:

- Staff salaries
- Short-term technical assistance
- Baseline data collection surveys and other efforts
- Routine data collection
- Learning activities such as beneficiary assessments, learning forums, results reviews

ANNEX A: COMMON INDICATOR POLICY

USAID | UGANDA
FROM THE AMERICAN PEOPLE

ACTION MEMORANDUM

DATE: 3rd February 2012

SUBJECT: Common Indicators Policy

TO: David Eckerson, USAID/Uganda Mission Director

THROUGH: Jeremiah Carew, PPD Team Leader

FROM: May Mwaka, Monitoring and Evaluation Specialist

Action Requested: That you approve the Common Indicators Policy and endorse the decisions discussed below.

Background and Purpose:

The purpose of this policy is to provide a framework for measuring the Mission's performance and the extent to which the geo-focusing approach contributes to the achievement of the Development Objectives set out in the Country Development and Cooperation Strategy (CDCS). Specifically, this framework will support the testing of a fundamental development hypothesis underlying the CDCS, that the "development results for all three Development Objectives (DOs) will be improved when Health and Economic Growth projects work in the same places as Democracy and Governance projects." (CDCS, p. 31).

More precisely, the overall goal of the CDCS is Uganda's transition to a modern and prosperous society accelerated." The common indicators measure the critical aspects of modernity and prosperity, such as service delivery, participation in local political processes, and economic growth. We intend to measure these indicators both in the Mission Focus Districts (MFDs), where USAID's investment is deepest, as well as similar districts with little USAID investment. If USAID is achieving its overall goal, we would expect to see more significant progress from the baselines in the MFDs than in the non MFDs, that is, evidence of an acceleration of progress.

The framework will also be incorporated in district Operational Plans to be signed with district local governments in the 19 Mission Focus Districts, providing important information on development progress in that district. We expect that both uses of the common indicator framework – in Kampala, centrally, and at the district level will contribute greatly to the Collaborating, Learning and Adapting (CLA) agenda the Mission committed to in the CDCS.

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The Program and Policy Development Office (PPD) has led the development of this framework in consultation with the different DO teams and the Strategic Information Community of Practice. After a thorough consultative process, the Mission has agreed on a basket of 13 common indicators that will be used to measure aspects of prosperity and modernity in the 19 MFDs to test the geo-focusing development hypothesis.

Common Indicators:

A basket of 13 indicators has been selected for these purposes. The factors influencing choice of indicators are as follows:

- Mix of the different DO high level indicators to measure impact level outcomes and other intermediate result indicators to measure the direct results of our interventions;
- Indicators already used by the government (adopted in the national development plan and specific sector strategic plans) as part of USAID alignment to national systems;
- Millennium Development Goals (MDGs) measurements to allow comparison with other global trends;
- Indicators for which information is available annually and thus enable regular review and inform required adjustments;
- Those which can be disaggregated at a district level and thereby allow a district level analysis.

While not every indicator meets all of the above criteria, to the extent possible indicators were chosen that could meet as many of these factors as possible.

Selected indicators include:

1. Percentage of underweight children under 5 years of age
2. Per capita incomes of populations
3. Prevalence of households with moderate to severe hunger
4. Percent of citizens who participate in planning and budget processes at the sub county level
5. Contraceptive prevalence
6. Percent of eligible HIV+ individuals accessing anti-retroviral therapy (ART) services
7. Percentage of mothers of children 0-11 months who attended ante-natal clinic (ANC) at least 4 times during the last pregnancy
8. Percentage of districts meeting the set local government performance standards
9. Percentage of health service delivery points complying with national standards
10. Percentage of citizens who are satisfied with local government service delivery
11. Percentage of citizens who report improvement in health services
12. Percent of farmers and others who have adopted new technologies or management practices (involved in the production of maize, beans, coffee)
13. Literacy competency

Specific indicator definitions are attached to this document under Tab 3

Data Collection and Analysis

Data Sources: Information for these indicators will come from various sources, including both existing and new instruments managed by both the technical teams and the Program

Office. The level of disaggregation of data is the district, a critical element to the common indicator approach.

Sector specific instruments:

1. Lot Quality Assurance Sampling (LQAS): low cost, rapid means of collecting information currently used by our health partners to provide local governments and communities with critical information for planning and decision making. LQAS is being implemented annually in 62 districts covering 88% of the MFDs and comparison districts.
2. Afrobarometer survey: A comparative series of national public opinion surveys that measure public attitudes toward democracy, governance, the economy and market reform, leadership, identity and other issues in Africa. While focusing on a core set of questions to be administered continent wide, the Afrobarometer also allows for specific member countries and organizations to make a buy-in to include their own specific questions and over sample in specific geographical areas to generate statistically relevant results for monitoring purposes. This survey is currently conducted every three years but there are ongoing discussions to have it done annually. The 2011 survey in Uganda is underway and USAID Uganda has added four activity-specific questions and paid for oversampling in the 19 MFDs and 6 comparison districts.
3. Feed the Future (FTF) surveys: These surveys performed through a Washington managed contract will be conducted at least thrice in the life of implementation of the FTF multi-year strategy to measure baselines, mid term and end term measurements of selected impact indicators. The baseline survey is scheduled to start in the 2nd quarter 2012.
4. Local Government Performance Assessments: An annual assessment to analyze performance, compliance with laws and capacity of local governments to manage its resources. The first round internal assessments are conducted by the local government (LG) itself to check its status and prepare itslef for a national team composed of various central government agencies and private sector consultants who will sample selected lower local governments to verify and confirm the findings of the initial assessment. This exercise is conducted annually in all LGs. We shall access these reports through our implementing partners.
5. Implementing Partner (IP) reporting: USAID relies on the implementing partners for the bulk of its performance information and reporting. Therefore some specific information will be accessed from the IPs.

Analysis:

The Mission CDCS hypothesis will be tested by comparing the outcomes in a sample of MFDs (i.e. those districts where we are implementing all three DOs against the outcomes of a comparison group composed of districts where we are implementing one or up to two DO/program activities). Using the matching methodology, a sample of six districts will be drawn from the MFDs to compare with a set of six control districts which display similar observable characteristics (population size, size of the district, region, existence of similar programs by other development partners, etc.) to ensure that any changes in the selected indicators can be attributed to the nature and scale of the USAID intervention. The matching method will be combined with the "difference in differences" technique to compare outcomes for both groups i.e. the MFDs and comparison districts before and after the intervention.

Evaluations and other research: Additional evaluations and research will be conducted to understand better the performance trends and the underlying drivers. The evaluation will use a quasi-experimental design to rigorously test the hypothesis and answer the following questions:

- Do we achieve greater development results for DO1, DO2, and DO3 when all three programs are present in the same district as compared to places where a DO operates in isolation?
- Which DO/intervention has been more successful?
- What are the obstacles to coordination and increasing results when the DOs operate in the same district?
- To what extent has coordination with the districts and between the DO partners through the district operational plans (DOPs) contributed to the achievement of results?
- What are the underlying factors affecting performance based on a comparison of high performing and low performing districts (overall and disaggregated per DO)?
- Does co-location of DOs generate cost efficiencies?
- To what extent are USAID programs contributing to the achievement of the overall development results in economic growth, democracy and governance, and improved health and nutrition in the mission focus districts?
- Which critical assumptions made in our CDCS held true?

Annual portfolio reviews will also be used to regularly reflect on the performance trends and give indication on the extent to which the development hypothesis has been achieved. Likely the portfolio reviews format will be revised to include reflections on the common indicators, extent to which the geo-focusing policy has been implemented, feedback on district level performance and results and areas for needed improvement.

Roles of Different Offices:

PPD:

- Coordination and management of the implementation of the common indicators framework in the Mission (ensure data is collected, analysis, reporting and conducting over related evaluations and research).
- Facilitate discussions on findings and results in portfolio reviews and other for a.
- Maintain database on the MFD, corresponding common indicator data and other required information.

DO Teams:

- Provide information on specific indicators falling within the development objective performance management plans (PMPs). This shall entail mobilizing partners to provide relevant information as required and budgeting for the data collection including evaluations and research.

Mission Monitoring and Evaluation Contractor (UMEMS and Successor Instrument)

- Maintain the Performance Reporting System database
- Support design and/ or conduct data collection efforts i.e. surveys, reviews, special studies and/ or evaluations as may be directed by the Mission.
- Conduct quality assurance on surveys conducted under a variety of instruments.

- Assistance to analyze common indicator data periodically.

Operationalizing the policy:

- Indicator definitions and detailed methodologies for how they will be used will be explained in the Mission's PMP.
- Each DO team will include the relevant indicators in their PMP and ensure information is available in the required form on a timely basis.
- Where DOPs are piloted and subsequently rolled out, common indicators shall be incorporated in the DOPs in addition to other indicators the district wishes to include from its District Development Plan.
- IPs will be informed of these indicators and will be invited to provide information where necessary and participate in review and learning events connected to the testing of this hypothesis.
- Database of relevant information will be established.

Recommendation:

That you approve the Common Indicators Policy as outlined here and its implementation.

APPROVED:

David Eckerson
Mission Director

Date: 3/9/2012

DISAPPROVED:

David Eckerson
Mission Director

Date:_____

Tab 1

Mission focus districts (19)

1. Amuru
2. Bugiri
3. Bushenyi
4. Dokolo
5. Gulu
6. Ibanda
7. Iganga
8. Isingoro
9. Kamuli
10. Kamwenge
11. Kapchwora
12. Kasese
13. Lira
14. Luwero
15. Oyam
16. Mayuge
17. Mbale
18. Pader
19. Sironko

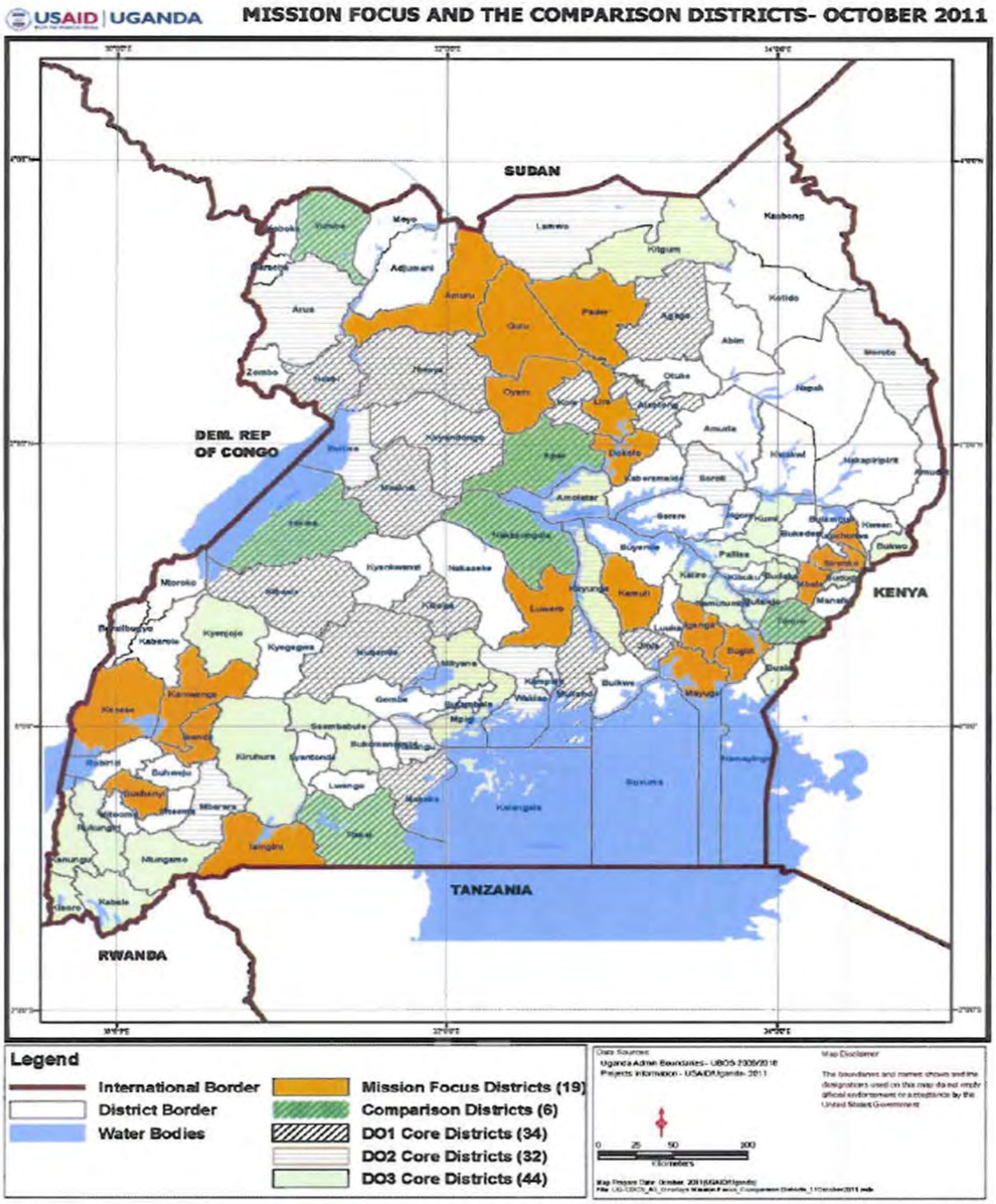
Comparison Districts (6)

	One activity	**More than one activity**
Yumbe	?	?
Rakai	DO1	
Tororo		DO1+3
Apac		DO2+3
Hoima	DO2	
Nakasongola	DO3	

?

1 continued

Tab ~~2~~ - CDCS Mission Focus Districts and Comparison Districts



7	Percentage of citizens who participate in planning and budget processes at the sub county level	Percent of men and women who attend and actively participated in meetings organized by the Local Council III. Participation includes speaking up, written submissions, organizing the meeting, mobilization of others to attend the meeting, collected information.	Afrobarometer	available in March 2012	7 GAPP, 9 SDS	AB	7 GAPP, 9 SDS	7 GAPP, 9 SDS / AB	available for 16/25 districts covered by SDS & GAPP during the outlier years. Need to ensure that the methods and tools of data collection are similar.
8	Percentage of districts meeting the set local government performance standards	**Numerator:** Number of districts that have improved their performance based on previous and current internal assessments. **Denominator:** total number of mission focus districts	LG Internal assessment reports	available from Sept 2011	LG reports	LG reports	LG reports	LG reports	will require some support in ensuring quality and complete data. Data quality assessments in 2012 are a requirement.
9	Percentage of citizens who are satisfied with local government service delivery	Percenatge citizens who say the local government is handling the delivery of services fairly well or very well. Services include public health, education, agricultural extension services, safe water supply, administering/ managing/ regulating the use of land, roads and local markets)	Afrobarometer (AB)	available in March 12	NA	AB	NA	AB	
10	Per capita income	Income will be measured using consumption / expenditures proxy. Data will be collected from a sample of households in each MFD.	Feed the Future, new CLA Instrument	available Q3-2012	FTF central mechanism	Survey	FTF central mechanism	Survey	Need to discuss appropriate sample sizes with the FTF Impact Baseline Survey Contractor. 24/25 districts are covered by FTF. FTF survey sample will be increased to cover the additional districts. New CLA instrument will collect in the intervening years.
11	Prevalence of households with moderate to severe hunger	This indicator measures the percent of households experiencing moderate or severe hunger, as indicated by a score of 2 or more on the household hunger scale (HHS). **Numerator:** total number of households with a score of 2 or more on the HHS. **Denominator:** total number of households in the sample with HHS data.	Feed the Future reporting	available Q3-2012	FTF central mechanism	Survey	FTF central mechanism	Survey	Need to discuss appropriate sample sizes with the FTF Impact Baseline Survey Contractor. 24/25 districts are covered by FTF. FTF survey sample will be increased to cover the additional districts. New CLA instrument will collect in the intervening years.
12	Percent of farmers and others who have adopted new technologies or management practices	Measures the percent of farmers, ranchers and other primary sector producers, individual processors, etc that applied new technologies anywhere within the food and fiber system. Technologies include mechanical and physical, biological, chemical, management and agricultural practices.	Feed the Future reporting	available Q3-2012	FTF central mechanism	Survey	FTF central mechanism	Survey	
13	Competency in literacy	Percent of pupils reaching defined level of competence in literacy (P.3).	National Assessment of Progress in Education (NAPE)	2012	NAPE	NAPE	NAPE	NAPE	this assessment is conducted by the Uganda National Examination Board for P3 and P6.

DATA SOURCE MATRIX

PI No.	Performance Indicator	Indicator Definition	Data Source	BASELINE FY 11	FY 12	FY 13	FY 14	FY 15	Comments
1	Percentage of mothers of children 0-11 months who attended ante-natal clinic (ANC) at least 4 times during the last pregnancy	**Numerator:** Number of mothers of children 0-11 months who attended ANC at least 4 times during last pregnancy **Denominator:** Number of mothers of children 0-11 months in the survey.	LQAS	available	LQAS	LQAS	LQAS	LQAS	Baselines are available for all except Yumbe, Rakai, Hoima
2	Percentage of underweight children under 5 years of age	Underweight children is a weight-for-age measurement. Underweight is a reflection of acute and/or chronic under nutrition. This indicator measures the percent of children 0-59 months who are underweight, as defined by a weight for age Z score < -2.	FTF Reporting	NA		FTF central contractor			New collaborating, learning and adapting (CLA) instrument will collect in the intervening years.
3	Contraceptive prevalence	Percentage of currently married women age 15-49 who are using modern family planning methods.	LQAS	Available for selected districts	LQAS	LQAS	LQAS	LQAS	baselines available for all except Yumbe, Rakai, Hoima. compare resulst with UDHS results to confirm soundness of LQAS methodology
4	Percent of eligible HIV+ individuals accessing anti-retroviral therapy (ART) services	**Numerator:** Active clients eligible for ART according to National/WHO 2010 guidelines who are accessing ART. **Denominator:** Number of active clients enrolled on pre-ART care and are eligible for ART according to National/WHO 2010 guidelines on assessment for ART eligibility	Health Management Information System (HMIS) / IPs	No	IPs	IPs	IPs	IPs	Health IPs will be asked to collect data.
5	Percentage of health service delivery points complying with national standards	The standards disaggregated by service type are as follows: (i) Family Planning (FP): Percentage of family planning units providing adequate counseling to clients. (Adequate counseling means discussing all methods with clients.), Facilities having all FP commodities in stock and the use of job aids. (ii) Malaria: Percentage of facilities that confirm at least 80% of their malaria cases by parasitological diagnosis (either microscopy or RDT) before provision of treatment.	IPs	incomplete information - available for 3/25 districts.	IPs	IPs	IPs	IPs	Data is available for 3/25 districts (Kapchorwa, Mbale, Sironko). Complete baselines will be picked in FY 12 through the DQS IPs
6	Percentage of citizens who report improvement in health services	Percentage citizens who say that health services have improved over the past 12 months. (Disaggregated by public and private.)	Afrobarometer (AB)	available in March 2012	NA	AB	NA	NA	