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Issuance Date: February 3, 2012
Deadline for submission of Questions: February 14, 2012 4pm EST (Washington, DC)
Anticipated date of response to Questions: On or about February 20, 2012
Closing Date for Application Submission: March 20, 2012
Closing Time: 4pm EST (Washington, DC)
Anticipated Announcement and Award Dates: June 2012
Place of Performance: Uganda

Subject: Request for Application (RFA) Number RFA-617-12-000004: “Tourism for Biodiversity and Economic Growth”

The United States Agency for International Development (USAID) Uganda is seeking applications to fund one or more organizations through a Cooperative Agreement for a four-year USAID/Uganda economic growth program in Uganda as described in Section I of this RFA. The authority for the RFA is found in the Foreign Assistance Act of 1961, as amended. Subject to the availability of funds, USAID intends to provide approximately \$10 million in total USAID funding to be allocated over the four-year period. USAID reserves the right to fund any or none of the applications submitted and expects one award as a result of this solicitation; however, more than one award may result.

This is a full and open competition, under which any type of organization, large or small, commercial (for-profit) firms, faith-based, and non-profit organizations in partnerships or consortia, are eligible to compete. In accordance with the Federal Grants and Cooperative Agreement Act, USAID encourages competition in order to identify and fund the best possible applications to achieve program objectives.

For the purposes of this RFA, the term "Grant" is synonymous with "Cooperative Agreement"; "Grantee" is synonymous with "Recipient"; and "Grant Officer" is synonymous with "Agreement Officer".

Pursuant to 22 CFR 226.81, it is USAID policy not to award profit under assistance instruments. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to the grant program and are in accordance with applicable cost standards (22 CFR 226, OMB Circular A-122 for non-profit organizations, OMB Circular A-21 for universities, and the Federal Acquisition Regulation (FAR) Part 31 for-profit organizations), may be paid under the grant.

This RFA and any future amendments can be downloaded from <http://www.grants.gov>. Select “Find Grant Opportunities,” then click on “Browse by Agency,” and select the “U.S. Agency for International Development” and search for the RFA. In the event of an inconsistency between the documents comprising this RFA, it shall be resolved at the discretion of the Agreement Officer. If you have difficulty registering or accessing the RFA, please contact the Grants.gov Helpdesk at 1-800-518-4726 or via e-mail at support@grants.gov for technical assistance.

Any questions concerning this RFA should be submitted in writing to KampalaUSAIDSolicita@usaid.gov, by the date stated above. Questions sent to any other e-mail address will not be answered. The e-mail transmitting the questions must reference the RFA number and title on the subject line of the e-mail. The deadline for receiving questions is

February 14, 2012. Applicants are requested to submit both Technical and Cost Proposals of their applications in separate volumes. Award will be made to that responsible applicant whose application offers the best value to the Government. Please note, however, that technical application will be significantly more important than cost.

If you decide to submit an application, please note that electronic submission is required. Applications should be sent as email attachments to KampalaUSAIDSolicita@USAID.gov, to the attention of Sarah Acio, A&A Specialist and Tracy Miller, Agreement Officer. Late applications will not be considered for award. Applications must be directly responsive to the terms and conditions of this RFA. Telegraphic or fax applications (entire proposal) are not authorized for this RFA and will not be accepted.

An applicant under consideration for an award that has never received funding from USAID may be subject to a pre-award survey to determine fiscal responsibility, capacity, and ensure adequacy of financial controls.

Award will be made to that responsible applicant whose application best meets the requirements of this RFA and the selection criteria contained herein.

Issuance of this RFA does not constitute an award commitment on the part of the Government, nor does it commit the Government to pay for costs incurred in the preparation and submission of an application. Further, the Government reserves the right to reject any or all applications received. In addition, final award of any resultant grant cannot be made until funds have been fully appropriated, allocated, and committed through internal USAID procedures. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for award. Applications are submitted at the risk of the applicant. Should circumstances prevent USAID from making an award, all preparation and submission costs are at the applicant's expense.

Sincerely,

Tracy J. Miller
Agreement Officer.

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SECTION I – FUNDING OPPORTUNITY DESCRIPTION

I.1 PROGRAM SUMMARY

This is a Cooperative Agreement with a funding level of up to \$10 million over four years. The activity aims to use eco-tourism to reduce threats to biodiversity. Biodiversity conservation is the primary goal of USAID/Uganda's environment program activities. The program will help develop Uganda's nature-based tourism industry to deliver an improved experience for visitors and improved stewardship of the natural resources necessary to sustain Uganda's economic development. Tourism revenues resulting from the enjoyment of biological diversity, often located in the world's less-developed regions, are a significant source of income and employment for local communities. It is important to involve frontline communities and ensure that they learn to manage and protect natural resources, and share in the potential economic benefits of Uganda's natural resources.

I.2 TECHNICAL APPROACH

I.2.1 Development Hypothesis

The development hypothesis to be tested with this program is that tourism benefits biodiversity and economic growth. The program will focus on improved ecotourism products to support improved management of Uganda's unique biodiversity and increase the biodiversity-based economic benefits for Ugandans.

The project implementation will use a range of approaches such as facilitating communications, workshops, the establishment of new collaborations and networks, support to conservation agencies for capacity building and infrastructure development, and the implementation of model projects. Through these model projects, the program will answer the following three development questions:

- (a) Does increase in tourism revenues to the GoU entities translate into increased biodiversity conservation?
- (b) Do increased incomes from tourism and other alternative livelihood options to communities adjacent to conservation areas translate into increased appreciation of the resource and conservation?
- (c) Does increased participation and investment by the private sector in the tourism sector reduce the investment burden on the GoU?

I.2.2 Geographic focus

Based on the ETOA report (2011) and accounts from UWA and the Ministry of Tourism, Wildlife and Heritage, much of the conservation donor support has been going to protected areas located in the Albertine Rift, particularly those areas inhabited by great apes. The program will use the lessons learned from the Albertine Rift, and other sites in East and South Africa, to replicate efforts in other biologically rich landscapes. This will not only lead to broader development through tourism in diverse regions of the country, but also expand locally oriented, tourism management capacity. After consulting with the Ministry of Tourism, Wildlife and Heritage, UWA and NFA, USAID has decided to support the following areas: Murchison Falls National Park, Kidepo Valley National Park, Lake Mburo National Park and, Budongo and Kalinzu Forest Reserves. The program could on a case-by-case basis work in selected ecosystems in the Albertine Rift.

Through civil society organizations like the Uganda Community Tourism Association (UCOTA) and private sector tourist consortiums such as the Uganda Tourist Association (UTA), this program's design and implementation is expected to realize a range of enhanced opportunities for improved, multi-stakeholder collaboration.

I.2.3 Objective

This program's objective is to use eco-tourism to provide local communities with opportunities to develop tourism businesses that will enhance appreciation of Uganda's natural resources, reduce threats to biodiversity, and protect selected critical ecosystems while promoting broader, sustainable economic development.

USAID/Uganda will partner with Ugandan institutions, organizations, the private sector and communities to help them become effective actors in conserving globally important sites. Broadly speaking, sustainable tourism development has the potential to address and augment biodiversity conservation by developing a range of community-based, and ecotourism enterprises that can benefit both households and communities, creating enhanced value for protected areas and wildlife and reducing otherwise harmful behaviors.

I.2.4 Program approach

Recipient will improve ecotourism products to support improved management of Uganda's unique biodiversity and increase the biodiversity-based economic benefits for Ugandans. Recipient will also identify measures to increase the capacity of Uganda's key natural resource management authorities to better manage the country's biological resources.

For illustrative purposes, indicators to track program objectives could include the following:

1. Percent increase in annual tourism revenue registered by UWA and NFA
2. Percent increase in duration of tourist visit
3. Percent increase in tourism revenues accruing to communities living next to protected areas
4. Number of hectares in areas of biological significance under improved management as a result of USG assistance

Program results will be focused in the following areas:

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

Recipient will design and implement activities for improving the UWA and NFA's ability to manage biological resources. Efforts will support (1) improved delivery of tourism products – improving Protected Area (PA) and reserve experience through signage, interpretive material, and tracks; (2) improved capture of revenue through improving collection of gate and concessions funds; (3) improved ability to negotiate and partner with private sector to increase revenue; (4) improved management of PAs, including through implementation of management plans and by addressing key threats; and (5) 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
- Increased capacity of UWA and NFA to negotiate appropriate concessions in PAs.
- Support the diversification of tourism products such as a 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
- Maps and other informational material developed to be sold in PAs for benefit of PA management.

Result 2 – Capacity to market Ecotourism improved

Recipient will implement activities to increase the number of “bed-nights” 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 guide certification to enter PA and reserves.
- Identify possibilities of engaging with the private sector to co-invest in lower-cost, affordable 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
- Train specialty guides (i.e., bird guides)

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

Recipient will develop community-based natural resource management (CBNRM) with communities adjacent to protected areas where wildlife dispersal is creating conflict with current crop agriculture and livestock grazing. The program will focus on linking private-sector tourism opportunities with interested communities in wildlife dispersal areas and corridors between protected areas. The support will further help to build the capacity of the communities in negotiating partnership agreements with the private-sector companies, and also increase 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.

Recipient 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 and Lake Mburo National Parks. Activities will focus on increasing the potential ecologically valuable areas outside protected areas under improved biodiversity management and increasing economic benefits accrued by communities.

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 refuges. 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. 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.

Illustrative activities include:

- 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 private sector.
- Community capacity developed to implement strategies to reduce human-wildlife conflict through diverse economic opportunities and alternative crops.

I.2.5 Gender

USAID/Uganda's CDCS recognizes the importance of gender considerations in project development. In addition, the Uganda National Development Plan also recommends gender equity when designing development programs. Gender disparities in access to -- and control over -- natural, social, human, physical and financial capital assets, exist throughout the country.

Some key considerations when developing a proposal for this RFA center on property ownership; fire wood collection; and traditional labor roles. Community-based tourism enterprises often require property ownership, which traditionally had been limited to males. The program will work to ensure that access to property is not a limiting factor to benefiting from tourism enterprises. Activities that do not require physical assets are encouraged. Moreover, use of resources like fire wood may affect the work being proposed, particularly if the fire wood is collected from protected areas. Women have a major role of providing for their households in Uganda, and often they are responsible for collecting fire wood and providing food. Women will be encouraged to engage in natural resource management practices, such as agroforestry, that will provide resources like firewood. Finally, in Uganda, women make up the majority of the agricultural labor force, but they have little or no control over the means of production. The recipient will incorporate gender considerations throughout program design by, for example, ensuring that trainings take place during times when women can most easily participate, having women take leading roles in managing new eco-tourism businesses or how revenues in local communities can best be used. Partners will ensure that gender roles and equitable

distribution of benefits accrued from the tourism program are strongly considered throughout implementation.

In accordance with USAID's recognition of the importance of gender issues in development, the recipient must, where possible, identify, disaggregate, and report on all gender related inputs, outputs and outcomes. Any other relevant gender related analyses, implications or opportunities for program inclusion should be cited in the program application and must also be addressed and reported on.

I.2.6 Youth

USAID/Uganda identified youth as a "game-changing" issue in the CDCS. Recipient will design activities to engage the unique needs of youth, including supplemental livelihood opportunities to complement environmental education, and acquisition of functional business and life skills to seek and establish employment opportunities. Business-related trainings and tourism products and services will seek opportunities to benefit Uganda's rural youth. Effective mobilization and out-reach to youth are crucial to Uganda reducing biodiversity threats.

I.2.7 Relationships

Due to the nature of the objectives and tasks of this effort the recipient will closely collaborate and work with all key stakeholders including government (local, other public or quasi-public agencies), the private sector, and non-governmental organizations, and other USAID-funded programs. For example, USAID is in the process of identifying other opportunities to provide infrastructure and technical support to NFA and UWA through Fixed Amount Reimbursable Agreements (FARAs). USAID/Uganda also intends to support the establishment of Public-Private Alliances (PPA) targeting specific tourism development endeavors in the targeted areas.

Additionally, USAID/Uganda will address threats from oil impacts through a separate Oil Impact Mitigation (OIM) program. Recipient will complement OIM efforts in the Murchison Falls Conservation Area.

Moreover, the recipient is expected to embrace the "whole of Government" approach, cognizant of the resources and opportunities that might be made available for closer collaboration with other US Government agencies such as Peace Corps, the United States Department of Agriculture (USDA), the Department of Interior, and the Forest Service. Finally, the recipient will work to provide sub-grants to local NGO's to implement project activities, particularly ecotourism enterprise activities.

I.2.8 Staffing and Management

Recipients shall provide a detailed description of their staffing pattern and set out the level of effort by staff to implement the project over the four-year period. The only 'Key Personnel' in this project will be the Chief of Party, described below. USAID encourages the use of local professionals to the greatest extent possible.

The Chief of Party will be responsible for all reporting to USAID and is expected to play a lead role in interacting with senior GoU officials, the private sector, officials of local governments, non-governmental organizations, other donors, and community-based groups. The Chief of Party will have the following minimum qualifications:

- 10 years' experience working in the conservation/ecotourism sector, with a proven track record of success demonstrating *productive inter-institutional relationships and tangible accomplishments* realized between tourism development and conservation.
- Five years' experience working with Governments and the Private sector in the design and implementation of conservation or other closely associated programs.
- Prior experience and accomplishments as a project director for a conservation/tourism development project with experience in Uganda and/or East Africa preferred.

I.2.9 Performance Monitoring Plan (PMP)

The Recipient will be required to develop and maintain a performance monitoring system to track tangible, measurable progress toward program results. The recipient will review USAID Development Object 1 (DO1) results indicators, results frameworks, and identify new or refine existing indicators to measure results, collect baseline data, and establish targets based on the collected baseline data. These targets will be updated during the course of the project, as appropriate. The plan will be developed in collaboration with all relevant partners, i.e., GoU counterparts and USAID. The PMP will propose a refined development hypothesis, indicators and performance targets for years 1 through 4 with clear description of data collection and reporting mechanisms. Indicators will be set at the output, outcome and impact level. The PMP will include instruments to collect and analyze data on poverty levels among communities living in close proximity to protected areas. Recipient will work with USAID to standardize methodologies for collection of poverty data. The PMP will define techniques to monitor and evaluate progress, efficiency, effectiveness, relevance, and extent of achievement of higher-level program results to guide adaption of implementation activities. All performance indicators and targets must be gender disaggregated by Male (M)/Female (F)/Total (T) where feasible. Once finalized, USAID requires a Data Quality Assessment for each indicator and semi-annual reporting of data. Please note that USAID may require the recipient to report on additional performance indicators subject to changing Agency guidance and/or the requirements of specific funding sources.

I.2.10 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 RFA:

- 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 this Cooperative Agreement 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 recipients will adhere to and comply with CFR 216. The recipient 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 recipient 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 under this CA to determine if they are within the scope of the approved Regulation 216 environmental documentation.
 - 3a) If the recipient 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 Contract/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.

(See Section IV.2 of the RFA for detailed instructions regarding environmental considerations to be included in the technical and cost applications).

I.3 AUTHORIZING LEGISLATION

The authority for this RFA is found in the Foreign Assistance Act of 1961 and the resulting award(s) will be administered in accordance with OMB Circulars, 22 CFR 226, and USAID's Automated Directives Systems (ADS) Chapter 303, "Grants and Cooperative Agreements with Non-Governmental Organizations" as applicable. These policies and regulations can be viewed or downloaded from USAID's Web Site <http://www.usaid.gov/business/regulations/>.

Pursuant to 22 CFR 226.81, it is USAID policy not to award profit under assistance instruments. However, all reasonable, allocable, and allowable expenses, both direct and indirect, which are related to this program and are in accordance with applicable cost standards (22 CFR 226, OMB Circular A-122 for non-profit organization, OMB Circular A-21 for universities, and the Federal Acquisition Regulation (FAR) Part 31 for-profit organizations), may be paid under the cooperative agreement. **USAID reserves the right to fund any or none of the applications submitted.**

[END OF SECTION I]

SECTION II – BASIC AWARD INFORMATION

II.1 ESTIMATED FUNDING: The total estimated budget for this RFA is \$10 million, subject to the availability of funds. USAID may make one or more award(s) without discussions to responsible applicants whose applications offer the greatest value to the extent they are necessary, negotiations will be conducted with the apparently successful applicant(s). Award(s) will be made to the responsible applicant(s) whose application(s) offers the greatest value, cost and other factors considered. USAID reserves the right to fund any or none of the applications submitted.

II.2 PERFORMANCE PERIOD: The anticipated program start date is **June 2012 for a four-year period through June 2016.**

II.3 AWARD TYPE: USAID anticipates the award will be a **Cooperative Agreement. Substantial Involvement** under the award is expected to be as follows:

- Approval of the recipient's annual Implementation Plans and Performance Monitoring Plan;
- Approval of any changes to specified Key Personnel;
- *Monitoring (Site Visits and Periodic Program Reviews) and Direction and Redirection of Activities:* USAID may conduct site visits and organize and/or participate in periodic program reviews, and may direct or redirect activities because of interrelationships with other USG programs, program elements/activities. However, such directed or redirected activities must fall within the scope of activities outlined in the Program Description, negotiated in the budget, and made part of the Cooperative Agreement;
- Approval of sub-recipients;
- USAID participation as a member of any program advisory committee. The advisory committee will only deal with programmatic or technical issues, not routine administrative matters;
- Agency authority to immediately halt a construction activity, as applicable.

II.4 AUTHORIZED GEOGRAPHIC CODE: The Authorized Geographic Code is 935 for the procurement of goods and services. Reference ADS 308 for current information.

[END OF SECTION II]

SECTION III – ELIGIBILITY INFORMATION

III.1. USAID policy encourages competition in the award of Grants and Cooperative Agreements. In response to this RFA, any U.S. or non-U. S. organisations, non-profit, or for-profit entity is eligible to apply.

III.2. USAID encourages applications from potential new partners.

[END OF SECTION III]

SECTION IV - APPLICATION AND SUBMISSION INFORMATION

IV.1 Electronic Submission of Applications via E-mail is Required.

Applications are to be submitted via email. Please submit your applications to the email address below by **4pm EST (Washington, DC), March 20, 2012**. RECEIPT TIME IS WHEN THE APPLICATION IS RECEIVED BY THE AID/Washington INTERNET SERVER. **Paper copies of the applications are not accepted.** The address for the receipt of proposals is: KampalaUSAIDSolicita@USAID.gov, to the Attention of Sarah Acio and Tracy J Miller, Agreement Officer. Applications which are submitted late or do not follow the instructions contained herein run the risk of not being considered in the review process.

All applications received by the deadline will be reviewed for responsiveness to the specifications outlined in these guidelines and the application format.

Applications should take into account the evaluation criteria provided in **Section V** and must include the Representations and Certifications provided in **Attachment D**. In the event Representations and Certifications are not submitted with the Application, they must be completed before final award is made.

Please note that Technical and Cost Applications should be kept separate. USAID wants to leverage its assistance and applicants must make a clear commitment to provide cost sharing and a statement of how much (in percentage terms) of the budget they are going to raise from other sources. The Cost Application must contain a clearly identified section on cost sharing including sources for those funds.

Applicants should retain for their records one copy of the application and all enclosures which accompany their application. Erasures or other changes must be initialed by the person signing the application. To facilitate the competitive review of the applications, USAID will consider only applications conforming to the format prescribed below.

IV.2 Technical Application Format

Applications must be submitted electronically in MS Word and .pdf (Adobe Acrobat) versions. In case of any conflicts between the MS Word and .pdf versions of the application, the .pdf version will govern as it will be the version presented to the Technical Evaluation Panel.

Applicants are advised that any pages exceeding any of the prescribed limits below will not be considered for evaluation.

Applications must be legible and must *not* require **magnification** (!). Please be kind to the evaluators and keep the technical application clear, concise, easy to follow, while also in complete compliance with the instructions herein.

The technical application (**maximum 30 pages – not including annexes**) should clearly and concisely outline how the Applicant proposes to meet the critical needs identified in the objective(s) and how the Applicant will achieve its expected results.

The application must include a detailed description of the management approach for implementing the proposed program, which includes specifying the composition and organizational structure of the entire implementation team (including home office support); describing each team member's role and level of effort.

The technical application must include your approach to achieving **environmental compliance and management**, to including:

- 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.
- Approach to providing necessary environmental management expertise, including examples of past experience of environmental management of similar activities.
- An illustrative budget for implementing the environmental compliance activities. For the purposes of this solicitation, applicants should reflect illustrative costs for environmental compliance implementation and monitoring in their cost proposal.

IV.3 Annexes

The following six annexes should be submitted within the page limits indicated; any pages exceeding the limits for each annex will not be considered.

Annex I. CVs for Key Personnel – Three (3) pages maximum per CV.

A more detailed description of proposed key personnel. For Key Personnel, a CV and Contractor Biographical Data Sheet (USAID FORM 1420-17), including the candidate's employment history and past performance references for each long-term position held within the last ten years must be included for each proposed candidate. The use of local expertise is highly encouraged. Equal consideration should be given to equally-qualified women and men when recruiting for the project.

Annex II. Draft Implementation Plan (Max. 5 pages)

A draft implementation plan for all activities through the end of the current fiscal year, including milestones.

Annex III. Draft Performance Monitoring Plan (Max. 5 pages)

A draft PMP shall be submitted with the application, and shall include performance indicators, planned data sources, data collection and calculation methods, baseline data and annual targets directly linked to proposed activities.

Annex IV. Past Performance References and Information – ONE (1) page maximum per reference.

Please provide a list of current US Government and/or privately funded contracts, grants, cooperative agreements, etc., for similar or related programs during the past three years. Include the performance location, award number (if available), a brief description of the work performed, and a point of contact list with current telephone numbers.

Annex V. Representations and Certifications, Assurances: (See Attachment D for the required representations and certifications that are to be included as Annex V to the technical proposal).

NOTE: When these Certifications, Assurances, and Other Statements of Recipient are used for cooperative agreements, the term “Grant” means “Cooperative Agreement.”

Annex VI: Sustainability Plan (Max. 5 pages)

The applicant will submit to USAID a sustainability plan as part of this application that includes milestones demonstrating full program sustainability by the time the award ends.

IV.4 Cost Application Format

The Cost Application is to be submitted via a separate email from the Technical Application. Certain documents are required to be submitted by an applicant in order for the Agreement Officer to make a determination of responsibility. However, it is USAID policy not to burden applicants with undue reporting requirements if that information is readily available through other sources. A Cost Application consists of:

- **SF-424***, Application for Federal Assistance;
- **SF-424A***, Budget Information – Non-Construction Program;
- **SF-424B***, Assurances – Non-Construction Programs;
- a summary budget;
- a detailed/itemized budget; including illustrative costs for environmental compliance implementation and monitoring
- a budget narrative explaining costs to be incurred; and
- other administrative documentation as required.

*These forms may be downloaded from the following website:
http://www.grants.gov/agencies/aforms_repository_information.jsp

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

The required budget format is found in Attachment E of this RFA.

Attachment E – RFA Budget Template

Please be sure that the budget includes at least the following elements:

- the breakdown of all costs associated with the program according to costs of, if applicable, headquarters, regional and/or country offices;
- the breakdown of all costs according to each partner organization involved in the program, in the same detail and format as the budget template;

- potential contributions of non-USAID or private commercial donors to this Cooperative Agreement, including, the breakdown of the financial and in-kind contributions (cost sharing) of all organizations involved in implementing this Cooperative Agreement.

NOTE: The award will not provide for the reimbursement of pre-award costs.

Also include:

- a) Information that confirms and ensures that the proposed cost sharing will materialize.
- b) Details of sub-award arrangements to the extent they are known at the time of application development: In case there are multiple organizations and partners, please explain as clearly as possible the management structure and how the parties are going to interact. If there are formal legal arrangements such as sub awards or sub contracts please clearly explain how these are to be structured and list past experience between the organizations.

NOTE: If sub-awards are anticipated and not explained in the original application, the agreement officer's approval (after award) is required before the sub-agreement may be executed.

- c) A copy of the self-certification for compliance with USAID policies and procedures for personnel, procurement, and travel.
- d) A copy of the organization's U.S. Government Negotiated Indirect Cost Rate Agreement (NICRA), if applicable.
- e) Applicants should submit additional evidence of responsibility they deem necessary for the Agreement Officer to make a determination of responsibility. The information submitted should substantiate that the Applicant:
 1. Has adequate financial resources or the ability to obtain such resources as required during the performance of the award.
 2. Has the ability to comply with the award conditions, taking into account all existing and currently prospective commitments of the applicant, non-governmental and governmental.
 3. Has a satisfactory record of performance. Past relevant unsatisfactory performance is ordinarily sufficient to justify a finding of non-responsibility, unless there is clear evidence of subsequent satisfactory performance.
 4. Has a satisfactory record of integrity and business ethics; and
 5. Is otherwise qualified and eligible to receive a cooperative agreement under applicable laws and regulations (e.g., EEO).

IV.5 Marking and Branding

MARKING AND BRANDING: Pursuant to ADS 303.3.6.3.f and ADS 320.3.1.2, the apparently successful applicant will be requested to submit a Branding Strategy and Marking Plan that will have to be successfully negotiated before a cooperative agreement will be awarded. These plans shall be prepared in accordance with the guidance in ADS 320.3.3, 22 CFR 226.91 and the references therein. **Please note that the Branding Strategy and Marking Plan shall not be included with the original application but shall be provided only after a written request of the Agreement Officer.**

[END OF SECTION IV]

SECTION V – APPLICATION REVIEW INFORMATION

Overview

The Technical Evaluation Criteria are tailored to the requirements of this particular RFA and are set forth 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. To facilitate the review of applications, applicants must organize the narrative sections of their applications with the same headings and in the same order as the selection criteria.

USAID Uganda intends to evaluate the applications and award an agreement without discussions with the applicants. However, USAID reserves the right to conduct discussions if the latter is determined by the Agreement Officer to be necessary. Therefore, the initial offer should contain the applicant's best terms from a Technical and Cost/Price stand point.

The criteria by which the Grant Application will be assessed are listed below. The Technical Approach section is the most important section and will be given the most weight. The Past Performance and Institutional Capability section, and the Staffing and Management section will have equal weight relative to one another during the evaluation of the applications.

A. Technical Criteria

The criteria by which applications will be assessed are listed below in descending order of importance:

- a. Technical Approach
- b. Past Performance and Institutional Capability
- c. Staffing and Management

Assessment of each of these criteria will include the following sub-criteria:

Technical Approach (sub-criteria listed in descending order of importance):

- The extent to which the proposed approach is responsive to the stated objectives and requirements, aligned with accepted, effective practices, appropriate for the country and beneficiary context, and likely to contribute to the overall USAID CDCS strategy goals in Uganda.
- Extent to which innovative approaches to achieving goals, outputs and outcomes are used
- Extent to which local organizations are used to implement project

Past Performance and Institutional Capability (sub-criteria equally weighted):

Applicants will be evaluated based on the extent to which they can

- Demonstrate organizational knowledge and institutional capability to develop, manage and implement similar programs
- Recent and relevant past performance (team, consortia, joint venture members, and proposed sub-award organizations), work experience and

representative accomplishments in managing and implementing similar programs

USAID reserves the right to obtain past performance information from other sources including those not named in the applicant's application.

Staffing and Management (sub-criteria equally weighted):

- Extent to which key personnel have the requisite breadth and depth of technical expertise and experience necessary for achieving project results
- Extent to which application demonstrates an effective and cost-efficient management structure to achieve project goals, objectives, and targets.
- Extent to which additional personnel have relevant professional qualifications and experience appropriate to manage and achieve results
- Extent to which Ugandan and regional professionals and managers are used

B. Cost Proposal

Cost has not been assigned a score but will be evaluated for cost reasonableness, allocability, allowability, cost effectiveness, realism, and adequacy of budget detail. While cost may be a determining factor in the final award(s) decision, especially between closely ranked applicants, the technical merit of applications is substantially more important than cost under this RFA. Applications providing the best value to the Government will be more favorably considered for award. Applications will be ranked in accordance with the selection criteria identified above. USAID reserved the right to determine the resulting level of funding for the agreement being selected for award.

[END OF SECTION V]

SECTION VI – AWARD ADMINISTRATION INFORMATION

- 1) Following selection for award, a Recipient will receive an electronic copy of the notice of award signed by the Agreement Officer which serves as the authorizing document. USAID will issue the award to the contacts specified by the applicant in its application documents and/or the Authorized Individuals submitted by the applicant.
- 2) The applicable Standard Provisions that will apply in any resulting award document can be viewed or downloaded from USAID's Web Site:
<http://www.usaid.gov/policy/ads/300/303.pdf>.
- 3) The following programmatic reporting requirements shall be made part of any award issued under this RFA:

Program Reporting

The Recipient shall submit one original, two (2) hard copies and an electronic copy of the following reports in English to the USAID/Uganda Agreement Officer Representative (AOR) for approval:

1. Annual Implementation Plans and Budgets

First Implementation Plan

- Due no later than **60 days after the effective date of this award**.
- Shall cover the period from the effective date of award through the end of the fiscal year in which the award was made.
- Shall describe planned activities arranged by the overall objectives of the Program Description and further broken down by sub-activities and tasks and by geographic location. Also include budgetary forecasts and notes tied to proposed activities.

Annual Implementation Plans

- Due no later than **30 days after the end of the fiscal year**.
- A draft will be submitted by no later than September 1st of each year.
- Shall contain the same information as described above covering the fiscal year.

2. Performance Monitoring and Management Plan (PMP)

- Due no later than **90 days after the effective date of this award**.
- Shall cover the entire period of performance of this Award and may be adjusted based on any changes in planned activities. Requires USAID approval.
- Shall include relevant indicators to measure performance annually and at the end of the program, with baselines and targets for each indicator. Indicators shall be quantitative and qualitative and used to track program impact, including related to stability, with less importance on tracking outputs. Where applicable, indicators should be disaggregated by gender, age cohorts, and geographical location. Program management and cross-cutting indicators are

encouraged. The data collection process and tools to be used, and proposed plans for periodic evaluations, assessments, studies, documentation on data source and quality etc. shall also be included.

- The Recipient is also required to fully collaborate with USAID/Uganda's third-party evaluation contractor. In line with USAID's Evaluation Policy, this Cooperative Agreement will be structured from the outset with the intent to conduct performance and impact evaluation. To this end, USAID/Uganda anticipates issuing a separate contract to an independent organization that will run parallel to this Cooperative Agreement. It is expected that the Recipient of this Cooperative Agreement will collaborate with the third-party evaluation contractor and USAID to develop a rigorous Evaluation Design at the outset of the program. At two points in the program (by the end of the second quarter of Year 3 and prior to the end of Year 5 of the Cooperative Agreement), the third-party evaluation contractor will conduct performance and impact evaluation of the program.

3. Reports

Quarterly Progress Reports

- Due to the AOR every three months, no later than **30 days after the end of each calendar quarter**.
- Shall be no longer than 20 pages summarizing, at minimum: (1) progress toward agreed upon Program Results; (2) identification of specific problems and delays and recommendations for adjustments and corrective action; (3) any high-level meetings held and field visits; (4) planned activities for the next reporting period; (5) assessment of the validity and efficacy of progress against the goal and results; (6) progress against cross-cutting issues, including but not limited to, any environmental compliance issues.
- Recipient may be required to present results un verbal and/or visual format
- *Accruals*: Shall be due **one week before the end of each quarter per year**; i.e. December 31, March 30, June 30, and September 30.
- *Quarterly Financial Reports*: 30 days after the end of each calendar quarter along with the progress report. Shall include a report on expenditures accrued during the report period and projected accrued expenditures for the next quarter, against Award line items.
- *Annual Financial Reports*: The July-September Quarterly Financial Report will constitute the Annual Financial Progress Report.

Final Performance Report

- Shall be submitted 90 days after the award end date. A draft shall be submitted 45 days after the award end date. The final report shall be in English. It shall cover the entire five-year period of the award and include the cumulative results achieved, an assessment of the impact of the program, lessons learned and recommendations, any particularly notable impact stories, and detailed financial information. It should be grounded in evidence and data. A copy of the final results shall be filed with the Development Experience Clearinghouse at: <http://dec.usaid.gov> or <http://www.DocSubmit@usaid.gov>.

[END SECTION VI]

SECTION VII – AGENCY CONTACTS

Agreement Officer
USAID/Uganda
US Embassy Compound
Plot 1577 Ggaba Road
Kampala, Uganda

[END SECTION VII]

SECTION VIII – OTHER INFORMATION

Resulting awards to U.S. Non-government Organizations will be administered in accordance with Chapter 303 of USAID's Automated Directives System (ADS 303), 22 CFR 226, applicable OMB Circulars (i.e., A-21 for Universities or A-122 for Non-Profit Organizations, and A-133), and Standard Provisions for Non-Governmental Organizations.

- ADS 303 is available at: <http://www.usaid.gov/policy/ads/300/303maa.pdf>.
- 22 CFR 226 is available at: http://www.access.gpo.gov/nara/cfr/waisidx_06/22cfr226_06.html. Applicable
- OMB Circulars are available at: <http://www.whitehouse.gov/OMB/circulars/index.html>.
- Standard Provisions for U.S. Non-Governmental Organizations are available at: <http://www.usaid.gov/policy/ads/300/303maa.pdf>.

Resulting award to Public International Organizations (PIOs, or IOs) will be administered in accordance with Chapter 308 of USAID's ADS including the Standard Provisions set forth in ADS 308.5.15.

Potential for-profit applicants should note that 22CFR 226.81 "Prohibition Against Profit" prohibits the payment of fee/profit to the prime recipient under USAID assistance awards. However, if a prime recipient has a subcontract with a for-profit organization for the acquisition of goods or services (i.e., if a buyer-seller relationship is created in accordance with the provisions of 22 CFR 226.40 to 48), fee/profit for the subcontractor is authorized.

Standard Provisions for Non-U.S. Non-Governmental Organizations are available at: <http://www.usaid.gov/policy/ads/300/303mab.pdf>. ADS 308 is available at: <http://www.usaid.gov/policy/ads/300/308mab.pdf>.

The USAID Inspector-General's "Guidelines for Financial Audits Contracted by Foreign Recipients" is available at: <http://www.usaid.gov/oig/legal/audauth/rcapguid.pdf>.

[END SECTION VIII]

SECTION IX – REFERENCES AND ATTACHMENTS (Attachments A – C are included in the RFA; Attachments D – G are separate documents).

Attachment A	Background Statement
Attachment B	Diagram of Project Goals, Objectives and Results
Attachment C	Document Reference List
Attachment D	Representations, Certifications & Assurances
Attachment E	Budget Template
Attachment F	Initial Environmental Examination
Attachment G	Response to Presolicitation Questions for RFA-617-12-000004 “Tourism for Biodiversity and Economic Growth”

ATTACHMENT A - BACKGROUND STATEMENT

Uganda is ranked among the top ten countries in the world in terms of biodiversity. This includes more than 12 forests with large populations of primates; two of which have successfully habituated Mountain Gorillas and five of which have various Chimpanzee Habituation Projects. There are 67 species of primates living in sub-Saharan Africa and it is possible to see 18 of these species in Uganda.

Much of Ugandan wildlife, including numerous birds and primates, are dependent on preserving sound ecological conditions. Of the world's 9,000 species of birds, 2,000 are located on the African continent, with 1,056 officially sighted in Uganda. While all of Uganda's parks boast more than 200 species of birds, Queen Elizabeth National Park has more than 600 species. The abundance of bird species is due to the fact that the country is located in the middle of both the North-South and East-West migration routes.

Uganda is also the source of the Nile river. In addition to being the world's longest river, the Nile's agro-ecological importance as the "lifeblood" of Africa has long been recognized. Uganda is also ranked as the world's sixth-best fresh-water fishing spots. Uganda's Rwenzori Mountains, known historically as the "Mountains of the Moon," are home to Africa's 3rd, 4th and 5th highest peaks. These mountains are cited by some as the location of King Solomon's fabled gold mines. The Rwenzoris are also important as a watershed for the Albertine Rift Valley.

While opportunities for viewing and enjoying wildlife in Uganda are rich, Uganda remains relatively undiscovered as a tourism destination¹ and trails its Eastern Africa neighbors (USAID/STAR 2010). But Uganda's realization of its potential competitiveness in eco-tourism must be accomplished in ways that protect and sustain its biodiversity. One key requirement will be demonstrating to local residents that alternative, tourism-oriented livelihoods can be developed around areas holding rich biodiversity.

The Problem –Biodiversity Threats

In spite of now several decades of protective efforts, biodiversity conservation has made only limited, worldwide progress and continues to be one of the 21st century's most important challenges. While there is growing recognition that a good environment and a rich natural resource base are critical to poverty eradication and national economic growth, countries have limited experience successfully pursuing environmental protection as well as sustainable economic development.²

Uganda's biodiversity is under siege as a result of multiple human impacts. The critical threats facing biodiversity in Uganda are broadly known and described in USAID/Uganda's 2011 USAID/Uganda Environmental Threats and Opportunities Assessment (ETOA) Report,³ which categorized the threats to biodiversity as follows: 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,

¹ UWA Business Plan (2008)

² United Nations Conference on Trade and Development Report- UNCTAD (2006)

³ USAID/Uganda Environmental Threats and Opportunities Assessment (ETOA) Report of 2011

etc.); and, trans-boundary threats. The human use threats include unsustainable off-take and illegal exploitation of resources (e.g. bush meat poaching, illegal timber cutting), and impacts to biodiversity resulting from oil exploration. Furthermore, in many parts of the country, agriculture, commercial, residential and industrial developments, mining, and livestock compete for the same land as biodiversity-rich areas. The trans-boundary threats to biodiversity include the legal and illegal trade in charcoal, firewood, timber, and wildlife across borders. Increasingly under threat, particularly from a rapidly growing population, it is estimated that 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 nineteenth century to approximately only 20 percent today.

To appropriately address the biodiversity threats, USAID seeks to tackle the causes of the ETOA's cited threats, including:

- Lack of political will to adequately advocate biodiversity conservation and implement the comprehensive legal framework;
- Lack of adequate budgets to Government of Uganda (GoU) institutions responsible for environment and natural resources (E/NR);
- Misperception that sustainable natural resource management (NRM) and biodiversity conservation are not development activities.

Ecotourism as a tool to address the biodiversity challenge

During the 1960s Uganda was the major tourism destination in Eastern Africa and tourism was one of the country's main economic sectors. During the period of turmoil in the 1970s and 80s, wildlife was hunted virtually to extinction in many protected areas and the tourism infrastructure was looted and destroyed.

Since the return to stability in 1986, the tourism industry has shown strong potential for reestablishment and growth. According to the Uganda Wildlife Authority (UWA) website,⁴ the number of tourists who visited Uganda increased from 817,424 in 2009 to 945,899 in 2010, representing a 15.7 percent increase. A steady annual increase in tourist arrivals of 5.7 percent is projected up to 2020. As many as 12,000 mountain gorilla trackers visit Bwindi Impenetrable National Park annually. Since most of Uganda's protected areas (PAs) are not financially self-sufficient, revenue from gorilla receipts is used to subsidize their operations. In the past ten years, over 600,000 Ugandans living in parishes surrounding national parks have benefited from \$1.8 million in tourism revenues through a benefit-sharing scheme implemented by UWA (SOER, 2008). However, tourism resources and attractions are still not well developed and the industry faces many challenges. Despite that fact, government spending on tourism for the 2011/12 financial year is only about \$720,000.

Uganda's tourism policy aims to make tourism a major economic sector and enable the country to benefit more broadly from the development of the international holiday and leisure market. Tourism is Uganda's fastest growing industry, earning approximately \$663 million in foreign exchange, second only to Information Communication and Telecommunication (ICT) sector. The GoU is in the process of developing a tourism marketing strategy in line with the tourism policy to ensure that Uganda's unique, natural resources are used to increase tourism.

⁴ www.ugandawildlife.org, accessed 10/12/2011

Uganda is a signatory to the Convention for Biological Diversity (CBD). 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.

Uganda's Tourism Sector

Uganda's tourism depends directly on the country's natural environmental resources, and this calls for continued protective practices if sustainable development is to be attained. Wildlife enterprises have been successful in promoting conservation of wildlife and in discouraging poaching in parts near Bwindi Impenetrable National Park and other parks. Sustainable tourism development based on conservationist ecological principles can increase the value of biodiversity for local communities and contribute to the conservation of biodiversity.

The tourism sector, including ecotourism, has significant potential to generate jobs and contribute to the Gross Domestic Product (SOER, 2008), but the potential of ecotourism in Uganda is still especially underutilized. According to the Uganda Ecotourism Assessment (2006), opportunities for ecotourism outside wildlife and forest protected areas are still to a large extent unexplored.

Apart from underutilized opportunities, the tourism sector in Uganda is also poorly organized and lacks collaboration. Government has limited ability to collect and distribute accurate tourism statistics or promote tourism internationally. In terms of marketing its tourism potential, Uganda lags behind its East Africa neighbors. For the 2011/12 financial year, the government has allocated only \$220,000 for tourism advertising compared to Kenya's \$57 million and Tanzania's \$8 million. Government support to the private sector is also lacking. In addition, many roads to protected areas remain in very poor conditions, making in-country travel difficult for tourists.

This proposed program will address habitat loss by encouraging improved management of selected, high biodiversity landscapes. This will be accomplished by the establishment and support of a range of alternative, local livelihoods. Providing specifically focused technical and financial support to Government of Uganda institutions like the Uganda Wildlife Authority (UWA), National Forestry Authority (NFA), and Uganda Tourism Board in the design and implementation of their management plans, coupled with increased advocacy for eco-tourism promotion, will also contribute to the quality of biodiversity conservation.

These institutions, however, are still also faced with a range of staffing challenges. UWA⁵ has a weak training policy; there is lack of staff retention mechanisms, in addition to poor staff remuneration. In spite of benefiting from a number of years of institutional, technical support, the technical capacity to implement many programs, such as more eco-tourism, is not sufficient. The lack of supporting tools and equipment also serve as major hurdles to the proper functioning of these agencies.

Working closely and effectively with local populations is essential for the successful promotion of eco-tourism. Human populations living in close proximity to PAs and

⁵ UWA Strategic Plan 2007-2012, published November 2007.

affected by Africa's traditional human-wildlife conflict will be mobilized and assisted to establish tourism related businesses that could persuasively provide alternative sources of income, ceasing or reducing, illegal extraction. Connecting such communities with private sector and GoU actors, a keen understanding of local social dynamics, promising community-based resource management and progressive leadership practices, as well as the grassroots business development will be required. Alternative incomes will also serve as a major incentive for the benefiting communities to appreciate the importance of sustainably managing habitat and wildlife.

Relationship to USAID Strategy and Other USAID Projects

The proposed Eco-Tourism program directly links to USAID/Uganda's 2011-2015 Country Development Cooperation Strategy at Intermediate Result 1.3 – Natural Resource base degradation mitigated to protect future value. Through this program, numerous measures through the development and expansion of eco-tourism will be taken to mitigate and protect key existing or potential ecotourism sites in Uganda.

The proposed program is also intended to support a host of GoU strategies such as the following:

- Uganda Ecotourism Strategy (2006): *The ecotourism strategy enumerates some of the actions required to develop ecotourism: public appreciation of the value of tourism, government support, financing to private tourism service providers among others.*
- The National Biodiversity Strategy and Action Plan (NBSAP) of Uganda (2000): *Encourages the development and implementation of species and habitat recovery and protection programs*
- Uganda's National Development Plan 2010/2015 recognizes tourism as one of the primary growth areas in addition to agriculture and forestry.
- Uganda's Agriculture Development Strategy and Investment Plan (DSIP) objectives under Program 1.0 - "Enhance production and productivity," Sub-program 1.4 - 'Sustainable Land Management' and Component 1.3.8 - 'Support to Local Government.'

Efforts to-date

According to the UWA Strategic Plan for 2007-2012, UWA aims to be a leading self-sustaining wildlife conservation agency, enabling Uganda to become one of the best eco-tourism destinations in Africa. Restoration and management of wildlife and conservation areas together with the revitalization of the tourism sector is a priority area for the Government of Uganda. While the UWA continues to suffer from limited institutional capacities, considerable capacities have also been developed. For example, today UWA boasts of having developed internal capacity for resource management in the field of capture and translocation, disease control and management, among others. UWA reports wildlife population increases of key species and 70 percent of PAs are reported to be free from encroachment with UWA planning to protect all PAs from encroachment.⁶ Today, UWA is able to cover 72 percent of its operational costs from internal revenue, up from 40 percent six years ago while the NFA is able to cover

⁶ UWA Strategic Plan 2007-2012, published in November 2007.

over 80 percent of its costs from internal revenue.

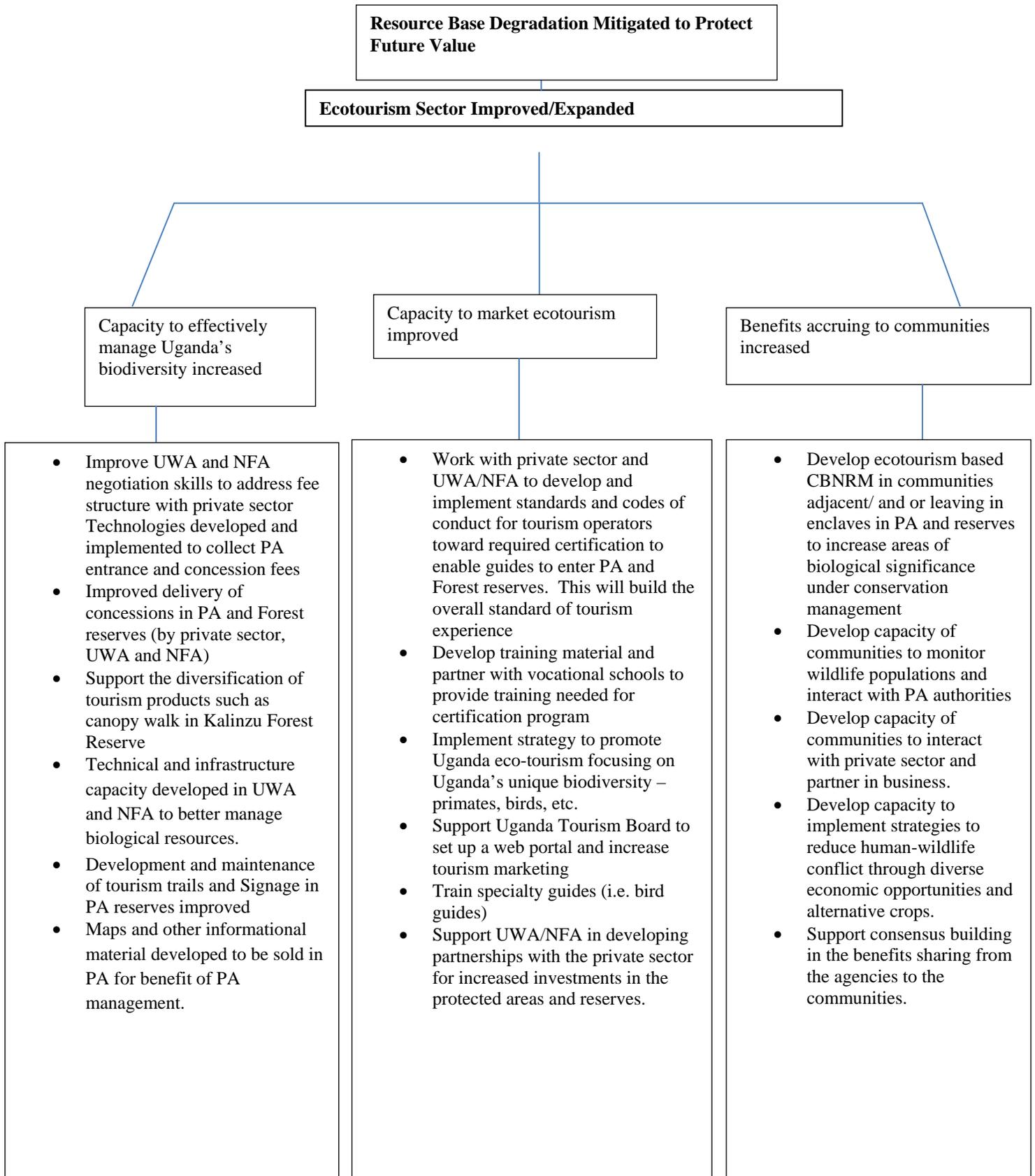
Considerable biodiversity conservation and some eco-tourism measures have already been taken. USAID/Uganda, through the 2009-2011 STAR program, has demonstrated enhanced, domestic Ugandan tourism appreciation among different tourism sector stakeholders. In two years, USAID/STAR has encouraged the private sector to penetrate deeper into remote areas so that communities affected by wildlife are enabled to also derive economic benefits. Such benefits are expected to further promote more local community interest and participation in eco-tourism while recognizing the importance of, and taking local measures for, protection and conservation. STAR has also worked with UWA in marketing Uganda as an eco-tourism destination, and enhancing UWA capacity in managing the tourism sector. The USAID/STAR program has also supported the publication of "Destination Uganda", a Uganda Tourism Board marketing brochure cataloguing Uganda's tourist attractions including Community Tourism Enterprises. Only recently started, many of the enterprises still lack the capacity to develop and manage sound, tourism-related businesses and require technical support in marketing the products, book-keeping and business relationship development. The USAID/Uganda Mission is supporting a one year bridge contract to finish piloting the Community Tourism Enterprises model and the Public-Private Partnership model. It is envisaged that these models will be scaled up in other conservation areas.

Through the concluded 2007-2010, Wildlife, Livelihoods and Development for Conservation Program (WILD), USAID/Uganda also contributed to mitigating threats to biodiversity conservation in areas close to protected areas in the west and northern regions. The Mission also supported environmental education and communication, and contributed to the establishment of alternative improved livelihoods.

USAID has also supported the NFA through the Productive Resource Investments for Managing the Environment in the West (PRIME WEST) program to improve the Kaniyo Pabidi Ecotourism Site in Budongo forest. The site, which is located within the chimpanzee habitat has enabled tourism visitations to increase and the welfare of the chimpanzees and the communities adjacent to improve tremendously.

Aside from USAID support to tourism in Uganda in the recent past, the World Bank through the Protected Areas Management and Sustainable Use (PAMSU) project has also supported the Ministry of Trade, Tourism and Industry (MTTI) with development of some tourism infrastructure in selected areas under UWA's domain. This has primarily been through financing the development and maintaining roads in some of the national parks and the construction of the UWA Headquarters in Kampala. Other donors have also supported community based NRM initiatives, some of which have had ecotourism development as an economic activity.

ATTACHMENT B – Diagram of Project Goals, Objectives and Results



Attachment C – Reference Document List

Reference	Title
1	USAID/Uganda, <i>Country Development Cooperation Strategy (CDCS) 2010-2015</i> https://www.fbo.gov/index?s=opportunity&mode=form&id=f573abb95a1080cb1ccc621fc4108ca1&tab=core&_cview=0
2	<i>USAID Evaluation Policy</i> , January 2011, http://www.usaid.gov/evaluation/USAID_EVALUATION_POLICY.pdf
3	USAID Global Development Alliance (GDA) Webpage www.usaid.gov/gda
4	ADS 320, Branding and Marking www.usaid.gov/policy/ads/300/320.pdf
5	USAID FORM 1420-17 Contractor Biographical Data Sheet www.usaid.gov/forms/