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**OFFICE OF ACQUISITION & ASSISTANCE**

**Issue Date:** March 29, 2023  
**Closing Date:** March 28, 2024

**Subject:** **Annual Program Statement No. 72061723APS00001**

**Program Title:** **Uganda Democracy, Human Rights and Accountability**

To whom it may concern:

The United States Agency for International Development in Uganda (USAID/Uganda) seeks applications from non-profit and for-profit organizations to participate in USAID's Uganda Democracy, Human Rights and Accountability (DRA) Annual Program Statement (APS).

The Uganda DRA APS seeks to engage the private and civil sectors in priority areas, as defined by the Government of Uganda (GOU) and the United States Government (USG). This initiative is designed to increase sustainability and impact in the following areas: Human Rights; Conflict/Violence Prevention and Mitigation; and Accountability and Anti-Corruption, as outlined in **SECTION H: OTHER INFORMATION**. USAID/Uganda is interested in providing both financial and non-financial support in these areas.

This APS requires submission of a **three-page** concept paper that answers the questions provided in **SECTION D: APPLICATION AND SUBMISSION INFORMATION**. Interested organizations must read this document in its entirety and follow the instructions to apply to this APS. Depending on the response, USAID/Uganda may make multiple awards or, if there are not sufficiently suitable submissions, none.

USAID may not finalize an award to an applicant unless the applicant has complied with all applicable Unique Entity Identifier and System for Award Management (SAM)

requirements detailed in **SECTION D - APPLICATION AND SUBMISSION INFORMATION.**

The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin registration early in the process.

Issuance of this APS does not constitute an award commitment on the part of the Government, nor does it commit the Government to pay for any costs incurred in preparation or submission of comments/suggestions or an application. Applications are submitted at the risk of the applicant. All preparation and submission costs are at the applicant's expense.

This is an exciting opportunity to make a difference, and I sincerely thank you for your interest in the Uganda DRA APS. We look forward to working with you.

Sincerely,

Meghan Waters  
Agreement Officer  
USAID/Uganda

**Uganda Democracy, Human Rights and Accountability (DRA) APS**

**72061723APS00001**

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## **SECTION A: PROGRAM DESCRIPTION**

This Annual Program Statement (APS) is authorized in accordance with the Foreign Assistance Act of 1961, as amended. The resulting award will be subject to 2 CFR 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, and USAID’s supplement, 2 CFR 700, as well as the additional requirements found in **SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION**.

This APS is intended to increase the sustainability and impact of USAID/Uganda’s development assistance through civil society and non-governmental organization related partnerships in the following areas:

1. Human Rights
2. Conflict/Violence Prevention and Mitigation
3. Accountability and Anti-Corruption

These areas are further elaborated in **SECTION H: OTHER INFORMATION**.

### **A.1. BACKGROUND**

Uganda’s development context is dynamic and both national and global events have shaped its operating environment. USAID/Uganda’s 2022-2027 Country Development Cooperation Strategy (CDCS) goal is “A partnership with the Ugandan people to put Uganda on a path to achieve its Vision 2040.” This goal cannot be attained or sustained without concerted efforts to advance accountability. Result areas in USAID/Uganda’s CDCS Development Objective 3 touch upon all aspects of USAID/Uganda’s work regardless of sector. Increased accountability will increase direct service delivery in education, health, and agriculture, and promote the protection of the rights of all Ugandans. Activities will improve citizens’ ability to more actively participate in civic life and improve the Government of Uganda’s (GOU) ability to respond to the dynamic needs of Ugandans and refugees. Activities will work to maintain civic space by protecting civil society activists, promoting engagement in political processes, and supporting civil society organizations (CSOs) to advocate for improved development outcomes for all Ugandans. These efforts will support marginalized groups who face heavy persecution, as well as others whose ability to organize and participate civically is constantly challenged. Activities will help combat corruption in line with the GOU’s

commitment to this goal by strengthening institutional frameworks and increasing citizens' engagement in holding the GOU accountable for planning, funding, and delivering social services. All activities under this APS will employ a gender equality and female empowerment lens to highlight the different needs of women and girls and to better integrate their specific wants and needs into activities.

## **A.2. AN INVITATION FOR CO-DESIGN AND IMPACT**

The Uganda DRA APS is USAID/Uganda's invitation to civil society organizations, non-governmental organizations, and other interested organizations to work with USAID as an Implementing Partner to determine how our respective interests and objectives align, and jointly identify and define problems, challenges, and opportunities that can most effectively be addressed by working together. The Uganda DRA APS also provides a process through which USAID and prospective partners can jointly examine and leverage our respective expertise, resources, and capabilities to scope, develop and implement effective solutions to the problems and identified challenges. These partnerships help achieve core objectives in ways that could not be done alone. By engaging with civil society and non-governmental organizations, USAID hopes to increase the reach, efficiency, effectiveness, and sustainable impact of development investments.

To foster sustainable and transformational development impact, the award process will entail extensive partnering and collaboration between USAID/Uganda and applicants from design to implementation. Awards will be co-designed. This means that USAID/Uganda will work hand-in-hand with applicants who have submitted promising concept papers to explore the best possible strategy for addressing identified problems.

## **A.3. GETTING STARTED**

### **What is the Uganda DRA APS?**

The Uganda DRA APS is an initiative to encourage new and innovative ideas, as well as new partnerships to create sustained, measurable improvements in development outcomes in the DRA space. USAID/Uganda welcomes innovative and creative ideas

that can be rigorously tested, shared, and potentially scaled in Uganda within this context. Through the Uganda DRA APS, USAID/Uganda is open to considering a wide range of approaches to achieve its development objectives. It is understood that all partners will share risks and responsibilities.

Awards under the Uganda DRA APS may be structured in various ways. Resulting awards may include Cooperative Agreements, Fixed Amount Awards, Renewal Awards, or Simplified Grants. During the co-design process, consortia may be formed with like-minded partners. More information on these award types can be found at <https://www.usaid.gov/about-us/agency-policy/series-300/303>. Additional information on co-design can be found at <https://www.usaid.gov/co-creation-usaid>.

### **In what areas is USAID/Uganda seeking to form partnerships?**

Partnerships developed under this Uganda DRA APS must contribute to achieving one of USAID/Uganda's Office of Democracy, Human Rights and Accountability core development objectives (see **SECTION H: OTHER INFORMATION**).

### **What types of partnerships is USAID/Uganda seeking?**

The most promising partnerships emerge from a solid understanding of USAID's development objectives in Uganda, the Government of Uganda's priorities, and civil society considerations. USAID/Uganda is seeking innovative ideas that could work within the Ugandan context. Eligibility for this Uganda DRA APS is unrestricted. Please see **SECTION C: ELIGIBILITY INFORMATION** for further definitions and details on qualifying Implementing Partners.

If your organization would like to work with USAID/Uganda to solve development challenges start with these steps:

- Follow the guidance in this APS.
- Review USAID/Uganda's development objectives and priorities outlined in **SECTION H: OTHER INFORMATION**.
- Review the Application and Submission Information in **SECTION D: APPLICATION AND SUBMISSION INFORMATION** of this APS.

- Submit a concept paper for consideration using the template attached as **ATTACHMENT 1: CONCEPT PAPER TEMPLATE**, making sure to answer each of the questions provided in **SECTION D: APPLICATION AND SUBMISSION INFORMATION**.

#### **A.4. FUNDING PRIORITIES**

Please see **SECTION H: OTHER INFORMATION**.

#### **A.5. EVALUATION PROCESS**

**SECTION D: APPLICATION AND SUBMISSION INFORMATION** of this Uganda DRG APS outlines the process for submission, evaluation, development, and selection of concept papers.

**[END OF SECTION A]**

## **SECTION B: FEDERAL AWARD INFORMATION**

### **B.1. ESTIMATE OF FUNDS AVAILABLE AND NUMBER OF AWARDS CONTEMPLATED**

The total amount of funding to be awarded under this APS will depend on the variety and quality of the concepts USAID/Uganda receives, the availability of funds for these purposes, but is estimated at approximately US Dollars (USD) \$65 million. USAID/Uganda intends to award 3-8 Fixed Amount Awards, Cooperative Agreements, Renewal Awards, and/or Simplified Grants, not expected to exceed USD \$20 million per award. USAID/Uganda reserves the right to fund any, or none, of the concept papers submitted, based on the availability of funds. USAID/Uganda also reserves the right to fund a concept in its entirety or in part. Concept papers should have a request of at least USD \$250,000. However, it is not always true that more funding achieves better results; therefore, USAID reserves the right to fund concept papers that fall below this amount. The decision to make an award or multiple awards as a result of this APS, or none at all, will be made solely by USAID/Uganda.

### **B.2. START DATE AND PERIOD OF PERFORMANCE FOR FEDERAL AWARDS**

Applications must state a period of performance. The period of performance must be 60 months or less. The period of performance is subject to negotiation during co-design.

### **B.3. TYPE OF AWARD**

Subject to the availability of funds, USAID/Uganda may make multiple awards. Awards under the Uganda DRA APS may be structured in various ways. Resulting awards may include Cooperative Agreements, Fixed Amount Awards, Renewal Awards, or Simplified Grants. More information on these award types can be found at <https://www.usaid.gov/sites/default/files/documents/303.pdf>. Award type will be discussed once the concept paper is accepted. The actual award type or engagement will depend upon the most appropriate mechanism or approach for the intended results. Applicants are encouraged to apply as individual entities allowing consortia to be formed during the co-creation process. Consortia will be formed during the co-design process, should it be in the best interest of the US Government.

**[END OF SECTION B]**

## SECTION C: ELIGIBILITY INFORMATION

### C.1. ELIGIBLE APPLICANTS

Eligibility is unrestricted. Eligible implementing partners include (but are not limited to) non-governmental/not for profit or civil society entities. USAID/Uganda is particularly interested in working with Local Entities, Locally Established Entities, New Partners, and Non-traditional Partners as Implementing Partners. However, this solicitation is not specifically limited to these categories, and USAID/Uganda strongly encourages concept papers from all interested entities.

Local, New and Non-traditional Partners should visit [workwithusaid.org](http://workwithusaid.org) for additional information on partnering with USAID. Further information on what qualifies as a Local, New or Non-traditional Partner, as well as USAID's New Partner Initiative can be found on [USAID's New Partnerships Initiative page](#).

### C.2. COST SHARING OR MATCHING

Cost sharing is not required.

### C.3. PRE-AWARD RISK ASSESSMENT

In accordance with **ADS 303.3.9 Pre-Award Risk Assessment**, prospective applicants are also advised that USAID may determine that a pre-award assessment is required to inform determining whether the prospective recipient has the necessary organizational, experience, accounting and operational controls, financial resources, and technical skills – or ability to obtain them – in order to achieve the objectives of the program and comply with the terms and conditions of the award. Additionally, prospective applicants are advised of the Unique Entity Identifier (UEI) and System for Award Management (SAM) requirements. These requirements do not have to be met in order to submit a concept paper under the APS, but they will need to be met in order to receive an award from USAID.

Applicants under consideration for an award that have never received funding from USAID may be subject to a Non-U.S. Organization Pre-Award Survey (NUPAS) to determine whether the organization's financial management and internal control

systems are adequate to manage, control, account for, and report on the uses of potential USAID funds, thus protecting the U.S. Government's interests. While multiple awards are anticipated from this APS, USAID reserves the right to fund any or none of the applications submitted.

USAID intends to make multiple awards to the applicants who best meet the objectives of this funding opportunity based on the merit review criteria described in this APS subject to a risk assessment. Eligible parties interested in submitting an application are encouraged to read this APS thoroughly to understand the type of program sought, application submission requirements, and selection process.

#### **C.4. OTHER**

An Applicant may submit only one concept paper per addenda. Applicants must submit independent applications and should not submit as a consortium. Applicants may submit a concept paper for more than one addendum, meaning applicants may submit up to three concepts. If unsuccessful, applicants will be able to resubmit a concept, but may still have only three concepts, one per addenda, open at any given time. Applicants are directed to review the other requirements for applications specified herein, including, but not limited to, **SECTION D: APPLICATION AND SUBMISSION INFORMATION** and **SECTION E: APPLICATION REVIEW INFORMATION**.

**[END OF SECTION C]**

## SECTION D: APPLICATION AND SUBMISSION INFORMATION

### D.1. AGENCY POINT OF CONTACT

Meghan Waters  
Agreement Officer  
Office of Acquisition and Assistance (OAA)  
USAID/Uganda  
Embassy of the United States, Kampala  
Plot 1577 Ggaba Road

### D.2. POTENTIAL APPLICANTS CONFERENCE

All potential applicants are invited to one of two APS Potential Applicants Conferences. One will be in-person and one will be virtual. The in-person conference will be held on **Wednesday, May 3, 2023 from 9:00 a.m. to 11:00 a.m. Kampala time/EAT**. The virtual conference will be held on **Thursday, May 4, 2023 from 3:00 p.m. to 5:00 p.m. Kampala time/EAT**. The purpose of these conferences is to allow applicants to ask any questions they may have regarding this APS directly to USAID/Uganda. Questions asked during this session and corresponding answers will be provided to all applicants as an amendment to this APS. This amendment will be made available on [grants.gov](https://www.grants.gov).

Potential applicants interested in attending a conference should RSVP and submit questions to be answered during the conference by **5:00 p.m. Kampala time/EAT on April 26, 2023** via email to: [kampalausaidsolicita@usaid.gov](mailto:kampalausaidsolicita@usaid.gov). The subject line must state **“Potential Applicants Conference RSVP Uganda DRA APS - 72061723APS00001.”** Please specify if you prefer to attend the virtual or in-person conference. Information regarding the location and virtual link for conferences will be sent on April 28, 2023 to those who RSVPed. USAID/Uganda reserves the right to limit attendance at conferences for logistical purposes. Attendance at a conference is not a requirement to submit a valid concept paper.

### D.3. QUESTIONS AND ANSWERS

Applicants may submit any additional questions regarding the Uganda DRA APS that were not answered during the Potential Applicants Conference via email to [kampalausaidsolicita@usaid.gov](mailto:kampalausaidsolicita@usaid.gov). The subject line must state “**Questions Uganda DRA APS - 72061723APS00001.**” Questions can be submitted at any time during which the Uganda DRA APS 72061723APS00001 is active, but responses will be provided as an amendment to this APS only when there are a sufficient number of questions, or a question is particularly important to understanding the APS. **Any questions in regards to the APS should only be submitted to [kampalausaidsolicita@usaid.gov](mailto:kampalausaidsolicita@usaid.gov).** Questions asked through other channels and methods will not be considered/have a response.

### D.4 APPLICATION PROCESS FOR IMPLEMENTERS SEEKING FUNDING

The application process for the Uganda DRA APS consists of four phases. Each phase is detailed below.

#### **Phase 1: Concept Paper Submission**

Concept papers must be submitted via email to [kampalausaidsolicita@usaid.gov](mailto:kampalausaidsolicita@usaid.gov). All submissions must be submitted as one pdf document. A concept paper is a short (three-page maximum, single-spaced) document wherein the Applicant provides an overview of their idea. USAID/Uganda has provided a template as **ATTACHMENT 1: CONCEPT PAPER TEMPLATE** to this APS. Applicants can find this template at the bottom of this pdf document, as well as a separate document to the APS package, as posted on grants.gov. Applicants must utilize this template when submitting a concept paper. If concept papers are submitted that exceed **three pages**, then only the first three pages will be reviewed. Appendices/annexes are not allowed.

As seen in the template, applicants must answer each of the questions below in their concept paper submission. Please note that the first six questions are to be answered on a cover page and will not count towards the three-page limit.

***Questions that must be answered on the cover page (not included in the three-page limit)***

1. Please provide your Entity's name, address and phone. Please also provide the name and contact information for one person who can be the primary point of contact for USAID.
2. Please provide your Entity's SAM Registration Number.
3. Please provide your Entity's Unique Entity Identification (UEI).
4. Which APS Program Funding Area does your concept cover (i.e., Human Rights; Conflict/Violence Prevention and Mitigation; or Accountability and Anti-Corruption)?
5. How much funding are you requesting from USAID?
6. What is the estimated duration of your proposed project? *(note that awards cannot exceed 60 months in duration)*

***Questions that must be answered within the three-page limit***

7. What is the "problem" that your Entity is trying to directly address? *(please limit response to one sentence)*
8. Please provide a brief description of "why this problem continues to exist and what attempts at solving it have been made." *(please limit response to 2 paragraphs)*
9. Who else is working to solve this problem? *(please limit response to two sentences)*
10. How will your Entity solve this problem? *(please limit response to two paragraphs)*
11. What new, innovative approaches would this concept bring to the table? *(please limit response to one paragraph)*
12. What will you accomplish using the funding you are requesting? Provide concrete results you hope to achieve and what will happen if you solve the identified problem. *(please limit response to one paragraph)*
13. List 5 ways that you will measure success.
14. How will gender be considered in your project? *(please limit response to one paragraph)*
15. How might your project impact the environment (positive or negative)? *(please limit response to two sentences)*
16. How might climate change impact your project? *(please limit response to two sentences)*

Concept papers must be submitted in English. Concept papers must not exceed **three (3) pages, single-spaced**, and applicants must utilize the template in **ATTACHMENT 1: CONCEPT PAPER TEMPLATE** to this APS to submit their concept paper. Clarity and specificity are important, as is ensuring that the concept paper narrative addresses the points USAID/Uganda will use to review the concept paper (see **SECTION E: APPLICATION REVIEW INFORMATION**).

### **Phase 2: Concept Paper Review**

Concept papers will be reviewed on a rolling basis if funds are made available. USAID/Uganda will review concept papers as they are received. USAID/Uganda will review concept papers against the merit review criteria as they are received.

USAID/Uganda anticipates two possible results from the concept paper merit review process:

1. **Conditional acceptance whereby competition requirements have been met and Applicant is invited to an oral presentation of their concept:** If the concept paper meets Uganda DRA APS objectives and receives sufficient ratings against the merit review criteria, USAID/Uganda will invite the Applicant to present their concept orally. At this time, the Applicant will be requested to provide a detailed budget. Applicants will receive an Invitation to Oral Presentation letter, which will include a template budget as an attachment. More detailed instructions on the oral presentation and details for scheduling the presentation will be provided in the letter. The option of a virtual oral presentation will be made available to Applicants based outside of Uganda.
2. **Concept paper receives a low rating or does not meet the Uganda DRA APS objectives:** If it is determined that an Applicant's concept does not meet or will not advance USAID/Uganda's objectives, an Applicant's concept receives a low rating against the merit review criteria, or funding is not available, the Applicant will receive a Decision to Not Proceed letter and the process will end.

### **Phase 3: Oral Presentation**

Applicants invited to make an oral presentation of their concept will be required to make a 30-minute presentation on their concept and then answer any questions that USAID/Uganda may have for an additional 30-minutes. The Applicant will also be asked to provide a detailed budget for discussion. The intent of this oral presentation is to allow applicants to further detail their concept and to address any uncertainties identified by USAID/Uganda in its concept paper review.

USAID/Uganda anticipates two possible results from the oral presentation:

1. **Invitation to Co-Design:** If USAID/Uganda determines that an Applicant's concept, as presented orally, continues to meet the objectives of the Uganda DRA APS and the concept continues to receive sufficient ratings against the merit review criteria, USAID/Uganda will invite the Applicant to an in-person co-design workshop. Applicants will receive an Invitation to Co-Design letter. More detailed instructions on the co-design workshop and details for scheduling will be provided in the letter.
2. **Concept presented receives a low rating or does not meet the Uganda DRA APS objectives:** If it is determined, following oral presentation, that an Applicant's concept does not meet or will not advance USAID/Uganda's objectives, an Applicant's concept receives a low rating against the merit review criteria, or funding is not available, the Applicant will receive a Decision to Not Proceed letter and the process will end.

#### **Phase 4: Co-Design of Activity**

Upon receipt of the Invitation for Co-Design letter, competition has been met, and the Applicant will continue the design process working with USAID/Uganda's guidance. USAID/Uganda will provide additional information on this process to successful applicants in the Invitation to Co-Design letter. Applicants will be requested to provide past performance references for review at this time. During this phase, applicants will work with USAID design teams to develop a clearer understanding of the activity. During this co-design process, USAID staff will also help ensure that USAID activity requirements, such as environmental compliance and gender integration, are considered.

**If an Applicant at any point in the Co-Design phase does not meet USAID’s expectations, the process will end for that Applicant.** Reasons why an Applicant may be unsuccessful at the co-design phase could include, but are not limited to, among other reasons:

- After discussions, the USAID design team determines that the detailed program does not satisfy the criteria of the Uganda DRA APS or the Development Objectives of USAID/Uganda;
- The Applicant cannot provide evidence that it is an entity capable of operating in Uganda;
- Changes in the political climate in Uganda call into question the efficacy of the proposed interventions or intended results, or
- USAID/Uganda has other concerns after conducting due diligence or pre-award reviews of the Applicant.

The foregoing examples are non-exhaustive; there may be other situations, such as a lack of funding, for which a design process may be ended by USAID.

**USAID/Uganda reserves the right not to make an award at any stage of the process.**

USAID/Uganda will use this process for all concept papers received, and concept papers will be reviewed on a rolling basis until March 28, 2024. However, USAID/Uganda anticipates one primary Co-Design period for each of the three APS Program Funding Areas where the majority of successful applicants will be brought together in a Co-Design workshop. Anticipated timelines, which are subject to change, are as follow:

### ***Human Rights***

May 31, 2023:	Deadline for receipt of concept papers for consideration in primary Co-Design workshop
<del>June 5, 2023:</del>	<del>Notifications to conditionally accepted applicants</del>
<del>June 12-14, 2023:</del>	<del>Oral Presentations (In-person in Kampala)</del>
<del>June 14-16, 2023:</del>	<del>Oral Presentations (Virtual)</del>
July 5, 2023:	Invitation to Co-Design letters sent

~~Aug. 7-18, 2023: Co-Design workshop (In-person in Kampala)~~

### ***Conflict/Violence Prevention and Mitigation***

~~June 30, 2023: Deadline for receipt of concept papers for consideration in primary Co-Design workshop~~

~~July 6, 2023: Notifications to conditionally accepted applicants~~

~~July 31 - Aug. 2, 2023: Oral Presentations (In-person in Kampala)~~

~~Aug. 2 - 4, 2023: Oral Presentations (Virtual)~~

~~Aug. 14, 2023: Invitation to Co-Design letters sent~~

~~Sept. 25 - Oct. 6, 2023: Co-Design workshop (In-person in Kampala)~~

### ***Accountability and Anti-Corruption***

~~Sept. 29, 2023: Deadline for receipt of concept papers for consideration in primary Co-Design workshop~~

~~Oct. 5, 2023: Notifications to conditionally accepted applicants~~

~~Oct. 16-18, 2023: Oral Presentations (In-person in Kampala)~~

~~Oct. 18-20, 2023: Oral Presentations (Virtual)~~

~~Nov. 6, 2023: Invitation to Co-Design letters sent~~

~~Dec. 4-15, 2023: Co-Design workshop (In-person in Kampala)~~

**However, as USAID/Uganda completes a rolling review of concept papers, if any are deemed to be of an urgent nature and/or respond to significant shifts in the operating context, USAID/Uganda anticipates moving directly and rapidly to Phase 3: Oral Presentation with that Applicant, outside of the timelines listed above. This includes concept papers received after the deadlines listed above for primary Co-Design workshops.**

## **D.5. UNIQUE ENTITY IDENTIFIER (UEI) AND SYSTEM FOR AWARD MANAGEMENT (SAM) REGISTRATION**

Applicants must obtain a Unique Entity Identifier (UEI) and register in the System for Award Management (SAM) (<https://sam.gov/>) in order to be eligible to receive federal assistance, such as grants and cooperative agreements. Unless an exemption applies (see [ADS 303maz](#)), applicants must be registered in SAM prior to receiving an award from USAID. Recipients must maintain an active SAM registration while they have an active award. Each applicant (unless the applicant is an individual or entity that is exempted from UEI/SAM requirements under **2 CFR 25.110**) is required to:

1. Provide a valid UEI for the applicant and all proposed sub-recipients;
2. Be registered in SAM before submitting its application.
3. Continue to maintain an active SAM registration with current information at all times during which it has an active Federal award or an application or plan under consideration by a Federal awarding agency.

The registration process may take many weeks to complete. Therefore, applicants are encouraged to begin the process early. If an applicant has not fully complied with the requirements above by the time USAID is ready to make an award, USAID may determine that the applicant is not qualified to receive an award and use that determination as a basis for making an award to another applicant.

Applicants can find additional resources for registering in SAM, including a Quick Start Guide and a video, on <https://sam.gov/>.

**[END OF SECTION D]**

## SECTION E: APPLICATION REVIEW INFORMATION

### E.1. MERIT REVIEW CRITERIA

USAID/Uganda will review all concept paper applications that comply with the instructions in this APS. USAID/Uganda will use the following merit review elements, with the following weights:

Merit Review Element		Definition
<b>USAID/Uganda will review each concept paper and evaluate it to the degree it meets the criteria on the right:</b>	<b>Technical Approach (75%)</b>	The concept paper demonstrates a strong understanding of the context, describes relevant challenges and appropriate opportunities to address such challenges, and takes into account cross-cutting considerations of gender, environment and climate change.
	<b>Coordination &amp; Multi-Stakeholder Engagement/Sustainability Potential (25%)</b>	The extent to which the concept paper takes into account the activities of other donors, implementers, and is aligned with Uganda’s development strategies.  The potential for the strategy and activities proposed in the concept paper to fit with other work being conducted in the proposed program funding area in a synergistic and complementary manner.

[END OF SECTION E]

## SECTION F: FEDERAL AWARD ADMINISTRATION INFORMATION

### F.1. FEDERAL AWARD NOTICES

USAID/Uganda cannot make awards under this APS until it has appropriated, allocated, and committed funds through internal USAID procedures. While USAID/Uganda anticipates successfully completing these procedures, potential applicants are notified of these requirements and conditions. The Agreement Officer (AO) is the only individual who can legally commit USAID to the expenditure of public funds. Applicants are prohibited from charging or incurring costs to the proposed award prior to receiving either a fully executed award or a specific, written authorization from the AO.

### F.2. ADMINISTRATIVE AND NATIONAL POLICY REQUIREMENTS

Due to the nature of the collaboration implicit in the Uganda DRG APS awards, USAID/Uganda believes that Fixed Amount Awards (whereby USAID provides a specific level of support for which the Agency does not base payment upon the actual costs incurred by the recipient, but rather performance and results) and/or Cooperative Agreements (in which substantial involvement will include approval of implementation plans, key personnel, and Agency and Recipient collaboration or joint participation) will likely be the primary vehicles for this initiative. Still, the actual award type or engagement will depend upon the most appropriate mechanism or approach for the intended results.

The resulting award from this APS will be administered in accordance with the following policies and regulations.

*For Cooperative Agreements:*

For US organizations: [ADS 303](#), [2 CFR 700](#), [2 CFR 200](#), and [Standard Provisions for U.S. Non-governmental organizations](#).

For Non US organizations: [Standard Provisions for Non-U.S. Non-governmental Organizations](#).

*For Fixed Amount Awards:*

For all organizations: [ADS 303](#) and [Standard Provisions for Fixed Amount Awards to](#)

## Nongovernmental Organizations

Awards will include all USG regulatory requirements, including Mandatory and any As Applicable provisions (<https://www.usaid.gov/sites/default/files/documents/1868/303mab.pdf>).

New applicants will require a Non-U.S. Organization Pre-Award Survey and results may require Specific Conditions placed on the award (<https://www.usaid.gov/sites/default/files/documents/1868/303Peru Alliances.pdf>).

Each award will be individually negotiated.

**[END OF SECTION F]**

## SECTION G: FEDERAL AWARDING AGENCY CONTACTS

### G.1. AGREEMENT OFFICER

The Agreement Officer for this APS is:

Meghan Waters  
Agreement Officer  
Office of Acquisition and Assistance (OAA)  
USAID/Uganda  
Embassy of the United States, Kampala  
Plot 1577 Ggaba Road  
[kampalausaidsolicita@usaid.gov](mailto:kampalausaidsolicita@usaid.gov)

### G.2. ACQUISITION AND ASSISTANCE OMBUDSMAN

The A&A Ombudsman helps ensure equitable treatment of all parties who participate in USAID's acquisition and assistance process. The A&A Ombudsman serves as a resource for all organizations who are doing or wish to do business with USAID. Please visit this page for additional information:

<https://www.usaid.gov/work-usaid/acquisition-assistance-ombudsman>.

The A&A Ombudsman may be contacted via: [Ombudsman@usaid.gov](mailto:Ombudsman@usaid.gov)

**[END OF SECTION G]**

## SECTION H: OTHER INFORMATION

### H.1. PROGRAM FUNDING AREAS

#### 1. HUMAN RIGHTS

##### **Problem Statement**

Ugandan civil society organizations, human rights defenders, and activists have seen an increase in human rights abuses and the erosion of democratic freedoms while also struggling to operate in a shrinking civic and democratic space.

##### **Background**

Uganda's Constitution recognizes and protects a broad spectrum of fundamental democratic and human rights covering civic liberties and political participation, equality and non-discrimination, safeguards against state abuse, worker's rights, and others. There exists a fairly robust legal and institutional framework, but in practice the implementation of these laws is limited. The government has shown genuine improvement in some areas such as access to justice for victims of child abuse, and the rights and equal participation of women. However, other areas have seen significant challenges, making it important to strengthen institutions that safeguard human rights. The combination of these variables has created a unique and complex set of overlapping challenges. Rising to these challenges will require innovative and multidimensional interventions especially as it pertains to freedom of expression and freedom of association.

##### **Theory of Change**

**IF** citizens understand and are equipped to safely exercise their rights and civic obligations and can access legal remedies when violations occur; and, through advocacy for legal/regulatory reforms, better recognize and advance the protection of human rights and rule of law,

**THEN** Ugandans can establish an enabling environment out of which a healthy democratic society can thrive and in which human rights and access to justice is a reality for all.

### **Purpose Statement**

USAID aims to promote an enabling environment for civic and political freedoms, rule of law, and access to justice, while ensuring critical assistance is provided for human rights defenders as well as victims of abuse.

### **Geographic Scope**

All geographies will be considered. The geographic areas will be confirmed as a result of the co-design process.

## **2. ACCOUNTABILITY AND ANTI-CORRUPTION**

**\*PLEASE NOTE: There is a possibility that USAID/Uganda will add more details on possible activities under this Section H, Addendum 2, Accountability and Anti-Corruption. Should it determine such specification necessary, the Mission will amend the APS as soon as possible with that information. Applicants may still submit a concept paper under this addendum prior to the additional specification being provided. Any further specification will be illustrative, not prescriptive.**

### **Problem Statement**

Corruption in Uganda is widespread, posing a major obstacle to the country's social and economic development and provision of quality public services. Slow progress on corruption and accountability is not caused by a lack of technical expertise; it is a product of politics, vested personal interests, weak enforcement, misaligned incentives, and entrenched social norms.

### **Background**

Corruption, which Transparency International and USAID define simply as “the abuse of entrusted power for private gain”, takes many forms, each with different drivers, norms, and consequences. Corruption distorts public decision-making, discourages private-sector development, and undermines service delivery and the fair application of the law. Successful strategies to combat corruption are place- and context-specific, deal directly with social norms and ingrained practices in communities, and require work to strengthen organizations that fight corruption and promote accountability. This includes working with Uganda's anti-corruption institutions to improve systems that sanction public perpetrators of corruption and to strengthen their leadership to better fight corruption in its various forms.

### **Theory of Change**

**IF** corruption is reduced and accountability is improved by influencing behavioral change; attitudes and norms; business practices; institutional financial, audit, procurement and accountability processes; and engagement of stakeholders is targeted including the private sector, civil society, media, and government,

**THEN** the accountability and responsiveness will improve, positively impacting development outcomes.

### **Purpose Statement**

USAID seeks to support the demand-side of the anti-corruption equation by strengthening citizen engagement in anti-corruption, transparency, and accountability; and strengthening the supply-side by increasing the effectiveness of national anti-corruption and accountability institutions and district local governments.

### **Geographic Scope**

All geographies will be considered. USAID sees opportunities to focus on interested cities and municipalities for improving service delivery. The geographic areas will be confirmed as a result of the co-design process.

### **3. CONFLICT/VIOLENCE PREVENTION AND MITIGATION**

#### **Problem Statement**

Uganda's political and electoral processes have historically resulted in conflict and violence.

#### **Background**

Preventing and mitigating conflict and violence, and promoting social cohesion will require concerted and coordinated collaboration of a wide range of stakeholders. The involvement of religious, traditional/cultural, women and youth leaders who have the credibility and legitimacy to intervene in political and electoral conflicts at the local and national levels will be vital to success in this area, as will constructive engagement by and with key stakeholders, including security agencies. Given the role of the media (both traditional and new/social media) to shape public perception and potentially exacerbate tensions, its consideration is important.

#### **Theory of Change**

**IF** state and non-state actors engaged in the political sphere promote fairness and tolerance; and civil society is engaged in pre-electoral, electoral, and post-electoral activities that strengthen community resilience to political violence; and men, women, youth, media, cultural and faith-based institutions are supported to collaborate with relevant government agencies working on political processes and social cohesion,

**THEN** there will be a significant increase in social cohesion and subsequent reduction in violence before, during and after the 2026 elections.

#### **Purpose Statement**

USAID seeks to support relevant local, national and international actors to promote peaceful civic engagement and strengthen social cohesion before, during and after the 2026 general elections.

## **Geographic Scope**

While all geographies will be considered, those identified as at particular risk of heightened electoral and political conflict will be prioritized. The geographic areas will be confirmed as a result of the co-design process.

**[END OF SECTION H]**

**ATTACHMENT 1: CONCEPT PAPER TEMPLATE**

***\*NOTE: The first page is intended as a cover page and will not be included in the three page limit. Please be sure to respond to all 10 questions in the concept paper.***

---

**[ADD PROGRAM NAME]**

**Concept Paper**

**COVER PAGE:** (Does not count as part of the 3 page limit.)

NAME OF ENTITY:

ADDRESS:

PHONE:

POINT OF CONTACT NAME:

EMAIL:

SAM REGISTRATION NUMBER:

UNIQUE ENTITY IDENTIFICATION (UEI):

APS PROGRAM FUNDING AREA:

ESTIMATED AMOUNT OF THE ACTIVITY (in United States Dollars):

ESTIMATED DURATION OF THE ACTIVITY (Note that awards cannot exceed 60 months in duration):

**CONCEPT PAPER: (NO LONGER THAN 3 PAGES TOTAL)**

- 1) *What is the problem that your Entity is trying to directly address? (Please limit response to one sentence)*
- 2) *Please provide a brief description of why this problem continues to exist and what attempts at solving it have been made. (Please limit response to 2 paragraphs)*
- 3) *Who else is working to solve this problem? (Please limit response to two sentences)*
- 4) *How will your Entity solve this problem? (Please limit response to two paragraphs)*
- 5) *What new, innovative approaches would this concept bring to the table? (Please limit response to one paragraph)*
- 6) *What will you accomplish using the funding you are requesting? Provide concrete results you hope to achieve and what will happen if you solve the identified problem. (Please limit response to one paragraph)*
- 7) *List 5 ways that you will measure success.*
  - 1.
  - 2.
  - 3.
  - 4.
  - 5.
- 8) *How will gender be considered in your project? (Please limit response to one paragraph)*
- 9) *How might your project impact the environment (positive or negative)? (Please limit response to two sentences)*
- 10) *How might climate change impact your project? (Please limit response to two sentences)*

**ANNEX A**

**QUESTIONS AND ANSWERS**  
**Uganda Democracy, Human Rights and Accountability**  
**Annual Program Statement Number 72061723APS00001**

**Q.1. Do we need to include the question in the 3pg Concept Paper? For example, do we need to include the following before our response to question 1:**

- ***1) What is the problem that your Entity is trying to directly address? (Please limit response to one sentence)***

Yes.

**Q.2. What is the minimum size of the Calibri font for the concept note?**

There is no minimum size. However, applicants should be reasonable in their submission.

**Q.3. If we have space within the 3 pages for graphics, what is the minimum font size?**

There is no minimum size. However, applicants should be reasonable in their submission.

**Q.4. Are footnote citations allowed?**

Yes.

**Q.5. Will applicants be provided updated dates for when USAID expects to proceed forward for each addendum?**

No. USAID will notify applicants who have not yet been notified as soon as a final decision is made. Due to shifting schedules at the USAID/Uganda Mission, the anticipated dates have been removed from the APS with this Amendment 1.

**[END OF ANNEX A]**