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<b>Funding Opportunity Title:</b>	Public Private Alliances (PPA)
<b>Announcement Type:</b>	Annual Program Statement (APS)
<b>APS Number:</b>	APS-617-12-000010
<b>APS Issue Date:</b>	February 1, 2012
<b>Deadline for Submission of Concept Papers:</b>	
- First Round	March 15, 2012 5:00 PM; Uganda Time
- Second Round	September 15, 2012 5:00 PM; Uganda Time
- Third Round	March 15, 2013 5:00 PM; Uganda Time
- Fourth Round	September 15, 2013 5:00 PM; Uganda Time
<b>Deadline for Submission of Questions for First Round Concept Paper Evaluation:</b>	February 15, 2012 5:00 PM; Uganda Time
<b>Interested Parties Conference:</b>	February 29, 2012*
<b>APS Close Date:</b>	September 15, 2013
<b>Submit Questions and Concept Papers to:</b>	USAID/Uganda Office of Acquisition and Assistance at KampalaUSAIDAPS@usaid.gov

\* An agenda will be posted online two weeks before the conference

To Interested Applicants:

The U.S. Agency for International Development (USAID) continues its commitment to foster more strategic alliances with the private sector's "solution holders" who are often well positioned to address specific development challenges. The purpose of this APS is to announce USAID/Uganda's plans to fund a limited number of Public Private Alliances to enhance food security and address issues of biodiversity and conservation.

Competition under this APS will consist of a two-step process where applicants first submit a **Concept Paper** for an initial competitive review. All Concept Papers received will be evaluated for responsiveness to the application criteria specified in this APS. USAID will then request applicants successful in the first stage (i.e. selected Concept Papers) to submit a **Full Application**. The Full Application will offer the applicant the opportunity to explain its technical approach in more detail. All Concept Papers for the First Round are due by the date and time specified in the Cover Page. If all available funds are allocated to awards resulting from the First Round, USAID reserves the right to cancel any subsequent rounds.

This APS is open for two (2) years. The amount of available funding and the number of awards is variable and subject to change. USAID reserves the right to fully or incrementally fund selected application(s), as well as to partially fund selected application(s). Applicants are expected to leverage USAID resources on at least a 1:1 basis, with a strong preference for realizing a 3:1 leverage ratio (Partner:USAID).

Please submit any questions regarding this APS electronically to the USAID/Uganda Office of Acquisition and Assistance at [KampalaUSAIDAPS@usaid.gov](mailto:KampalaUSAIDAPS@usaid.gov) by the questions submission deadline specified on the Cover Page of this APS. All questions will be answered via an Amendment to this APS.

This APS is issued under the U.S. Foreign Assistance Act of 1961, as amended. Awards shall be in accordance with U.S. federal regulations and agency policy. Awards shall be made and administered in accordance with the U.S. Office of Management and Budget (OMB) Circular A-122 (for non-profit organizations), OMB Circular A-133 (Audits of States, Local Governments, and Non-Profit Organizations for other than U.S. NGOs), USAID Automated Directive System (ADS) Chapter 303, USAID Standard Provisions, and Federal Acquisition Regulation (FAR) Part 31 (for-profit organizations). Potential applicants should note that USAID policy prohibits the payment of fee/profit to the prime recipient under assistance instruments and that forgone profit does not qualify as cost-sharing or leveraging.

Issuing this APS does not constitute an award commitment on the part of the U.S. Government, nor does it commit the U.S. Government to pay for the costs incurred in the submission of an application. Further, the U.S. Government reserves the right to reject any and all applications received, or to negotiate separately with an applicant, if such an action is considered to be in the U.S. Government interest.

Sincerely,

Tracy J. Miller  
Agreements Officer  
USAID/Uganda

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## SECTION I – FUNDING OPPORTUNITY DESCRIPTION

### I.1 Background

USAID strongly believes that the private sector is an engine for economic growth, often well positioned to address key development challenges. To that end, USAID/Uganda is issuing this Annual Program Statement (APS) to solicit Public Private Alliances (PPA) with private sector companies in areas where a company's core business interests intersect with USAID's development objectives. This APS seeks PPAs in two key priority areas: (1) food security and nutrition; and (2) biodiversity and conservation. In regards to food security and nutrition, USAID/Uganda is seeking priority partnerships that include promising methods for substantially advancing coffee, maize, beans, agro-inputs, nutritional food products, financial services, and information and communication technologies (ICT) solutions. Biodiversity priorities include innovative methods for promoting ecotourism as well as averting ecological and trans-boundary threats.

PPAs offer a win-win opportunity for private sector companies and USAID in the attainment of shared objectives. In addition to funding, USAID brings to a partnership its access to broader financing options, development expertise, long-term in-country presence, a network of local and global partners, and policy influence. Importantly, a partnership with USAID helps the private sector reduce investment risk and take advantage of an enabling environment that fosters increased productivity and consumer demand. Meanwhile, the private sector brings market access, technical expertise, innovative ideas, and practices for promoting sustainability.

President Obama's U.S. Global Development Policy (2009) directs USAID to formulate Mission-level Country Development Cooperation Strategies (CDCS) that are results-oriented and partner with host countries to focus investments. USAID/Uganda's recently developed a five-year CDCS (2011-2015) that, in support of the Government of Uganda's (GOU) vision for national development, has the following Goal Statement: ***Uganda's transition to a modern and prosperous country accelerated.*** This Goal is pursued through three Development Objectives (DOs) and one Special Objective (SpO):

**DO1:** Economic growth from agriculture and the natural resource base expanded in selected areas and population groups;

**DO2:** Democracy and governance systems strengthened and made more accountable;

**DO3:** Improved health and nutrition status in focus areas and population groups; and

**SpO1:** Peace and security improved in Karamoja.

Feed the Future (FtF), the U.S. Government's global hunger and food security initiative, is the centerpiece of DO1. Uganda's FtF strategy rests upon our analysis of the way poverty and nutritional status interact in Uganda. It is built on three primary components. Two of the components, Agriculture and Nutrition, address head-on the twin objectives of the global FtF initiative. The third component, Connecting Nutrition to Agriculture, seeks to eliminate the disconnect between improved agriculture and improved nutrition by using an evidence-based approach to understand and scale up what is necessary to make nutrition improve alongside agriculture, focusing on household, gender, and nutrition practices.

Through Public Private Alliances – and in support of its recently developed CDCS and FtF strategies – USAID/Uganda hopes to achieve a number of outcomes. These include stimulating private-sector led development, increased private sector investment, job creation, and income generation. Through such partnerships, USAID is able to realize more far-reaching social and

economic impacts that surpass both partners' initial financial contribution. Private sector partnerships also allow USAID programs to reach scale and achieve long-term sustainability.

Considering that the majority of Ugandan farmers are women, gender comprises a core consideration of USAID programs. While they comprise the majority of the agricultural labor force, women have little or no control over the means of production. USAID, therefore, supports initiatives, such as labor saving technologies, agricultural crops particularly benefitting women, or other practices that invest in women and strengthen their access to knowledge, technologies, and markets.

Additionally, Uganda has the world's youngest population, with over 78 percent of its population below the age of 30. With just under eight million youth aged 15-30, the country also has one of the highest youth unemployment rates in Sub-Saharan Africa. Moreover, the U.S. Government has identified the youth bulge as a particular area of focus and investment in Uganda – population growth and oil production are also recognized as potential game-changing trends. Given that Uganda's population continues to grow at a rate of 3.2 percent annually, USAID is looking for innovative solutions to meet the current and future needs of youth.

Please note that the complete CDCS and FtF strategies can be accessed at the following address:

[https://www.fbo.gov/index?s=opportunity&mode=form&id=f573abb95a1080cb1ccc621fc4108ca1&tab=core&\\_cview=0](https://www.fbo.gov/index?s=opportunity&mode=form&id=f573abb95a1080cb1ccc621fc4108ca1&tab=core&_cview=0)

## **1.2 Global Development Alliances (GDA)**

A GDA is a public-private partnership model that allows USAID to leverage resources from private sector partners and to use those assets in a way that benefits the business interests of the resource partner while furthering the goals of the USAID Mission. A GDA program meets the following key criteria:

- At least 1:1 leverage (in cash and in-kind) of USAID resources;
- Common goal defined for all partners;
- Jointly-defined solution to an economic development problem;
- Non-traditional resource partners (companies, foundations, etc.);
- Shared resources, risks and results, with a preference for additional impact; and
- Innovative, sustainable approaches to development.

In developing Public Private Alliances that fit within the GDA business model, USAID uses the following guiding principles:

- Alliances are expected to demonstrate significant new, non-public resources—whether money, ideas, technologies, experience or expertise—to address PPA priorities.
- Preference will be given to Alliances that demonstrate at least 1:1 leveraging, with a strong preference for realizing 3:1 (Partner:USAID) or more leverage ratio of resources.
- Alliances must specify the contribution of each party at the outset. Some portion of the leverage must be in the form of cash. In addition to monetary contributions, in-kind resources such as services, property, volunteer time, equipment, and supplies are also valuable contributions.
- Alliance applications must have clearly-defined objectives that have been agreed to by the partners.

- Alliances must clearly establish how the interests of each party converge.
- This expression of interests and objectives should then lead to an operational plan that, if successfully implemented, will produce clearly defined, measurable, financially viable and attributable development results.
- Alliances should be ready to become immediately operational and build off existing experiences in the sector.
- It is important to exercise due diligence before entering into Alliance arrangements with partners. To ensure that the interests of all Alliance partners are protected, the applicant should conduct adequate due diligence on all funding partners to ensure that track record, objectives, financial, social and environmental practices, are satisfactory.
- Like all development investments, Alliance activities must actively involve local leadership and local beneficiaries (this includes women, men, youth, and particularly disadvantaged populations) in design and implementation.
- All USAID-financed programs and activities must comply with USAID's environmental procedures set forth in title 22, section 216 of the U.S. Code of Federal Regulations (CFR). (Located at: [http://www.access.gpo.gov/nara/cfr/waisidx\\_03/22cfr216\\_03.html](http://www.access.gpo.gov/nara/cfr/waisidx_03/22cfr216_03.html).)
- Alliance applications must offer promise of significant development impact, as measured, for example, by the number of direct and indirect beneficiaries of the program, disaggregated by sex, age, income, enhanced sustainability and/or by the potential for replication or scaling-up over time.
- Alliance applications must appear feasible from a technical, economic, financial, and social perspective. If certain additional situational analyses or studies would be required to ensure the activity's feasibility, the partner should state these requirements in the Concept Paper.
- Partners must be able to demonstrate a respect for human rights, ethnic balance, gender sensitivity, and integration of people with disabilities and other vulnerable groups, decent work conditions, environmental protection, and community involvement in their operational practices.
- Applicants should be able to provide evidence of a strong commitment to the proposed Alliance and, ideally, experience with working in partnership with others.
- USAID also highly encourages participation of indigenous Ugandan private sector organizations in this APS. USAID may consider consortiums and joint ventures that create sustainable commercial businesses in the region.

### **1.3 Leverage and Cost Share/Match**

To qualify for USAID funding under this APS, an Alliance must demonstrate that partners are able and willing to collectively contribute significant resources to the proposed program that are at a minimum equal to the level of resources sought from USAID. USAID will contribute a minimum of \$500,000. However, considerable preference will be given to those leveraging three and above times USAID's contribution.

At least some portion of the leveraging should be in cash, generally a minimum of 25 percent. Alliances in which non-USAID resources leveraged have more clearly defined cash components are generally more competitive. However, various types of in-kind contributions can play an

important role in funding Alliances. Examples of in-kind contributions that USAID seeks under Alliances include:

- Commodities such as equipment;
- Use of training or other purpose-specific facilities necessary to a program's implementation;
- Value of time donated by technical consultants necessary to a project;
- Value of salaries for staff dedicated to a project;
- Innovative technology, communications, and capital assets; and
- Intellectual property rights.

In addition to cash and in-kind contributions, matching loan and equity resources are considered as contributions. Further, it must be shown that these resources, in combination with the support sought from USAID, will provide the Alliance with a comparative advantage in meeting the goals and objectives of the proposed program in a sustainable fashion. It is this expectation of significant leverage of non-public resources, in combination with joint planning and sharing risks and benefits with private sector actors that define USAID's interest in Public Private Alliances as distinct and different from other activities USAID usually supports.

Resource leveraging is not subject to the requirements of title 22, section 226.23 of the CFR (relating to cost sharing/matching) or audits. However, entities must be able to demonstrate whether leveraged contributions have been obtained as proposed in program implementation in order to determine whether the desired impacts from the Alliances are being achieved. When resource leveraging is used, USAID has the ability to revise or withdraw from the Alliance agreement when contributions are not forthcoming as originally proposed in the agreement.

The Alliance applicant may also contribute resources as cost share/match. Cost sharing or match refers to that portion of a project or program costs not borne by the Federal Government. Cost share or match is normally associated with contributions from the same prime and sub-recipients sources that also receive USAID funds. Cost share, which must be verifiable from the recipient's records, is subject to the requirements of 22 CFR 226.23, and is subject to audit. A recipient's failure to meet its cost share requirement can result in questioned costs.

#### **1.4 Expected Results**

Each activity/agreement will establish its own set of outcome and output indicators and benchmarks, and shall include a requirement to report on applicable indicators (to be determined) in the USAID/Uganda Mission PMP and/or Feed the Future "required/required if applicable" indicators.

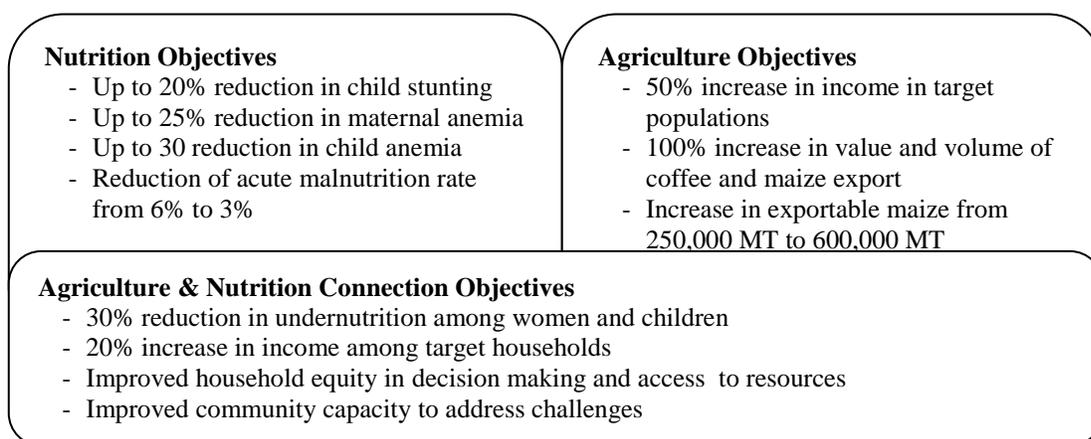
#### **1.5 Areas of Focus and Illustrative Activities**

Areas of focus and illustrative activities described in this document are illustrative only. The applicant is encouraged to propose innovative approaches and appropriate activities to achieve the objectives of this APS. However, note that considerable preference will be given to applicants who propose activities within the geographic focus areas of Uganda, as shown in Annex F, attached. In the specified areas articulated therein, USAID believes that focusing programs and resources will provide the best possible opportunity of having an impact – particularly regarding decreased malnutrition and increase household incomes. In addition, USAID/Uganda will give considerable preference to the following priority sectors.

### 1.5.1 Food Security and Nutrition

Uganda is one of the priority countries under President Obama’s Global Hunger and Food Security Initiative, commonly known as Feed the Future (FTF). FTF seeks to achieve two key goals: (i) accelerated inclusive agriculture sector growth through improved agricultural productivity, expanded markets and trade, and increased economic resilience in vulnerable rural communities; and (ii) improved nutritional status through increased access to diverse and quality foods and strengthened prevention, identification and treatment of undernutrition. Uganda’s FtF strategy is built on three components—agriculture, nutrition, and the interconnection between the two. The strategy centers on three key value chains—coffee, maize, and beans—along with agro-inputs and nutrition interventions.

USAID/Uganda intends to achieve food security and nutrition objectives listed below through connecting the GDA initiative to technical assistance implementing mechanisms. These include but are not limited to three value chain initiatives (LEAD, aBi Trust and START-VC), agriculture inputs (PAID), policy and enabling environment (SEEP).



While the exact nature of the PPAs will be determined by the interests and priorities of the private sector, the Mission anticipates that these alliances will enable the USG to contribute to:

(i) Coffee sector alliances that integrate the Uganda National Coffee Platform activities, as well as scale up, replicate, and leverage new and existing private sector resources, ideas, and technologies.

(ii) Maize and beans sector alliances that integrate the National Grain Platforms, such as the East Africa Grain Council (EAGC), including food manufacturing and processing. It is anticipated that these preferred private sector alliances will also address nutrition-specific issues as they relate to challenges in the production and marketing of fortified, therapeutic, and complementary foods and supplements. They will also leverage private sector resources, ideas, and technologies to achieve replicable, sustainable, and scalable sector-wide impact.

(iii) Agro-inputs alliances that expand dealer penetration in rural areas, promote and incentivize the use of inputs, and increase farmer confidence in input supplies.

(iv) Finance and other institutions that address agricultural finance challenges, reduce the risks of lending, and increase financing opportunities in all areas of the value chain – including, inputs, production, post-harvest handling, storage, distribution, processing, and marketing. These

alliances are expected to collaborate and build synergy with existing USAID supported technical assistance providers.

(v) Information and Communication Technology (ICT) alliances to deliver innovative solutions that address constraints in key agriculture value chains (coffee, maize, beans, and agro-inputs) and advance the competitiveness of these sectors in innovative, sustainable, and scalable ways. Examples of potential areas of partnership include market information systems to deliver pricing information, extension services, and the expansion of opportunities for both buyers and sellers within these key value chains. In addition, the agro-inputs distribution chain is plagued by counterfeit products. Through a mobile phone verification system, distributors, dealers, and farmers can ensure that they are buying legitimate products. Finally, Uganda, and East Africa more generally, is looking to establish a structured trading platform for grains through a warehouse receipt system. The technology infrastructure to support such a system would need development.

(vi) Other unique and innovative alliances with the potential to have a transformative impact on other aspects of agriculture, agribusiness, and food security.

### **Coffee**

Coffee is Uganda's leading foreign exchange earner, providing \$267 million in export revenue during the 2009/10 growing season and contributing to approximately 18 percent to GDP. Ugandan coffee exports peaked at 4.24 million bags in 1996/97 and then experienced a downward decline to 2 million bags in 2005/06. Exports rebounded slightly in the latter part of the decade before falling to 2.7 million bags by the end of the 2010. Despite vacillating production levels, Uganda leads African countries in the export of Robusta beans and ranks sixth worldwide in terms of Robusta production.

Roughly 500,000 smallholder farmers are engaged in coffee production, and the sector provides employment to 3.5 million families or ten percent of the population. The sector is characterized by small holder production with farm sizes ranging between 0.5 and 2.5 hectares. Coffee is often intercropped with other crops, such as bananas. Kiboko traders buy small quantities of beans from farmers and take them to the millers for hulling before selling to larger FAQ (fair average quality) traders, who in-turn sell to exporters. The Ugandan coffee sector is well linked to the international market with the European Union being the main market for Ugandan coffee, comprising a 72.7 percent market share in 2010, followed by Sudan at 18.7 percent, Switzerland at 3.7 percent and the U.S. at 3 percent.

The Ugandan coffee sector is well positioned for transformative growth and to reach the sector's stated goal of exporting 4.5 million bags by 2015. Uganda's coffee has a natural competitive advantage—its Arabica coffee is of superior quality and its Robusta attracts a premium price as one of the world's best Robusta. In addition, the market for coffee is projected to grow at between 1.5-2.5 percent per annum in the coming years, creating a demand pull and encouraging a supply response by Ugandan producers. In addition, the coffee platform, comprised of key stakeholders, including the private sector, producer organizations, civil society and government, serves as an important forum for establishing a common vision for targeting investments and affecting Uganda's agricultural development and export policies.

However, apart from the often unpredictable commodity prices, the Ugandan coffee sector is challenged by a number of constraints. One of the most damaging is the Coffee Wilt Disease, which has affected over fifty percent of Robusta trees. Estimates of the economic loss due to disease are between \$40-\$50 million per annum, a dramatic loss not only to the overall economy

but also to farmers, who capture 70-80 percent of the export price. There is also concern that global climate change trends may soon threaten some of Uganda's current coffee producing areas. Research has shown that increased incomes in the coffee growing areas have led to considerable poverty reduction, an impact USAID and Ugandan authorities seek to expand. Disease management, crop intensification and diversification, and enhanced capacity of actors in the coffee value chain are serious concerns. USAID/Uganda believes that private sector, in collaboration with Ugandan entities, are well positioned to propose innovative solutions to address the issues within this value chain and meet sector goals.

### **Maize and Beans**

Maize is a key staple crop for Uganda and its surrounding neighbors. It is the basis by which millions of families feed themselves through subsistence farming and the means by which they earn income. Maize's role as a food security crop for Uganda and the region means that the sector has assumed priority status on the agendas of the GOU and development partners, USAID included.

The story of maize in Uganda is mixed. On the one hand, there is tremendous comparative advantage in production given Uganda's two growing seasons, verdant soils, and regional market access. On other hand, however, the sector is plagued with inefficiencies, including post-harvest handling issues that result in low quality maize. Uganda produces 650,000 metric tons of maize, of which 400,000 is consumed domestically and the balance is exported regionally to South Sudan, Kenya, and Rwanda. The World Food Program is also a key buyer of Ugandan maize.

The production and marketing constraints along the maize value chain range from input, to production, consolidation, storage, milling and terminal markets that hinder production efficiencies and the expansion of the sector. On the inputs side, the availability of quality seeds and chemicals poses a challenge as counterfeit products abound. In addition, the price of fertilizer and herbicides often prove prohibitive to farmers, even though, in many cases, the additional cost of inputs would increase a farmer's return on their upfront investment. It is often easier, then, to open new, more fertile lands for production rather than to intensify production through the use of improved seeds and fertilizer.

Over 70 percent of the maize produced in Uganda is produced by smallholders farming one to two acres of land. The limited use of proper inputs results in yields that may well be one quarter that of potential yields. Given their level of subsistence farming, and faced with labor, technology, and capital constraints, farmers cannot scale up, and, due to this, they continue to farm at subsistence levels. A major key to the expansion and intensification of production is enhanced savings for reinvestment and improved access to credit.

Market access also remains problematic as farmers access the market primarily through small traders. Still, there are small numbers of farmers and farmer organizations that can access larger markets such as WFP. It is widely believed that farmers with improved access to market information can, to some extent, negotiate a better price with traders. However, their need for immediate cash often does not place them in the best position in a negotiation. In addition, at the farm gate, there is no price differentiation for quality maize, and so farmers have no incentive to invest in equipment to produce a dry, clean product. The organization of farmers into cooperatives to address issues of input, bulking, and marketing has had limited success in Uganda.

To reach a certain level of scale, several actors along the value chain consolidate maize for onward sale. From the farmer, bicycle traders and pick-up truck traders, store their grain in rural

bulking stations and then sell them to truck traders and rural millers. The truck drivers then sell to larger buyers and processors in Kampala. Each handling of the maize along the value chain provides an opportunity for the deterioration in the quality of the maize. Buyers of maize at the end of the value chain usually receive a low quality product requiring extensive cleaning and drying. The large scale millers often find it more convenient to import maize from abroad, which is cheaper and of higher quality.

These myriad challenges in the maize value chain provides opportunities for private sector solutions. Some possible solutions may include better market information systems and better bulking facilities. There has been some initial work in the rehabilitation of warehouses and the development of a warehouse receipt system. However, such a system requires a steady supply of quality maize in addition to a number of registered buyers willing to buy through the system. A more efficient and organized value chain with rules and regulations that address quality standards will lead to a more competitive maize value chain where all actors benefit.

Beans have a similar post-harvest infrastructure as maize and experience many of the same challenges.

### **Agro-Inputs**

The use of agro-inputs, such as improved seeds, fertilizer, herbicides and pesticides, has the ability to significantly increase agricultural yields. However, the effective and efficient use of agro-inputs remains limited in Africa, more generally, and in Uganda, in particular. Africa uses only 9kg/ha of nutrients compared with 73 kg/ha in Latin America and 100-135 kg/ha in Asia. Uganda has one of the lowest uses of nutrients in Africa.

The private sector is the primary supplier of agro-inputs in Uganda. Unlike other African countries, the GOU has limited its involvement in the purchasing and distribution of agro-inputs. Large agro-input companies usually import seeds and fertilizer from Kenya or through the port of Mombasa. Regional distributors then sell to large shops, who in turn sell to stockists, the primary sales point for farmers.

Over the past ten years, the number of input dealers has increased from fewer than 100 input dealers to over 2,500 with the support of the Uganda National Agro-Dealers Association (UNADA) that provides training, material, and lobbying support to its members. Even with this dramatic increase in dealers and distributors, however, access to inputs is still relatively low in rural areas, representing a major challenge to increasing their use among farmers and producer organizations.

In addition to the relatively low penetration of agro-input dealers in rural Uganda, input use is stymied by the high cost to farmers. Domestic supply chain inefficiencies, poor rural infrastructure, and the high costs of transport are the main causes of the above-world-market price that Ugandans pay for agro-inputs.

Counterfeit inputs are widespread in Uganda, by some estimates, up to 30 percent of the market, leading to a lack of faith in inputs and supplies. Falsification can take place at a number of levels, from large-scale importation of mislabeled or low quality products, to micro-level watering down of chemicals. This is true for all manner of agro-inputs: seeds, which can be dyed to give the same appearance as commercial seed dressing; pesticides and herbicides, which are often mislabeled or watered down; and fertilizers, often adulterated and sold to smallholders in unlabeled plastic bags. These corrupt marketing practices are aggravated by poor branding and low brand

differentiation, the generally low capacity for regulation of imports, lack of adequate regional testing facilities, and a limited number of inspectors.

Despite the challenges, it is vital that farmers have access to cost effective inputs and utilize them efficiently. Greater population pressures requiring more food production will necessitate the use of agro-inputs to achieve food security and to increase production of export staple crops and cash crops. Overall, USAID/Uganda believes it is possible to substantially and measurably increase the production of maize, beans and coffee through the appropriate use of high quality agro-inputs. This will be achieved through an expanded dealer penetration in rural areas, increased farmer confidence in input supplies, and input use promotion. USAID welcomes private sector partners to help in this effort.

### **Nutritional Food Products**

In addition to addressing a number of key challenges in the agricultural sector, USAID programs also address nutrition in Uganda. The following statistics highlight the level of undernutrition in Uganda: over two million children or 38 percent are chronically undernourished or stunted; 6 percent are acutely undernourished or wasted; and 16 percent are underweight. Micronutrient deficiencies, a lack of specific vitamins and minerals, are also common among Ugandan children with 28 percent deficient in Vitamin A and 73 percent anemic, due primarily to iron deficiency. A lack of these nutrients increases the risk of blindness, disease, and death. Anemia, which can increase pregnancy complications, affects 35 percent of women of reproductive age. Malnutrition not only affects the health of the individual, but it also has implications for productivity and economic development.

While malnutrition may be seen as primarily a health issue, there is a private sector response to the challenge in the production and marketing of fortified foods, therapeutic foods, complementary foods, and supplements.

*Fortified Foods:* Food fortification has been used in many parts of the world to add vitamins such as beta carotene (A), D, E, K, C, thiamin (B1), riboflavin (B2) and minerals such as sodium, potassium, calcium, iron, zinc, iodide, and fluoride to processed foods. In Uganda, USAID has been involved with efforts to add Vitamin A to cooking oil; to fortify maize and wheat flour with Vitamin A, iron, zinc, folic acid and Vitamin B12; and through research, to fortify maize, beans, potatoes, cassava, and millet with Vitamin A, zinc, and iron. There is a need to build on these efforts.

Opportunities exist to fortify manufactured foods. Staple foods such as cereals, roots, and tubers, contain low traces of vitamins and minerals especially after milling. There have also been efforts to fortify sugar with Vitamin A. Drastically increasing the quantity of the fortified foods available on the market would address the micronutrient needs of the urban and peri-urban populations who have greater access to processed foods. Scaling-up the network to distribute biofortified crop varieties would provide nutritional alternatives for rural populations. Fortified foods have the ability to reach a much wider group and have a more sustainable impact on nutrition.

*Therapeutic Foods:* Therapeutic foods are used to treat acute undernutrition, and there is a strong demand for such foods in Uganda and in the surrounding region. The World Food Program, USAID, and health clinics are key purchasers of Ready-to-Use Therapeutic Foods, as well as fortified blended foods such as a corn-soya blend and fortified maize porridge.

*Complementary Foods:* The first twenty-four months of a child's life are crucial for long-term health. It is a period when the body and brain most needs proper nutrition to grow and develop.

Complementary foods are given to children during this period of life in addition to breast milk. However, the local and traditional foods currently available to mothers often lack the necessary nutrients leading to high incidents of malnutrition in children under-five years of age. The development of scientifically based, cost effective, complementary food products would be a significant means of addressing malnutrition in children.

Supplementation: Supplementation is another method for addressing malnutrition in children and adults through relatively large doses of vitamins in the form of pills, capsules, or syrups. USAID's nutrition program will include Vitamin A supplementation for children and iron folate supplementation for women. The provision of these and similar products in the market would greatly assist in addressing the overall challenges of malnutrition in Uganda.

### **Finance Services**

Access to finance and the availability of finance remains a significant hurdle for the development of the agricultural sector throughout Africa. There are a number of causes for this, including the poor penetration of financial institutions into the rural areas and their inability to assess agricultural risk in order to lend to the sector. The high transaction and information cost of reaching rural farmers further hinders the availability of financing. In addition, the verification of collateral, such as land, against which to lend, can be difficult to overcome. The seasonal nature of farming and the long-term maturation of certain crops expose banks to greater risks than short-term trade financing. There are also price risks in terms of inputs and products, as well as risks due to pests, diseases, and seasonal rainfalls.

A number of new and innovative approaches are emerging in regards to agricultural lending, which serve as examples of activities for potential collaboration under the APS. One is the means by which capital and collateral is evaluated. Alternative underwriting criteria includes cash-flow, pre-purchase contracts, and capacity, for example. Various information and communication technologies, such as mobile phones, can dramatically reduce financial services transaction costs. Insurance products, such as weather insurance and index insurance, have not only reduced risks to banks for lending, but have also addressed production risks. Medium to long-term financing products, for value chains such as coffee are emerging, but still remain too limited to have a significant impact on the sector. Other new and innovative financial products and offerings, such as leasing, are also key.

USAID seeks Partnership Alliances with financial institutions and other complementary actors who are able to address these challenges and provide methods for realizing tangible, focused, and significantly expanded opportunities for agricultural financing. Through such Partnerships, USAID aims to reduce the risks of lending to the agricultural sector and to free up the flow of financing to all aspects of the value chain from inputs and production to post-harvest handling and storage, distribution, processing and marketing.

### **Information and Communication Technologies (ICT) Development Solutions**

ICT solutions have the ability to dramatically transform the economic and social landscape of Africa. For example, the mobile phone has allowed the continent to leapfrog landline technologies, and it has found a myriad number of applicable uses, such as mobile banking and extension service delivery.

USAID seeks applicants who are able to use ICT to deliver innovative solutions that address constraints in key agriculture value chains – primarily coffee, maize, beans, and agro-inputs – as well as advance the competitiveness of these sectors. ICT solutions that have the ability to

impact food security more generally will also be considered. The ICT solutions proposed must be innovative, sustainable, and scalable.

Examples of potential areas of partnership include market information systems to deliver pricing information to farmers, extension services, and buy-and-sell opportunities within key value chains. In addition, the agro-inputs distribution chain is plagued with counterfeit products. Through a mobile phone verification system, distributors, dealers, and farmers can better ensure that they are buying legitimate products. Finally, Uganda, and East Africa generally, is looking to establish a structured trading platform for grains through a warehouse receipt system. The technology infrastructure to support such a system would need development.

### **Other Agriculture, Agribusiness and Food Security Opportunities**

While USAID programs have a strong focus on the key value chains—coffee, maize and beans—along with the agro-inputs sector, and nutritional food products, it will also consider other unique and innovative proposals with the ability to have a transformative impact on Uganda’s agriculture, agribusiness and food security conditions. These proposals should be innovative, scalable, and sustainable and aligned with USAID’s development objectives.

### **1.5.2 Biodiversity Conservation through Ecotourism**

Uganda, the Pearl of Africa, ranks as one of the top ten most biologically diverse regions of the world. The country is endowed with a range of ecosystems including mountains, rainforests, bushlands, wetlands, and lakes that support a variety of animal, bird, fish, and plant species.

Through its biodiversity program activities, USAID/Uganda intends to achieve the following objectives:

#### **Ecotourism Objectives**

- 30% increase in tourist visitation to Uganda
- 45% increase in national revenues from tourism
- 30% increase in the share of revenues by frontline communities
- 30% increase in incomes of frontline communities
- Increase the area of biological significance under sustainable management

While the exact nature of the Public Private Alliances, or PPAs, will be determined by the interests and priorities of the private sector, the Mission anticipates that these alliances will enable the USG to contribute to the following:

- (i) Infrastructure development, upgrade and maintenance alliances that improve the tourism experience and offerings.
- (ii) Habitat management alliances that improve the quality of the natural resource and reduce wildlife-human conflict.
- (iii) Community enterprises development alliances that improve the livelihoods of communities near the protected areas.
- (iv) ICT development solutions that improve revenue management, accountability and transparency and publicity.
- (v) Other biodiversity conservation opportunities with the potential to have a transformative impact on other aspects of biodiversity conservation.

Biodiversity conservation has gained prominence on the global environmental and political agendas and is currently one of the most important challenges of the 21<sup>st</sup> century. There is

growing recognition that a biologically diverse environment and a rich natural resource base are critical to poverty eradication and national economic growth<sup>1</sup>.

Uganda's biodiversity is under siege as a result of multiple human impacts. The critical threats facing biodiversity, described in the 2011 USAID/Uganda Environmental Threats and Opportunities Assessment (ETOA) report include: **threats related to human use, ecological threats (e.g. impacts of climate change, invasive plant and animal species, uncontrolled and illegal fires, human/wildlife conflict, etc.), and trans-boundary threats.** The human-use-related threats include unsustainable off-take and illegal exploitation of resources (e.g. bush meat poaching, illegal timber cutting, etc.) and impacts to biodiversity resulting from oil exploration. Furthermore, in many parts of the country, agriculture, commercial, residential and industrial development, mining, and livestock all compete for the same land as biodiversity conservation. The trans-boundary threats to biodiversity include legal and illegal trade in charcoal, firewood, timber, and wildlife across international borders. Consequently, Uganda has lost more than 70 percent of its natural habitat, with forest cover declining from more than 50 percent at the turn of the last century to approximately 20 percent today.

To appropriately address these biodiversity threats, the root causes of the threats as enumerated by the ETOA must be tackled: Lack of political will to adequately advocate for biodiversity conservation and to implement a comprehensive legal framework, lack of adequate budgets to Government of Uganda (GOU) Environment and Natural Resources (E/NR) institutions, and a misperception that sustainable natural resource management (NRM) and biodiversity conservation are not development activities.

### ***Ecotourism as a tool to address the biodiversity challenge***

Uganda is the number one travel destination for 2012, as ranked by the popular travel guide Lonely Planet. USAID/Uganda expects to support partnerships through this GDA that will provide scalable and transformative solutions to challenges in the ecotourism sector such as infrastructure, habitat management, community enterprises, ICT development solutions and other biodiversity conservation opportunities.

The Uganda Tourism Policy (n.d.) states that in the 1960s, Uganda was the principal tourist destination in East Africa and that tourism was one of the country's main economic sectors. During the period of turmoil in the 1970s and 80s, however, wildlife was hunted virtually to extinction in many protected areas and tourism infrastructure was looted and destroyed. Since the return to stability in 1986, the tourism industry has shown strong potential for reestablishment and growth. However, tourist resources and attractions are not well developed and the industry has failed to achieve significant growth.

The World Economic Forum's 2009 Travel and Tourism Competitiveness Report showed that Uganda's tourism sector is a primary foreign exchange earner for the country at approximately \$567 million. The report further estimated tourist arrivals at approximately 629,000 in 2009 and projected a steady increase in arrivals of 4.7 percent annually between now and 2018. Uganda's tourism policy aims to transform tourism into a major economic growth contributor to enable the country to take part in the expanding international holiday and leisure market. Wildlife enterprises have been successful in promoting conservation of wildlife and in discouraging poaching. Approximately 12,000 mountain gorilla trackers visit Bwindi Impenetrable National Park annually. Over 600,000 Ugandans living in the parishes surrounding national parks have benefited from the \$1.8 million tourism revenues through the

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<sup>1</sup> United Nations Conference on Trade and Development Report – UNCTAD, 2006.

profit-sharing scheme implemented by Uganda Wildlife Authority (State of Environment Report, 2008).

Furthermore, the United Nations World Tourism Organization (UNWTO) has advised that the Conference of Parties to the Convention for Biological Diversity (CBD), including Uganda as a signatory, pursue opportunities inherent in sustainable tourism by implementing the Convention for Biological Diversity objectives.<sup>2</sup> The objectives of the CBD include: biodiversity conservation, sustainable use of the biodiversity components, and fair and equitable sharing of the benefits accruing from the use of genetic resources.

The tourism sector, including ecotourism, has significant potential to generate jobs and contribute to the GDP (State of Environment Report, 2008). In Uganda, however, this potential is under-utilized. According to the Uganda Ecotourism Assessment (2006), opportunities for ecotourism outside of wildlife and forest protected areas are largely unexplored. Furthermore, the tourism sector in Uganda is poorly organized and lacks collaboration. The GOU has limited ability to collect and distribute accurate tourism statistics or promote tourism internationally, and its support to the private sector, particularly in the area of policy and legislation, is sorely lacking.

Today, Uganda remains relatively undiscovered as a tourist destination (UWA Business Plan, 2008), even as compared to its East Africa neighbors (USAID/STAR, 2010). The Ugandan tourism industry has yet to gain competitiveness in the marketplace, and, if this is to be achieved, it must be done while simultaneously protecting biodiversity and the quality of life of the human populations that inhabit these areas. Uganda's tourism depends directly on the country's natural environmental resources – which demand continued conservation practices if sustainable development is to be attained. The development of sustainable tourism, based on conservationist ecological principles, can increase the value of biodiversity for local communities and contribute to the conservation of biodiversity.

This proposed activity will address habitat loss by encouraging improved quality of selected landscapes of high biodiversity significance through establishment and support of alternative livelihoods. This activity will also contribute to the quality of biodiversity conservation through support to GOU institutions, such as the Uganda Wildlife Authority (UWA), National Forestry Authority (NFA), and Uganda Tourist Board (UTB) in the design and implementation of their management plans. In addition, the activity will involve local governments in the targeted areas of implementation in order to increase confidence in the beneficiaries and ensure sustainability of the activities at the project's end.

Human populations living in close proximity to protected areas and affected by protracted human-wildlife conflict will be prepared to establish tourism-related businesses in order to provide alternative sources of income, thereby, preventing further illegal extraction. Alternative income will also incentivize the beneficiary communities to value and responsibly manage the surrounding habitat and wildlife. These interventions will complement other activities that address the human-wildlife conflicts in the selected landscapes.

Finally, it is widely acknowledged that tourism revenues resulting from biological diversity are a significant source of income and employment for local communities in many of the world's less developed regions. Hence, it is significant to note that the comparative advantage that Uganda possesses in these areas is threatened and will diminish if not appropriately handled.

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<sup>2</sup> UNWTO website

## **I. Description of Activities**

The principal objective of this program is to use ecotourism as a tool to reduce threats to biodiversity and conserve selected critical ecosystems across Uganda's diverse landscapes so as to support sustained economic growth. Proposed activities will target the geographic focus areas in and around the protection areas of Murchison Falls National Park, Kidepo National park, Lake Mburo National Park, and Kalinzu and Budongo Forest Reserves. (See Annex F) These areas are identified in the national tourism plan, and are prioritized for ecotourism. In the areas articulated therein, USAID believes that focusing programs and resources will provide the best possible opportunity to realize impact, particularly regarding increased biodiversity conservation and increased household incomes.

Implementation of the tourism program will lead to the following results:

### **Illustrative Indicators**

- Number of tourists visiting Uganda increasing annually after year two of program
- Minimum number of tourists visiting PAs annually by 2015
- An annual increase in park revenue by 30% from 2014
- At least two parks able to finance 70 percent of their operations using their revenue

### **Intermediate Result 1 –Capacity to effectively manage Uganda's biodiversity increased**

This intermediate result will be realized by dedicating activities for improving the UWA and NFA's ability to manage biological resources. Efforts will be three-fold, supporting:

(1) improved delivery of tourism products – improving PA and reserve experience through signage, interpretive material, tracks; (2) improved capture of revenue through improving collection of gate and concessions funds, improved ability to negotiate and partner with private sector to increase revenue; (3) improved management of PA including through implementation of management plans and by addressing key threats; and (4) identify other, innovative opportunities to mitigate human wildlife conflicts.

Illustrative activities:

- Improve conservation agencies' negotiation skills to address fee structure with private sector;
- Technology developed and implemented to collect PA entrance and concession fees;
- Improved delivery of concessions in PAs (by private sector, UWA and NFA);
- Support the diversification of tourism products such as canopy walk in Kalinzu Forest Reserve;
- Support to technical capacity improvement to the agencies to better manage biological resources;
- Signage in PAs improved;
- Establishment and maintenance of tourism tracks and trails; and
- Maps and other informational material developed to be sold in PAs for benefit of PA management.

### **Intermediate Result 2 –Capacity to market Ecotourism improved**

This intervention is expected to increase the number of "bed-nights" engaged in biodiversity related tourism in Uganda. Efforts will focus on: (1) improving the eco-tourism experience; and

(2) improving promotion of nature based tourism, especially in niche markets such as primate, bird and hiking tourism.

Illustrative activities:

- Support UWA and NFA in working with the private sector to develop and implement standards and codes of conduct for tourism operators toward required certification to enable guides to enter PA and reserves;
- Identify possibilities of engaging with the private sector to co-invest in medium cost lodging facilities within and adjacent to PA's and reserves;
- Develop training material and collaborate with vocational schools to provide training needed for certification program;
- Implement GoU's inter-institutional strategy to promote Uganda eco-tourism focusing on Uganda's unique biodiversity;
- Support Uganda Tourism Board to set up a web portal and increase tourism marketing; and
- Train specialty guides (i.e. bird guides).

### **Intermediate Result 3 –Benefits derived from biodiversity conservation activities accrued by communities living in and adjacent to protected areas increased**

Few protected areas are large enough to provide the ecological requirements for large, ranging species. Loss of traditional dispersal areas and migratory routes can lead to population losses as species are unable to follow traditional seasonal movements and secure access to dry season refuge. In addition, competing land uses that are incompatible with wildlife dispersal can lead to increased human-wildlife conflict leading to loss of life, livestock and crops. Win-win solutions have focused on increasing the economic options derived from conservation compatible land uses as alternatives for local communities. During the past two decades landscape conservation management practices have developed to address conservation efforts that connect key protected areas with corridors and dispersal areas through increasing the amount of land under wildlife friendly land uses.

This program's key feature will be to develop and foster community-based natural resource management (CBNRM) with communities adjacent to protected areas where wildlife dispersal is creating conflict with current crop agriculture and/or livestock grazing. The program will focus on linking private sector tourism opportunities with interested communities in wildlife dispersal areas and/or corridors between protected areas. Support will be provided to communities to build their capacity in negotiating partnership agreements with the private sector companies, and also capacity to develop and manage community-based, ecotourism-oriented businesses. While a range of local tourism business products and services will be developed, the program will also build communities' capacities to monitor wildlife populations and address threats to wildlife movement and survival on community managed lands. The program is expected to focus on one or more areas where there are good options for wildlife viewing outside protected areas, where communities are interested in reducing wildlife conflict by developing alternative economic opportunities, and where there is potentially strong private sector interest in fostering wildlife-based tourism. CBNRM will be developed in areas where wildlife also ranges outside protected areas, such as areas adjacent to Kidepo National Park and Lake Mburo. Program activities will focus on increasing the potential ecologically valuable areas outside protected areas under improved biodiversity management and increasing economic benefits accrued by communities by developing a range of wildlife friendly, profitable and biodiversity compatible businesses, including ecotourism.

Illustrative activities:

- Identify private sector partners to develop ecotourism partnerships with communities;
- Community wildlife scouts trained and able to monitor wildlife in community areas;
- Community organizations developed to partner with and enter into agreements with private sector; and
- Community capacity developed to implement strategies to reduce human-wildlife conflict through diverse economic opportunities and alternative crops.

## **SECTION II: AWARD INFORMATION**

### **II.1 AUTHORIZED GEOGRAPHIC CODE**

The authorized geographic code for procurement of goods and services under the resultant agreement(s) is 935.

### **II.2 PERIOD OF AWARD**

Applicants may propose activities covering no more than five years from the date of award. The APS closes September 15, 2013, with the sixth and final deadline for the submission of Concept Papers.

### **II.3 ANTICIPATED FUNDING AVAILABILITY**

The APS closes September 15, 2013. Pending the availability of funds, USAID anticipates obligating \$18 million for Food Security and Nutrition activities and \$1 million for Biodiversity and Conservation activities over the two-year period under this APS. The amount of available funding and the number of awards is variable and subject to change. USAID reserves the right to fully or incrementally fund selected application(s) as well as to partially fund selected application(s).

### **II.4 PLACE OF PERFORMANCE**

Place of performance for this award is Uganda.

### **II.5 BRANDING AND MARKING UNDER ASSISTANCE INSTRUMENTS**

Branding and marking under any award made pursuant to this APS will be carried out in accordance with USAID Branding and Marking Policy (ADS 320).

### **II.6 ENVIRONMENTAL COMPLIANCE**

The Foreign Assistance Act of 1961, as amended, Section 117 requires that the impact of USAID's activities on the environment be considered and that USAID include environmental sustainability as a central consideration in designing and carrying out its development programs. This mandate is codified in Federal Regulations (22 CFR 216) and in USAID's Automated Directives System (ADS) Parts 201.3.11.2.b and 204 (<http://www.usaid.gov/policy/ads/200/>), which, in part, require that the potential environmental impacts of USAID-financed activities are identified prior to a final decision to proceed and that appropriate environmental safeguards are adopted for all activities. Recipient environmental compliance obligations under these regulations and procedures are specified in the following paragraphs of this Annual Program Statement:

- 1a) In addition, the recipient must comply with host country environmental regulations unless otherwise directed in writing by USAID. In case of conflict between host country and USAID regulations, the latter shall govern.
- 1b) No activity funded under the APS will be implemented unless an environmental threshold determination, as defined by 22 CFR 216, has been reached for that activity, as documented in an Initial Environmental Examination (IEE), or Environmental Assessment

- (EA) duly signed by the Bureau Environmental Officer (BEO). Hereinafter, such documents are described as “approved Regulation 216 environmental documentation.”
- 2) The Economic Growth Development Objective activities are covered under an umbrella Initial Environmental Examination (IEE), which expires at the end of FY 2014. The umbrella IEE can be found in file name: Uganda\_FY08\_EG\_SO7\_Blanket\_IEE\_091808.doc. From this approved IEE, USAID has recommended a **Negative Determination with Conditions**, indicating that if the proposed activities are implemented subject to the specific conditions, they are expected to have no significant effect on the environment. Therefore, the due diligence process will ensure that resource partners will adhere to and comply with CFR 216. The partner shall be responsible for implementing all IEE conditions pertaining to activities to be funded under this award.
  - 3) As part of its initial Work Plan, and all Annual Work Plans thereafter, the partner in collaboration with the USAID Agreement Officer’s Representative and Mission Environmental Officer or Bureau Environmental Officer, as appropriate, shall review all ongoing and planned activities awarded under this APS to determine if they are within the scope of the approved Regulation 216 environmental documentation.
    - 3a) If the partner plans any new activities outside the scope of the approved Regulation 216 environmental documentation, it shall prepare an amendment to the documentation for USAID review and approval. No such new activities shall be undertaken prior to receiving written USAID approval of environmental documentation amendments.
    - 3b) Any ongoing activities found to be outside the scope of the approved Regulation 216 environmental documentation shall be halted until an amendment to the documentation is submitted and written approval is received from USAID.
  - 4) When the approved Regulation 216 documentation is (1) an IEE that contains a Negative Determination with Conditions the recipient shall:

Prepare an environmental mitigation and monitoring plan (EMMP) or project mitigation and monitoring (M&M) plan describing how the recipient will, in specific terms, implement all IEE and/or EA conditions that apply to proposed project activities within the scope of the award. The EMMP or M&M Plan shall include monitoring the implementation of the conditions and their effectiveness. If the approved Regulation 216 documentation contains a complete EMMP or project mitigation and monitoring (M&M) plan, the recipient does not need to complete a new plan. Guidance is available to assist with the EMMP and M&M process at <http://www.encapafrika.org/meoEntry.htm>.
  - 4a) Integrate a completed EMMP or M&M Plan into the initial work plan.
  - 4b) Integrate an EMMP or M&M Plan into subsequent Annual Work Plans, making any necessary adjustments to activity implementation in order to minimize adverse impacts to the environment.
  - 5) A provision for sub-grants is included under this solicitation requiring the recipient to use the Environmental Review Form (ERF) or Environmental Review (ER) checklist to screen grant proposals to ensure the funded proposals will result in no adverse environmental impact, to develop mitigation measures, as necessary, and to specify monitoring and reporting. Use of the ERF or ER checklist is called for when the nature of the grant proposals to be funded is not well enough known to make an informed decision about their potential environmental impacts, yet due to the type and extent of activities to be funded, any adverse impacts are expected to be easily mitigated. Implementation of sub-grant activities cannot go forward until the ERF or ER checklist is completed by the recipient and approved by USAID. Recipient is responsible for ensuring that mitigation measures specified by the ERF or ER checklist process are implemented and addressed in annual

reports. Guidance is available to assist with the ERF and ER checklist process at <http://www.encapafrika.org/meoEntry.htm>

- 5a) The recipient will be responsible for periodic reporting to the USAID Agreement Officer's Representative, as specified in the Schedule/Program Description of this solicitation.
- 6) USAID anticipates that environmental compliance and achieving optimal development outcomes for the proposed activities will require environmental management expertise. Partners to this APS should therefore include as part of their application their approach to achieving **environmental compliance and management**, to include:
  - 6a) The partner's approach to developing and implementing an IEE or EA or environmental review process for a grant fund and/or an EMMP or M&M Plan.
  - 6b) The partner's approach to providing necessary environmental management expertise, including examples of past experience of environmental management of similar activities.
  - 6c) The partner's illustrative budget for implementing the environmental compliance activities. For the purposes of this solicitation, partners should reflect illustrative costs for environmental compliance implementation and monitoring in their cost proposal.

## II.7 APPLICABLE REGULATIONS AND REFERENCES

Standard Provisions will be provided in full text, as applicable, in the resultant agreement.

- Mandatory Standard Provisions for Non U.S. Nongovernmental Recipients  
<http://www.usaid.gov/policy/ads/300/303mab.pdf>
- Title 22, section 226 of the CFR, USAID Assistance Regulations  
[http://www.access.gpo.gov/nara/cfr/waisidx\\_02/22cfr226\\_02.html](http://www.access.gpo.gov/nara/cfr/waisidx_02/22cfr226_02.html)
- Title 22, section 228 of the CFR, USAID Source, Origin, Nationality Regulations  
[http://www.access.gpo.gov/nara/cfr/waisidx\\_01/22cfr228\\_01.html](http://www.access.gpo.gov/nara/cfr/waisidx_01/22cfr228_01.html)
- ADS Chapter 303, Acquisition and Assistance, located at  
<http://www.usaid.gov/policy/ads/300/303.pdf>
- U.S. Government Standard Form (SF) 424, SF 424A, SF 424B, located at  
<https://apply07.grants.gov/apply/FormsMenu?source=agency>

## SECTION III – APPLICATION AND SUBMISSION INFORMATION

### III.1 Application Process

Applications submitted under this APS will be reviewed based on the evaluation criteria set forth in the APS. Competition under this APS will consist of a two-step process where applicants first submit a **Concept Paper** for an initial competitive review, and those successful Concept Papers will then be requested by USAID to submit a **Full Application**. To be considered for funding under this APS, applications must meet all of the following requirements for the **Concept Paper** and the **Full Application**, respectively.

### III.2 Concept Paper Content and Format

1. General Format: The Concept Paper must:
  - a. Be written in English;
  - b. Be written using Times New Roman, 12 point font;
  - c. Be written with 1-inch margins;
  - d. Be paginated with each page consecutively numbered; and
  - e. Not exceed five (5) pages (not including cover page and supporting information). Pages in excess of this stated limit will not be considered.
2. Concept Page should be developed using the following format:
  - a. **Cover Page:** The Cover Page must include:
    - i. Name and address of organization;
    - ii. Type of organization (e.g., for-profit, non-profit, university, etc.);
    - iii. Contact point (lead contact name; relevant telephone, and e-mail information); and
    - iv. Signature of authorized representative of the applicant.
  - b. **Technical Information:**
    - i. **Title and Objective:** Concise title and objective of the proposed activity;
    - ii. **Problem Statement:** Identification and brief description of the problem the applicant intends to address, including a brief analysis of the stakeholders involved (the principal partners critical to the project's success, their level of commitment or resistance), and the associated driving and constraining factors causing the problem. Discuss how the proposed activity relates to possibly addressing Uganda's key development issues, (i.e., youth, oil production, population growth, protecting biodiversity/environment). This description should conclude with outlining the scale of the problem and the project's expected measurable contribution to address the problem;
    - iii. **Relationship to USAID/Uganda's Country Strategy (CDCS) and Other Donor and Government of Uganda or Private Sector Efforts:** A brief discussion of how the activity will contribute to achieving USAID's Development Objective and/or associated Intermediate Results. Explain where and how the proposed activity may or may not complement the geographic focus of USAID/Uganda and work with a wide range of local development partners. Describe

what other private or public sector actors may also address key aspects of the problem and how the problem relates to key issues cited in in the Government of Uganda's Development Strategy and Investment Plan (DSIP) or other relevant Ugandan national or policy priorities;

- iv. **Technical Approach:** Discuss the project's proposed objectives, the method of approach, the level of effort required, and the anticipated results. What is the theory underlying the project's design as to how inputs will result in positive business and development impact? Include specific detail as to how the proposed activity advances USAID/Uganda's CDCS/Country Strategy and Feed the Future strategy including, particularly, gender analyses and a description of how women and youth could benefit from proposed interventions. In the list of the anticipated results, include a short description (one paragraph each) of the corresponding activities and interventions that are expected to realize the results. Also describe how interventions can be effectively monitored and evaluated. Cite how the proposed activity will advance the applicant's own particular, market-expanding interests and how these can be eventually sustained with greater domestic and international consumption of key products.
- v. **Additional Analytical/Consultation Requirements:** The activity should describe how it will test and advance particular approaches to solving market-led research and development challenges, including proposing two or three key research and evaluation questions and how the proposed project's approach could answer these; Also, based on earlier analysis of the problem, identify more detailed types of analyses (if any) may be required for project success (e.g., cost-benefit, sector, or marketing analyses). Recommend how such analyses should be conducted; and

c. **Supporting Information:**

- i. Proposed estimated cost;
- ii. Brief cost breakdown (e.g., salaries, travel, etc.);
- iii. Proposed amount of the applicant's financial, as well as in-kind participation (clearly identify which resources are cash and which are in-kind and provide information on the nature of the in-kind contributions);
- iv. Proposed amount of prospective or existing partner's (or partners') cash, as well as in-kind participation;
- v. Proposed duration of the activity; and
- vi. Corporate Capacity: Brief description of the applicant's, as well as prospective or existing partners (or partners'), previous work and experience in addressing similar issues.

Concept Papers will be evaluated according to the Technical Evaluation Criteria described in Section IV. If applicants are successful at the Concept Paper stage, USAID will request the applicant to submit a Full Proposal in line with the format described below and any additional instruction from the USAID/Uganda Agreement Officer. Instructions from the Agreement Officer will include a deadline for the submission of the Full Application. The Full Application will offer

the applicant an opportunity to explain the technical approach in greater detail. The Full Applications will be evaluated according to the Evaluation Criteria described in Section IV.

**Note: DO NOT submit a Full Application unless requested to do so by USAID. An invitation to submit a Full Application does not constitute an award; USAID may choose to not fund applications even after they have been requested.**

### **III.3 Full Application Content and Format**

The Full Application should be submitted in two separate volumes: (i) Technical Application; and (ii) Cost Application. The Technical and Cost Applications should be submitted under separate cover.

#### **III.3.1 Technical Application**

1. General Format: The Technical Application must:
  - a. Be written in English;
  - b. Be written using Times New Roman, 12 point font;
  - c. Be written with 1-inch margins;
  - d. Be paginated with each page consecutively numbered;
  - e. Not exceed twenty-five (25) pages (not including cover page and annexes). Pages in excess of this stated limit will not be considered; and
  - f. All Full Applications should be submitted via email to the electronic mailbox listed on the cover page.
  
2. The Technical Application should be developed according to the following format:
  - a. Cover Page
  - b. Executive Summary (including Table of Contents)
  - c. Program Description
    - i. Goal and Objectives. A succinct description of the proposed program objectives and its contribution to USAID's objectives. Include specific detail as to how the proposed program links directly to USAID/Uganda's CDCS and FTF strategies.
    - ii. Background/Problem Statement
    - iii. Explanation of partners and their expected roles, including leveraging of 1:1, with a strong preference for 3:1 (Partner:USAID) or more
    - iv. Proposed Interventions/Technical Approach
    - v. Expected Impact/Results (including gender and youth)
    - vi. Performance Monitoring Plan. Include duration, performance indicators, baseline and targets, number of people served (disaggregate by gender and age, where appropriate) as well as quantitative and qualitative measures specific to the technical focus of the activity.
  - d. Management Plan (including consortium/alliances/partnerships arrangements). Describe how the organization intends to manage sub-mechanisms (if relevant), explanation of personnel in field and in headquarters, past experience, and key personnel.

- e. Implementation Schedule. Provide a detailed timeline for the activity, i.e. staff hiring, office setup and administration, local staff hiring, and agreements to work with Ugandan organizations.
- f. Annexes
  - i. Relevant organizational experience (awardee and key partner organizations);
  - ii. Resumes of key personnel (2 page limit per person);
  - iii. Draft letters of intent from resource partners; and
  - iv. Memoranda of Understanding, which describes roles, responsibilities, and contributions of each Alliance partner.

***Please note excessive documentation submitted under the annexes is neither necessary nor wanted.***

### **III.3.2 Cost Application**

The following sections describe the documentation that applicants for an Assistance award must submit to USAID prior to award. While there is no page limit, applicants are encouraged to be as concise as possible, but still provide the necessary detail to address the following:

#### **1. Cost Application**

- i. Include a budget for each funding scenario with an accompanying budget narrative which provides in detail the total costs for implementation of the program your organization is proposing. The budget must be submitted using Standard Forms 424 and 424A (See Section E-Annex A, B & C of the APS). Forms may also be downloaded from the USAID web site, [http://www07.grants.gov/agencies/aforms\\_repository\\_information.jsp](http://www07.grants.gov/agencies/aforms_repository_information.jsp). The applicant must provide an electronic copy of the pro-forma balance sheet for three years. The balance sheets should include:
  - current assets: cash, net accounts receivables, inventory, temporary investment, prepaid expenses, etc.
  - fixed assets: long-term investments, land, buildings (net of depreciation), plant and equipment (net), furniture and fixtures (net), etc.
  - current liabilities: accounts payable, short-term notes, current portion of long-term notes, accruals and other payables, etc.
  - long-term liabilities: mortgage, other long-term liabilities
  - shareholders' equity: capital stock, retained earnings.
- ii. The applicants must provide an electronic copy of the projected budget and cash flow (both in Microsoft Excel) with calculations shown in the spreadsheet and an electronic version of the narrative discussing the costs for each budget line item (in Microsoft Word)
- iii. The breakdown of all costs associated with the activities by line item. (See Sample in Section V).

- iv. The breakdown must include costs associated with each activity according to costs of, if applicable, headquarters, and/or regional offices; each partner organization involved in the Alliance; expatriate technical assistance and those associated with local in-country technical assistance; and
  - v. The procurement plan for equipment to be purchased under the Cooperative Agreement: Application should include a detailed procurement plan containing explicit information on how procurements will be accomplished. Carefully read the guidance regarding Source, Origin, Nationality Regulations in 22 CFR 228 at the following website: 22 CFR 228 USAID Source, Nationality Regulations [http://www.access.gpo.gov/nara/cfr/waisidx\\_01/22cfr228\\_01.html](http://www.access.gpo.gov/nara/cfr/waisidx_01/22cfr228_01.html)
- b. Leveraged Resources (including in-kind) should be included at an amount not less than equal to the Federal share. Applicants are expected to leverage USAID resources 1:1, with a strong preference for realizing a 3:1 leverage ratio (Partner:USAID).
  - c. A current Negotiated Indirect Cost Rate Agreement (NICRA), as applicable (indirect costs shall not be included for local organizations);
  - d. Applicants who do not currently have a Negotiated Indirect Cost Rate Agreement (NICRA) shall also submit the following information:
    - i. copies of the applicant's financial reports for the previous 3-year period, which have been audited by a certified public accountant or other auditor satisfactory to USAID;
    - ii. projected budget, cash flow, and organizational chart;
    - iii. A copy of the organization's accounting manual.
  - e. Copies of Personnel, Procurement and Travel Policies or Certificate of Compliance (preferred) (See <http://www.usaid.gov/policy/ads/300/30359s1.pdf>.)

#### **III.4 Submission Instructions**

1. Applications (Concept Papers) should be prepared according to the structural format set forth above.
2. Applications (Concept Papers) in response to this APS are due by the date and time specified on the Cover Page. Late applications will be considered only if the Agreement Officer determines it is in the interest of the U.S. Government.
3. Applications (Concept Papers) should be submitted electronically (via email) to the points of contact listed on the Cover Page of this APS. Hard copies, including faxed applications, will not be considered.
4. Applicants should follow these procedures for submission of applications (Concept Papers) by email:
  - a. The subject line of the email containing the applications (and modifications thereof) shall contain the words "APS Submission/APS number/Applicant's Name."

- b. Once sent, check your own emails to confirm that your attachments were indeed sent. If you discover an error in your transmission, resend the material again and note in the subject line of the email that it is a “corrected” submission. Do not send the same email more than once unless there has been a change, and if so, note that it is a corrected email.
  - c. To avoid confusion, duplication, and overcrowding problems with our email system, only one authorized person from your organization should send in the email submission.
  - d. Each applicant is responsible for its submissions. Do not wait for USAID to advise you that certain documents intended to be sent were not sent, or that certain documents contained errors in formatting, missing sections, etc. USAID is not responsible for unreadable submissions or attachments under any circumstances.
  - e. The actual application, which is to be an attachment to your email, should be formatted in Microsoft Word and/or Adobe PDF format.  
  
Use of zipped files is generally discouraged. Because of our system restrictions, if you send zipped files, do not use a “zip” extension as part of the file name. Also, specify in the body of the email that the attachment contains zipped files.
  - f. Applicants must confirm with points of contact listed on the Cover Page of this APS that their email submissions were successfully received by the required due date.
5. For selected Concept Papers, USAID will request the applicant to submit a Full Application in line with the format described above and any additional instructions from the Agreement Officer. At this time, applicants will also be asked to submit Certifications, Assurances, and other Statements of Recipient. Submission instructions, including a deadline for the submission of the Full Application and Certifications, will be provided by the Agreement Officer.

### **III.5 Other Pertinent Information (Concept Papers and Full Applications)**

1. Unnecessarily elaborate applications, brochures, or other presentations beyond those sufficient to present a complete and effective application in response to this APS are not desired and may be construed as an indication of the applicant's lack of cost consciousness. Elaborate art work, expensive paper and bindings, and expensive visual and other presentation aids are neither necessary nor wanted.
2. Acknowledgement of amendments to the APS shall be submitted together with the application.
3. Applicants are expected to review, understand, and comply with all aspects of this APS including attachments. Failure to do so will be at the applicant's risk.
4. Each applicant shall furnish the information required by this APS. The applicant shall sign the application and print or type the name and title clearly on the Cover Page of the technical and cost applications. Erasures or other changes must be initialed by the person signing the application. Applications signed by an agent shall be accompanied by evidence of that agent's authority.
5. Applicants must ensure that all the certifications are completed and signed (See Section V of the APS). In the submissions, the applicants must include as necessary any

additional evidence of responsibility deemed necessary for the Agreement Officer to make a determination of responsibility in accordance with ADS 303.3.9 at the following website: <http://www.usaid.gov/policy/ads/300/303.pdf>

6. Applicants who include data they do not want disclosed to the public for any purpose or used by the U.S. Government except for evaluation purposes, should
  - a. Mark the title page with the following legend:

"This application includes data that shall not be disclosed outside the U.S. Government and shall not be duplicated, used, or disclosed - in whole or in part - for any purpose other than to evaluate this application. If, however, a Cooperative Agreement is awarded to this applicant as a result of - or in connection with - the submission of this data, the U.S. Government shall have the right to duplicate, use, or disclose the data to the extent provided in the resulting Cooperative Agreement. This restriction does not limit the U.S. Government's right to use information contained in this data if it is obtained from another source without restriction. The data subject to this restriction are contained in pages \_\_\_\_\_."; and
  - b. Mark each sheet of data it wishes to restrict with the following legend:

"Use or disclosure of data contained on this sheet is subject to the restriction on the title page of this application."
7. Applicants are reminded that U.S. Executive Orders and U.S. law prohibits transactions with, and the provision of resources and support to, individuals and organizations associated with terrorism. It is the legal responsibility of the applicant/recipient to ensure compliance with these Executive Orders and laws. This provision must be included in all sub-agreements/sub-contracts/sub-awards issued under this agreement.

## **III.6 Alliances**

### **III.6.1 Due Diligence Concerns**

Due diligence requires that the U.S. Government enter into Alliance with organizations and individuals who exhibit fiscal responsibility, character, and integrity. There is an expectation that the U.S. Government will conduct due diligence on all prime applicants and prospective awardees at its discretion. However, applicants should have also conducted due diligence on potential partners and are welcome to provide any information deemed useful. Potential partners may be requested to respond to any issues that arise as part of the due diligence research, and failure to resolve serious concerns will be cause for non-award.

### **III.6.2 Memorandum of Understanding (MOU)**

Upon favorable review of the full application, partners will finalize one or more MOUs, which will be used to clarify roles and responsibilities of each Alliance partner.

### **III.6.3 Roles of Partners**

Partners to the Alliance effort (including USAID) bring strengths to the table. The actual division of responsibilities and risks are intended to be covered under the Letter of Intent/Memorandum of Understanding prior to finalizing the Agreement. Therefore, the following illustrative list of

examples of allocation of responsibility will be adjusted based on the successful Alliance application, the best use of contributions from multiple partners, and the appropriate assignment of management and implementation responsibilities. USAID's role under some Alliances may differ from the traditional role of provider of funds or source of oversight.

Example of USAID Responsibilities: USAID/Uganda might provide:

- a. Collaboration in establishing annual work objectives and approval of an annual work plan.
- b. Collaboration in assessing progress and identifying issues that arise which may impact the success of the program.
- c. Collaboration in determining corrective actions, where necessary.
- d. Approval of key personnel and any subsequent changes in the positions during the life of the award.

Example of Resource Partner Responsibilities: Examples of a Resource Partner's responsibilities may include:

- a. Participation on a management committee overseeing the Alliance.
- b. Collaboration in establishing annual work objectives of the implementing partner.
- c. Collaboration in assessing progress and identifying issues that arise which may impact the success of the program.
- d. Collaboration in determining corrective actions, where necessary.

Example of Implementing Partner Responsibilities

The implementing partner of the program will operate in accordance with the terms and conditions of the grant, cooperative agreement or the collaboration agreement, the Letter of Intent/MOU agreed upon by all partners to the Alliance as needed, and all other applicable USAID regulations. Activities are linked to the accomplishment of the objectives of the PPA. Speed and flexibility are critical to achieving objections. USAID requires that the implementing partner have administrative systems operational immediately after notification of award. Program activities should commence approximately 30 days after notification of award. The implementing partner will be responsible for all aspects of the program. The implementing partners will likely be responsible for the following activities and documentation during the life of the program:

- a. Requesting approval for program's key personnel;
- b. Working with partners to develop annual work plans;
- c. Conducting ongoing assessment of progress and a final evaluation, and submitting annual reports according to the requirements outlined in the award;
- d. Reporting on contributions of all Alliance partners;
- e. Compliance with USAID branding requirements;
- f. Requesting approval for any changes in program description; and
- g. Submitting updated Standard Form 424A annually.

### **III.6.4 Reporting**

Program implementation reporting will be determined based on the outcome of the collaborative finalization of the planned program and the delineation of roles and responsibilities. An annual performance monitoring plan, using established baseline data and specific, measurable targets and indicators will also be agreed upon. Financial reporting will be in accordance with the requirements of the obligating document, following mutual agreement of provisions.

## SECTION IV - EVALUATION PROCEDURES

### IV.1 Overview

Applications (both Concept Papers and Full Applications) received under this APS will be evaluated by a USAID Technical Evaluation Committee (TEC) in accordance with the selection criteria detailed below.

Applicants should note that these criteria serve to: (a) identify the significant matters which applicants should address in their applications and (b) set the standard against which all applications will be evaluated.

### IV.2 Concept Paper Evaluation Criteria

The Concept Paper will be evaluated based on the following criteria and sub-criteria, which are listed in **descending** order of importance:

1. Global Development Alliance (GDA) compliance: The proposed Alliance meets the criteria of a GDA, which include (equally weighted):
  - a. Jointly defined problem and solution among all partners;
  - b. New innovative approach to partnership;
  - c. At least 1:1 leverage of cash, expertise, systems, networks and/or other resources; and
  - d. Significant and sustainable development impact over long-term
2. Alignment: The Concept Paper aligns with USAID/Uganda's priority objectives as described in the APS. Considerable preference will be given to applicants who propose activities within the geographic focus areas of Uganda, or Zones of Influence (ZOI), that are specified in the USAID/Uganda CDCS and FTF strategies.
3. Methodology/Approach: The Concept Paper provides an innovative approach to solving a key development challenge.
4. Feasibility: The Concept Paper demonstrates a plan that is achievable, ready for implementation, and measurable.
5. Partner capability: The proposed Alliance partners have a proven track record of relevant experience and a reputation for ethical behavior.

**Note on evaluation of Summary Budget:** Once the technical review of the Concept Papers is complete, USAID will independently evaluate the Summary Budget for cost-realism and reasonableness.

### IV.3 Full Technical Application Evaluation Criteria

The technical applications will be evaluated in accordance with the Technical Evaluation Criteria set forth below. Thereafter, the cost application of all applicants submitting a technically acceptable application will be opened and costs will be evaluated for general reasonableness, allowability, and allocability. To the extent necessary (if award is not made based on initial applications), negotiations will then be conducted with all applicants whose application, after discussion and negotiation, has a reasonable chance of being selected for award. Award(s) will

be made to the responsive and responsible applicant(s) whose technical and cost application(s) offer the greatest technical merit, value, cost and other factors considered.

Technical Applications will be evaluated based on the following criteria and subcriteria, which are listed in **descending** order of importance:

**1. Program Description** (sub-criteria weighted in descending order of importance)

- a. Relevance of the approach given USAID/Uganda's stated objectives. Describe how activities are interrelated, build on prior relevant programs or activities, and are innovative. State potential for replicability and/or scale up, if applicable. Considerable preference will be given to applicants who propose activities within the geographic focus areas of Uganda, or Zones of Influence (ZOI), that are specified in the CDCS and FTF strategies.
- b. The proposed technical approach can reasonably be expected to produce the intended results in a specific timeframe. There is clear articulation of the development challenges, proposed activities, and expected outcomes with realistic milestones and targets defined. Performance Monitoring Plan includes appropriateness of anticipated results and indicators proposed as well as cost-effectiveness of data gathering requirements for monitoring program results.
- c. Describes specific groups to be addressed, including gender considerations and youth engagement.
- d. Value of leveraged resources and/or cost-share and evidence of commitment by the partner(s) to meet leveraged resource responsibilities.

**2. Management Plan and Operational Capability** (sub-criteria equally weighted)

- a. A solid, streamlined management plan that provides a clear statement of organizational structure, including integration of resource partners and the USAID/Uganda Mission. A simple and unambiguous organizational chart (graphical depiction) should be included.
- b. A clear description of roles and responsibilities and internal and external communication arrangements (i.e. within the local office as well as with home office backstops, if applicable).
- c. Appropriate description of the staff (local and expatriate) with the skills needed to accomplish project objectives. Strengths and qualifications of the candidates proposed as Key Personnel. A rational staffing mix (including key and non-key personnel) that creatively optimizes the use of resources to undertake the proposed approach.

- d. Appropriate systems to manage and monitor the implementation of diverse activities expeditiously, soundly, and in a transparent and accountable manner.

### **3. Past Performance, Experience, and Achievements**

USAID will evaluate the applicant's past performance based on the following: quality of products or services; profits; timeliness; cost control; customer satisfaction; and performance of key personnel in previous and/or existing projects. All potential alliance partners must also meet all ethical standards.

## **IV.4 Cost Application**

Following the technical review process, a review of the cost realism analysis will be conducted. Cost has not been assigned a percentage weight but will be evaluated for reasonableness, cost-effectiveness, and allowability in accordance with the applicable cost principles. Negotiations may be conducted with all applicants whose applications, after discussion, have a reasonable chance of being selected for award. An award will be made to a responsible applicant whose application is most highly ranked in accordance with the evaluation criteria. Costs are less in significance to all technical factors combined. Applicants should consider the following when preparing the cost applications and provide a narrative of how the cost application reflects these areas:

1. Direct Interventions versus Operating Expenses: USAID seeks applications where the maximum amount possible goes to direct interventions and not to Operating Expenses. The evaluation will examine:
  - a. Reasonableness of proposed labor cost and structure; and
  - b. Expatriate (if any) salary structure and expenses and local salary structure and expenses.
2. Cost Effectiveness and Efficiency: The cost effectiveness of the organization's approach and its ability to affect a wide base of beneficiaries, i.e.
  - a. Effectiveness of proposed cost control structure;
  - b. Budget transparency to effectively track expenditures;
  - c. Subcontracting/making methods are clearly defined;
  - d. Cost efficiency of proposed Other Direct Costs (ODCs);
  - e. Applicant's market competitive pricing estimates of tangible items to be used for performance; and
  - f. Competitiveness of pricing and sound purchase methods of international and in-country air travel and surface transportation.

## **SECTION V – ANNEXES**

- A. STANDARD FORM 424, APPLICATION FOR FEDERAL ASSISTANCE
- B. STANDARD FORM 424A, BUDGET INFORMATION – NON-CONSTRUCTION PROGRAMS
- C. ADDITIONAL GUIDANCE- SAMPLE BUDGET
- D. GENDER STATEMENT
- E. USAID/UGANDA DEVELOPMENT OBJECTIVE FOCUS DISTRICTS AND RELATED MAP
- F. MAP OF FEED THE FUTURE FOCUS DISTRICTS WITH VALUE CHAINS OVERLAYS

**APPLICATION FOR  
FEDERAL ASSISTANCE**

Version 7/03

<b>1. TYPE OF SUBMISSION:</b> Application <input type="checkbox"/> Construction <input type="checkbox"/> Non-Construction		<b>2. DATE SUBMITTED</b>	Applicant Identifier
Pre-application <input type="checkbox"/> Construction <input type="checkbox"/> Non-Construction		<b>3. DATE RECEIVED BY STATE</b>	State Application Identifier
		<b>4. DATE RECEIVED BY FEDERAL AGENCY</b>	Federal Identifier

**5. APPLICANT INFORMATION**

Legal Name:		<b>Organizational Unit:</b> Department:	
Organizational DUNS:		Division:	
<b>Address:</b> Street:		<b>Name and telephone number of persons to be contacted on matters involving this application (give area code)</b>	
City:		Prefix:	First Name:
County:		Middle Name	
State:	Zip Code	Last Name	
Country:		Suffix:	
		Email:	

<b>6. EMPLOYER IDENTIFICATION NUMBER (EIN):</b> □ □ □ □ □ □ □ □ □ □	Phone Number (give area code)	Fax Number (give area code)
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<b>8. TYPE OF APPLICATION:</b> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> If revision, enter appropriate letter(s) in box(es) (See back of form for description of letters.) Other (specify) <input type="checkbox"/> <input type="checkbox"/>	<b>7. TYPE OF APPLICANT:</b> (See back of form for Application Types) Other (specify)
--	--

<b>10. CATALOG OF FEDERAL DOMESTIC ASSISTANCE NUMBER:</b> TITLE (Name of Program): □ □ □ □ □	<b>9. NAME OF FEDERAL AGENCY:</b>
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<b>12. AREAS AFFECTED BY PROJECT</b> (Cities, Counties, States, etc.):	<b>11. DESCRIPTIVE TITLE OF APPLICANT'S PROJECT:</b>
--	--

<b>13. PROPOSED PROJECT</b> Start Date: Ending Date:	<b>14. CONGRESSIONAL DISTRICTS OF:</b> a. Applicant b. Project
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<b>15. ESTIMATED FUNDING:</b>	<b>16. IS APPLICATION SUBJECT TO REVIEW BY STATE EXECUTIVE ORDER 12372 PROCESS?</b>
a. Federal \$ .00	a. Yes. <input type="checkbox"/> THIS PREAPPLICATION/APPLICATION WAS MADE AVAILABLE TO THE STATE EXECUTIVE ORDER 12372 PROCESS FOR REVIEW ON DATE:
b. Applicant \$ .00	b. No. <input type="checkbox"/> PROGRAM IS NOT COVERED BY E.O. 12372
c. State \$ .00	<input type="checkbox"/> OR PROGRAM HAS NOT BEEN SELECTED BY STATE FOR REVIEW
d. Local \$ .00	<b>17. IS THE APPLICANT DELINQUENT ON ANY FEDERAL DEBT?</b>
e. Other \$ .00	<input type="checkbox"/> Yes If "Yes" attach an explanation. <input type="checkbox"/> No
f. Program Income \$ .00	
g. TOTAL \$ .00	

**18. TO THE BEST OF MY KNOWLEDGE AND BELIEF, ALL DATA IN THIS APPLICATION/PREAPPLICATION ARE TRUE AND CORRECT. THE DOCUMENT HAS BEEN DULY AUTHORIZED BY THE GOVERNING BODY OF THE APPLICANT AND THE APPLICANT WILL COMPLY WITH THE ATTACHED ASSURANCES IF THE ASSISTANCE IS AWARDED.**

<b>a. Authorized Representative</b>		
Prefix	First Name	Middle Name
Last Name		Suffix
b. Title		c. Telephone Number (give area code)
d. Signature of Authorized Representative		e. Date Signed

**BUDGET INFORMATION - Non-Construction Programs**

Grant Program Function or Activity (a)	Catalog of Federal Domestic Assistance Number (b)	Estimated Unobligated Funds		New or Revised Budget	
		Federal (c)	Non-Federal (d)	Federal (e)	Non-Federal (f)
1.	-				
2.	-				
3.	-				
4.	-				
5. Totals					
		Grant Program Function or Activity			
6. Object Class Categories		(1)	(2)	(3)	(4)
a. Personnel					
b. Fringe Benefits					
c. Travel					
d. Equipment					
e. Supplies					
f. Contractual					
g. Construction					
h. Other					
i. Total Direct Charges (Sum of 6a-6h)					
j. Indirect Charges					
k. TOTALS (Sum of 6i and 6j)					
7. Program Income					

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Standard Form 424A (Rev. 4/92)  
Prescribed by OMB Circular A-102

BUDGET INFORMATION Non-Construction Programs (cont'd)

(a) Grant Program	(b) Applicant	(c) State	(d) Other Sources	
8.				
9.				
10.				
11.				
12. TOTAL (Sum of lines 8-11)				
	Total Amt 1st Year	1st Quarter	2nd Quarter	3rd Quarter
13. Federal				
14. Non-Federal				
15. TOTAL (Sum of lines 13 and 14)				
(a) Grant Program	FUTURE FUNDING PERIODS (Years)			
	(b) First	(c) Second	(d) Third	
16.				
17.				
18.				
19.				
20. TOTAL (Sum of lines 16-19)				
21. Direct Charges:		22. Indirect Charges:		
23. Remarks:				

## INSTRUCTIONS FOR THE SF424

Public reporting burden for this collection of information is estimated to average 45 minutes per response, including time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0043), Washington, DC 20503.

**PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET, SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.**

This is a standard form used by applicants as a required facesheet for preapplications and applications submitted for Federal assistance. It will be used by Federal agencies to obtain application certification that States which have established a review and comment procedure in response to Executive Order 12372 and have selected the program to be included in their process, have been given an opportunity to review the applicant's submission.

Item:	Entry:	Item:	Entry:																
1.	Select Type of Submission.	11.	Enter a brief descriptive title of the project. If more than one program is involved, you should append an explanation on a separate sheet. If appropriate (e.g., construction or real property projects), attach a map showing project location. For preapplications, use a separate sheet to provide a summary description of this project																
2.	Date application submitted to Federal agency (or State if applicable) and applicant's control number (if applicable).	12.	List only the largest political entities affected (e.g., State, counties, cities).																
3.	State use only (if applicable).	13.	Enter the proposed start date and end date of the project.																
4.	Enter Date Received by Federal Agency Federal identifier number: If this application is a continuation or revision to an existing award, enter the present Federal Identifier number. If for a new project, leave blank.	14.	List the applicant's Congressional District and any District(s) affected by the program or project																
5.	Enter legal name of applicant, name of primary organizational unit (including division, if applicable), which will undertake the assistance activity, enter the organization's DUNS number (received from Dun and Bradstreet), enter the complete address of the applicant (including country), and name, telephone number, e-mail and fax of the person to contact on matters related to this application.	15.	Amount requested or to be contributed during the first funding/budget period by each contributor. Value of in kind contributions should be included on appropriate lines as applicable. If the action will result in a dollar change to an existing award, indicate only the amount of the change. For decreases, enclose the amounts in parentheses. If both basic and supplemental amounts are included, show breakdown on an attached sheet. For multiple program funding, use totals and show breakdown using same categories as item 15.																
6.	Enter Employer Identification Number (EIN) as assigned by the Internal Revenue Service.	16.	Applicants should contact the State Single Point of Contact (SPOC) for Federal Executive Order 12372 to determine whether the application is subject to the State intergovernmental review process.																
7.	Select the appropriate letter in the space provided. <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">A. State</td> <td style="width: 50%;">I. State Controlled</td> </tr> <tr> <td>B. County</td> <td>Institution of Higher Learning</td> </tr> <tr> <td>C. Municipal</td> <td>J. Private University</td> </tr> <tr> <td>D. Township</td> <td>K. Individual</td> </tr> <tr> <td>E. Interstate</td> <td>L. Profit Organization</td> </tr> <tr> <td>F. Intermunicipal</td> <td>M. Other (Specify)</td> </tr> <tr> <td>G. Special District</td> <td>N. Net for Profit</td> </tr> <tr> <td>H. Independent School District</td> <td>Organization</td> </tr> </table>	A. State	I. State Controlled	B. County	Institution of Higher Learning	C. Municipal	J. Private University	D. Township	K. Individual	E. Interstate	L. Profit Organization	F. Intermunicipal	M. Other (Specify)	G. Special District	N. Net for Profit	H. Independent School District	Organization	17.	This question applies to the applicant organization, not the person who signs as the authorized representative. Categories of debt include delinquent audit disallowances, loans and taxes.
A. State	I. State Controlled																		
B. County	Institution of Higher Learning																		
C. Municipal	J. Private University																		
D. Township	K. Individual																		
E. Interstate	L. Profit Organization																		
F. Intermunicipal	M. Other (Specify)																		
G. Special District	N. Net for Profit																		
H. Independent School District	Organization																		
8.	Select the type from the following list: - "New" means a new assistance award. - "Continuation" means an extension for an additional funding/budget period for a project with a projected completion date. - "Revision" means any change in the Federal Government's financial obligation or contingent liability from an existing obligation. If a revision enter the appropriate letter: A. Increase Award      B. Decrease Award C. Increase Duration    D. Decrease Duration	18.	To be signed by the authorized representative of the applicant A copy of the governing body's authorization for you to sign this application as official representative must be on file in the applicant's office. (Certain Federal agencies may require that this authorization be submitted as part of the application.)																
9.	Name of Federal agency from which assistance is being requested with this application.																		
10.	Use the Catalog of Federal Domestic Assistance number and title of the program under which assistance is requested.																		

## Standard Form 424A (cont'd.)

### **INSTRUCTIONS FOR THE SF 424A**

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Public reporting burden for this collection of information is estimated to average 180 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding the burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the Office of Management and Budget, Paperwork Reduction Project (0348-0044), Washington, DC 20503.

**PLEASE DO NOT RETURN YOUR COMPLETED FORM TO THE OFFICE OF MANAGEMENT AND BUDGET, SEND IT TO THE ADDRESS PROVIDED BY THE SPONSORING AGENCY.**

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#### **General Instructions**

This form is designed so that application can be made for funds from one or more programs. In preparing the budget, adhere to any existing Federal or agency guidelines, which prescribe how, and whether budgeted amounts should be separately show for different functions or activities within the program. For some programs, or agencies may require budgets to be separately shown by function or activity. For other programs, or agencies may require a breakdown by function or activity. Sections A, B, C and D should include budget estimates for the whole project except when applying for assistance which requires Federal authorization in annual or other funding period increments. In the latter case, Section A, B, C and D should provide the budget for the first budget period (usually a year) and Section E should present the need for Federal assistance in the subsequent budget periods. All applications should contain a breakdown by the object class categories shown in Lines a-k of Section B.

#### **Section A. Budget Summary Lines 1-4 Columns (a) and (b)**

For applications pertaining to a *single* Federal program (Federal Domestic Assistance Catalog number) and *not requiring* a functional or activity breakdown, enter on Line 1 under Column (a) the catalog program title and the catalog number in Column (b).

For applications pertaining to a *single* program *requiring* budget amounts by multiple functions or activities, enter the name of each activity or function on each line in Column (a), and enter the catalog number in Column (b). For applications pertaining to multiple programs where none of the programs require a breakdown by function or activity, enter the catalog program title on each line in *Column (a)* and the respective catalog number on each line in Column (b).

For applications pertaining to *multiple* programs where one or more programs require a breakdown by function or activity, prepare a separate sheet for each program requiring

the breakdown. Additional sheets should be used when one form does not provide adequate space for all breakdown of data required. However, when more than one sheet is used,

the first page should provide the summary totals by programs.

**Lines 1-4, Columns (c) through (g)**

*For new applications*, leave Columns (c) and (d) blank. For each line Entry in Columns (a) and (b), enter in Columns (e), (f), and (g) the appropriate amounts of funds needed to support the project for the first funding period (usually a year).

*For continuing program applications*, submit these forms before the end of each funding period as required by the agency. Enter in Column (c) and (d) the estimated amounts of funds which will remain unobligated at the end of the funding period only if the Federal or agency instructions provide for this. Otherwise, leave these columns blank. Enter in columns (e) and (f) the amounts of funds needed for the upcoming period. The amount(s) in Column (g) should be the sum of amounts in Columns (e) and (f).

*For supplemental s and changes to existing s*, do not use Columns (c) and (d). Enter in Column (e) the amount of the increase or decrease of Federal funds and enter in Column (f) the amount of the increase of non-Federal funds. In Column (g) enter the new total budgeted amount (Federal and non-Federal) which includes the total previous authorized budgeted amounts plus or minus, as appropriate, the amounts shown in Columns (e) and (f). The amount(s) in Column (g) should not equal the sum of amounts in Columns (e) and (f).

**Line 5** - Show the totals for all columns used.

## Standard Form 424A (cont'd.)

### INSTRUCTIONS FOR THE SF 424A (continued)

#### Section B. Budget Categories

In the column headings (1) enter Federal, and (2) enter Non-Federal. When additional sheets are prepared for Section A, provide similar column headings on each sheet. For each program, function or activity, fill in the total requirements for funds (both Federal and non-Federal) by object class categories.

**Lines 6a-i** - Show the totals of Lines 6a to 6h in each column.

**Line 6j** - Show the amount of indirect cost.

**Line 6k** - Enter the total of amounts on Lines 6i and 6j. For all applications for new s and continuation s the total amount in column (5), Line 6k, should be the same as the total amount shown in Section A, Column (g), Line 5. For supplemental s and changes to s, the total amount of the increase or decrease as shown in Columns (1)-(4), Line 6k should be the same as the sum of the amounts in Section A, Columns (e) and (f) on Line 5.

**Line 7** - Enter the estimated amount of income, if any, expected to be generated from this project. Do not add or subtract this amount from the total project amount. Show under the program narrative statement the nature and source of income. The estimated amount of program income may be considered by the federal or agency in determining the total amount of the .

#### Section C. Non-Federal Resources

**Lines 8-11** - Enter amounts of non-Federal resources that will be used on the . If in-kind contributions are included, provide a brief explanation on a separate sheet.

**Column (a)** - Enter the program titles identical to Column (a), Section A. A breakdown by function or activity is not necessary.

**Column (b)** - Enter the contribution to be made by the applicant.

**Column (c)** - Enter the amount of the State's cash and in-kind contribution if the applicant is not a State or State agency. Applicants who are a State or State agencies should leave this column blank.

**Column (d)** - Enter the amount of cash and in-kind contributions to be made from all other sources.

**Column (e)** - Enter totals of Columns (b), (c), and (d).

**Line 12** - Enter the total for each of Columns (b)-(e). The amount in Column (e) should be equal to the amount on Line 5, Column (f) Section A.

#### Section D. Forecasted Cash Needs

**Line 13** - Enter the amount of cash needed by quarter from the agency during the first year.

**Line 14** - Enter the amount of cash from all other sources needed by quarter during the first year.

**Line 15** - Enter the totals of amounts on Lines 13 and 14.

#### Section E. Budget Estimates of Federal Funds Needed for Balance of the Project

**Lines 16-19** - Enter in Column (a) the same program titles shown in Column (a), Section A. A breakdown by function or activity is not

necessary. For new applications and continuation applications, enter in the proper columns amounts of Federal funds which will be needed to complete the program or project over the succeeding funding periods (usually in years). This section need not be completed for revisions (amendments, changes, or supplements) to funds for the current year of existing s.

If more than four lines are needed to list the program titles, submit additional schedules as necessary.

**Line 20** - Enter the total for each of the Columns (b)-(e). When additional schedules are prepared for this Section, annotate accordingly and show the overall totals on this line.

#### **Section F. Other Budget Information**

**Line 21** - Use this space to explain amounts for individual direct object-class cost categories that may appear to be out of the ordinary or to explain the details as required by Federal or agency.

**Line 22** - Enter the type of indirect rate (provisional, predetermined, final or fixed) that will be in effect during the funding period, the estimated amount of the base to which the rate is applied, and the total indirect expense.

**Line 23** - Provide any other explanations or comments deemed necessary.

## Annex C

### ADDITIONAL GUIDANCE - SAMPLE BUDGET

The following object class categories are those required on USAID Form 424A (Section B - Budget Categories):

a. **Personnel**

The category includes the salary of each long-term and short-term, paid position for the total estimated life-of-project, except consultants, and the projected cost-of-living or bonus/merit increase for each position.

b. **Fringe Benefits**

This category includes the amount and percentage of fringe benefits for each headquarters and field personnel identified above. Include here all allowances such as housing, schooling, leave benefits, and other items.

c. **Travel**

This category includes all projected travel, per diem and other related costs for personnel **except** consultants. Include the method by which airfare costs were determined; i.e. quotes for coach and if per-diems are based on established policies.

d. **Equipment**

In accordance with 22 CFR 226, 'equipment' means tangible non-expendable personal property, including exempt property charged directly to the award having a useful life of more than one year and an acquisition cost of \$5,000 or more per unit. Information should be included in the application on how pricing was determined for each piece of the equipment.

There are statutory constraints relating to the purchase of agricultural commodities, motor vehicles, pharmaceuticals, pesticides, rubber compounding chemicals and plasticizers, used equipment and fertilizer with USAID project funds. PVOs may obtain specific information on these regulations on USAID Web Site at <http://www.usaid.gov/pubs/ads>.

e. **Supplies**

In accordance with 22 CFR 226, 'supplies' means all personal property excluding equipment, intangible property, debt instruments and interventions.

There are statutory constraints relating to the purchase of agricultural commodities, motor vehicles, pharmaceuticals, pesticides, rubber compounding chemicals and plasticizers, used equipment and fertilizer with USAID project funds. PVOs can obtain specific information on these regulations on USAID Web Site at <http://www.usaid.gov/pubs/ads/300/312/htm>.

f. **Contractual Services**

This category is for all subcontracts with organizations, which will provide services to the project and any short- or long-term consultant cost including fees, travel and per diem. This category is not to be used for sub-s, which should be included in other.

g. **Construction**

Applicants should include all labor and material and supplies for construction projects.

h. **Other**

Applicants are to identify all costs associated with training of project personnel.

Applicants planning to use USAID funds to send project staff or local counterparts for training in the U.S. or a country other than the host country, will be required to follow the guidance on USAID Participant Training Regulations, which may be found on the USAID Web Site <http://www.usaid.gov/pubs/ads>.

The applicant should provide information on any costs attributed to the project not associated above; i.e. communications, facilities, fuel vehicles, repair, maintenance and insurance.

i. **Indirect Charges**

Include a copy of the Applicant's most recent negotiated indirect cost rate agreement (NICRA) from the cognizant audit agency showing the overhead and/or general administrative rate.

Standard Form 424A, Section C should reflect the Applicant's and other sources' cash contribution to this program. A cash match means that funds are used to support the budget elements discussed above. This does not include volunteer labor from U.S. or host country sources. The cash value of donated equipment or supplies must be documented, etc

**A narrative that justifies the costs as appropriate and necessary for the successful completion of the program should be attached to Standard Form 424.**

SAMPLE COOPERATIVE AGREEMENT BUDGET

<u>Budget Cost Element</u>	Budget Amount US \$	Remarks*
Total Direct Labor	\$_____	(1)
Salary & Wage		
Fringe Benefits		
Allowances		
Consultants	\$_____	(2)
Travel, Transportation & Per Diem	\$_____	(3)
Participant Training	\$_____	(4)
Other Direct Costs	\$_____	(5)

Sub awards (grants and subcontracts)	\$ _____	(6)
Security Costs	\$ _____	(7)
Training	\$ _____	(8)
Procurement (Equipment & Supplies)	\$ _____	(9)
Indirect Costs	\$ _____	(10)
<b>Total Amount</b>	<b>\$ _____</b>	

\*Provide detailed breakdown of costs and narrative-indicate page or Annex #

This detailed budget will be rolled into the summarized budget to be provided at a later date.

## Annex D

### GENDER STATEMENT – PPA

The agriculture sector is increasingly becoming a women's domain. Yet, most agricultural policies and programs ignore women as producers. As most agriculture development activities are linked to asset ownership, women who seldom control assets, have minimal access to agricultural extension, technology credit and markets.

Improved access for women coupled with more control of productive resources, markets and income will lead to better productivity, efficient credit usage and better returns. With the overall improvement in the well-being of the families, birth rates decline, child mortality declines, children get better education and enjoy better health.

USAID/Uganda recognizes the important contribution of women farmers in agriculture as well as in other sectors and would like to support initiatives that invest in women and strengthen their access to knowledge, technologies and markets. All activities, whether in the agriculture sector or other sectors, will identify and integrate gender issues as they affect women and men. Here is an illustrative list of questions that may be considered while developing the application:

- Has gender been identified as a key issue in the project? Is there a budget line for gender mainstreaming, for example, assessment, design, implementation and training?
- Does the project draw upon a clear gender-disaggregated understanding of the target population including gender roles, opportunities, and constraints within them?
- Have legal, policy and institutional framework (e.g., current administrative/governance system) and their gender implications been reviewed and shortcomings documented?
- Is the capacity of the implementing partners to address gender issues clearly stated?
- Is the project designed to draw upon and enhance skills of women and including marketing and access to information?
- Does the project address the need for credit facility for women to be able to access the market?
- Have issues of physical accessibility of markets (their location, distance from the villages, availability of transportation) been addressed?
- Have the possible avenues for saving the income that the women earn been addressed to enhance their control over their earnings?
- Is continued monitoring planned to ensure that:
  1. The work of women and men is given due recognition and compensation?
  2. Science and technology is applied to both women's and men's work?
  3. Trade opportunities are promoted among women and men farmers?

4. Appropriate methodologies are used to optimize participation of both women and men?
5. Equal employment/livelihood opportunities are created for both women and men?  
Safe and fair practices are promoted at the work place?

## **Annex E**

### **USAID/Uganda Development Objective Focus Districts and Related Maps**

**DO1 focus districts (34)**

Agago	Kamwenge	Mbale
Alebtong	Kapchworra	Mubende
Amuru	Kasese	Mukono
Bugiri	Kibaale	Nebbi
Bushenyi	Kiboga	Nwoya
Dokolo	Kiryandongo	Oyam
Gulu	Kole	Pader
Ibanda	Lira	Rakai
Iganga	Luwero	Sironko
Isingoro	Masaka	Tororo
Jinja	Masindi	
Kamuli	Mayuge	

**DO2 focus districts (32)**

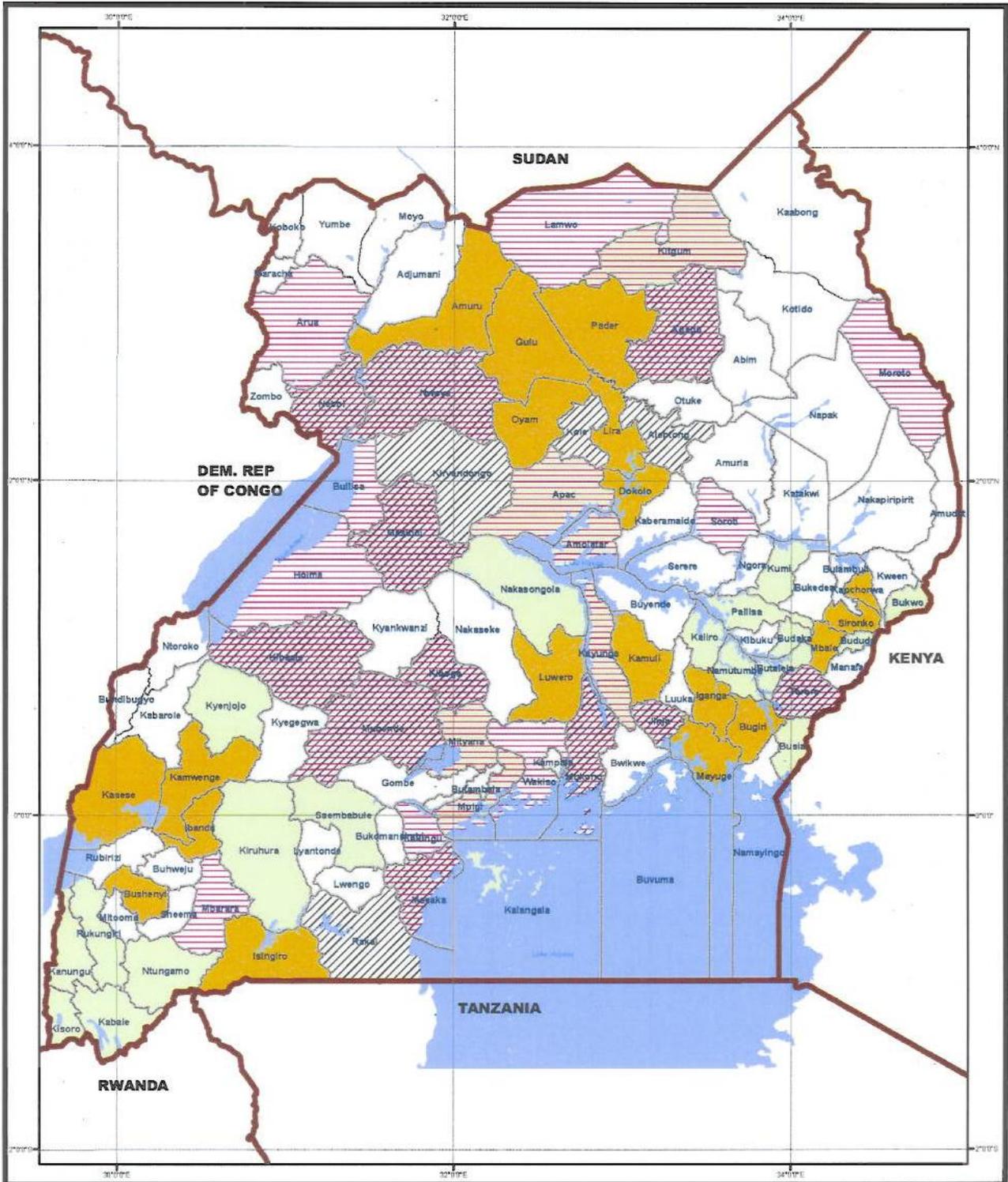
Agago	Kibaale	Mpigi
Amolotar	Kiboga	Mubende
Amuru	Kitgum	Mukono
Apac	Lamwo	Nebbi
Arua	Lira	Nyowa
Bullisa	Masaka	Oyam
Gulu	Masindi	Pader
Hoima	Mbale	Soroti
Jinja	Mbarara	Tororo
Kalungu	Mityana	Wakiso
Kayunga	Moroto	

**DO3 focus districts (44)**

Amolotar	Kabale	Luwero
Amuru	Kalangala	Mayuge
Apac	Kaliro	Mbale
Budaka	Kamuli	Mityana
Bududa	Kamwenge	Mpigi
Bugiri	Kanungu	Nakasongola
Bukwo	Kapchworra	Namutumba
Bushenyi	Kasese	Ntungamo
Busia	Kayunga	Oyam
Butaleja	Kiruhura	Pader
Dokolo	Kisoro	Pallisa
Gulu	Kitgum	Rukungiri
Ibanda	Kumi	Sironko
Iganga	Kyenjojo	Ssembabule
Isingiro	Lira	

**Mission focus districts (19)**

Amuru	Isingoro	Oyam
Bugiri	Kamuli	Mayuge
Bushenyi	Kamwenge	Mbale
Dokolo	Kapchworra	Pader
Gulu	Kasese	Sironko
Ibanda	Lira	
Iganga	Luwero	



**Legend**

	<b>International Border</b>		<b>DO1 Core Districts (34)</b>
	<b>District Border</b>		<b>DO2 Core Districts (32)</b>
	<b>Water Bodies</b>		<b>DO3 Core Districts (44)</b>
	<b>Mission Focus Districts (19)</b>		

**Data Sources:**  
Uganda Admin Boundaries - UDCS 2006/2010  
Projects Information - USAID/Uganda - 2011

**Map Disclaimer:**  
The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United States Government.

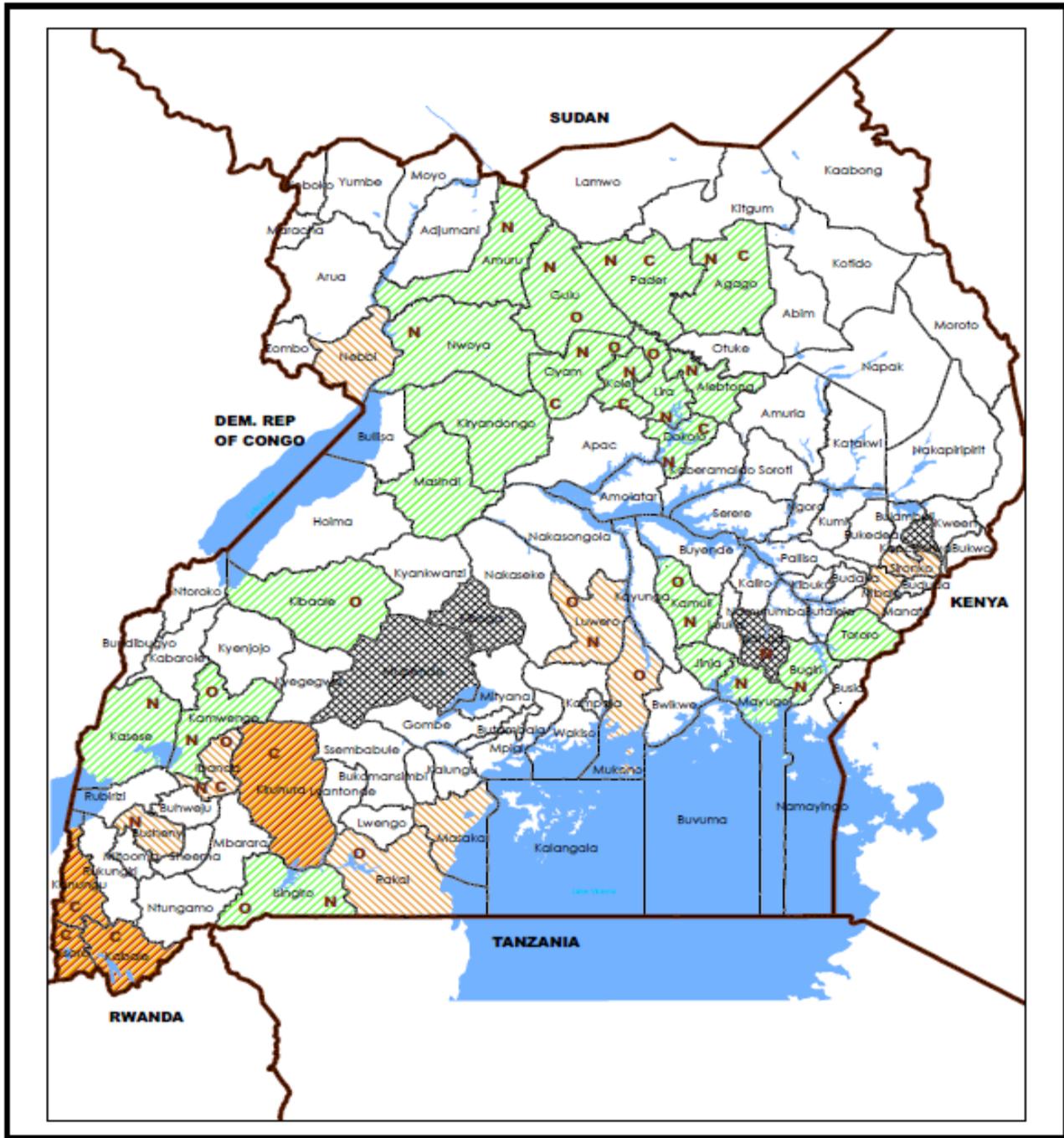
Map Prepare Date: June, 2011(USAID) Uganda  
File: UO-01\_A3\_Mission Focus Districts\_30June2011.mxd

Annex F

Map of Feed the Future Focus Districts with Value Chains Overlays



FFf FOCUS DISTRICTS: VALUE CHAINS OVERLAYS- SEPT 2011



**Legend**

National Border	<b>FFf Districts (38)</b>	<b>N Nutrition</b>
District Border	Malze/Beans (21)	<b>C Community Connector</b>
Water Bodies	Coffee (9)	
	Malze/Beans & Coffee (4)	
	Community Connector(4)	
	Orange Fleshed Sweet Potato	

**Data Sources:**  
 Uganda Admin Boundaries - UBOS 2006/2010  
 Project Information - USAID/Uganda - 2011

**Map Disclaimer:**  
 The boundaries and names shown and the designations used on this map do not imply official endorsement or acceptance by the United States Government.

0 30 60 120  
 Kilometers

Map Prepared Date: Sept 02, 2011 2:58:02 PM  
 File: US\_PP\_EC\_A3\_PP Focus DM&M\_Value Chains Overlay\_Sep 2011.indd