REQUEST FOR APPLICATION (RFA)
B4R-SIF- RFA-2021-001

<table>
<thead>
<tr>
<th>Activity Title:</th>
<th>Uganda Biodiversity for Resilience (B4R)</th>
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<tbody>
<tr>
<td>Request for Application Number:</td>
<td>B4R-SIF-RFA-2021-001</td>
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<tr>
<td>Type of Subaward:</td>
<td>Grant from RTI International</td>
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<tr>
<td>This Grant supports:</td>
<td>The B4R Strategic Investment Fund (SIF)</td>
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<tr>
<td>Term of Grant:</td>
<td>36 Months</td>
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<tr>
<td>Award Range:</td>
<td>US$50,000 to US$150,000</td>
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<tr>
<td>Cost-Share Contribution</td>
<td>Match B4R funds 1:1</td>
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<tr>
<td>Submit Proposal to:</td>
<td><a href="mailto:SIF@ugandabiodiversity.rti.org">SIF@ugandabiodiversity.rti.org</a>.</td>
</tr>
<tr>
<td>Date of Issue of RFA:</td>
<td>February 18, 2021</td>
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<tr>
<td>Date Questions from Applicants Due:</td>
<td>March 3, 2021</td>
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<td>Date Responses are published:</td>
<td>March 8, 2021</td>
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<tr>
<td>Date Proposal Due:</td>
<td>March 12, 2021 6.00PM Uganda time</td>
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<td>Approximate award Date</td>
<td>April, 2021</td>
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1. Technical

Program Description, Strategic Investment Fund.
The USAID/Uganda Biodiversity for Resilience (B4R) Activity (June 2020-June 2025) is implemented by RTI International together with consortium members African Wildlife Foundation, (AWF), Conservation Through Public Health (CTPH), and Viamo. The main goal is to support communities, the Government of Uganda (GoU), and the private sector to conserve and manage biodiversity in target ecosystems for lasting environmental, economic sustainability, increased community, and household resilience.

The B4R Activity works collaboratively with key government agencies that include Uganda Wildlife Authority (UWA) and National Forest Authority (NFA) and other related ministries and departments, as well as district and local authorities in support of community wildlife ranches, collaborative forest management areas and protected area management while promoting market-based solutions to improve stewardship of the natural resources necessary to sustain Uganda’s economic development.
B4R provides direct financial support in the form of sub-awards from its Strategic Investment Fund (SIF) to private sector and other community-based enterprises. This support is tied to achieving the biodiversity conservation objectives in Kidepo Valley, Murchison Falls, Lake Mburo, and Budongo Forest landscapes.

**Target Landscapes:**

- **Kidepo Valley National Park (NP) area:** Karenga Community Wildlife Area (KCWA) and Central Forest Reserves (CFRs) of Timu, Morungole, Nyagea Napore, Lwala, and Rom. Districts: Karenga, Kaabong, Abim, Kotido, Kitgum and Agago
- **Murchison Falls NP area:** Murchison Community Conservancy (MCC) and Budongo CFR. Districts: Masindi, Buliisa, Nwoya, and Pakwach
- **Lake Mburo NP area:** Rurambira Conservancy. Districts: Isingiro, Kiruhura, and Mbarara and Rakai

These areas represent a major part of the Uganda’s highly biodiverse areas and USAID priority areas. The focus will be on districts around these protected areas. The precise determination of the communities involved in the B4R/SIF private sector activities will be determined by several factors:

a) **Community Relationship and Potential Threat to the Target Landscapes**

Communities and economic activities impact the B4R target landscapes in multiple ways. Some effects are more direct and others less direct, such as:

- Encroachment on the proposed conservancies or central forest reserves (CFRs)
- Poaching by the communities both in the vicinity and by migrants
- Charcoal making, sometimes involving both locals and outsiders.
- Distant communities relying on some natural resources in those landscapes.
- Migration to the neighboring areas with negative effects due to inability to access the proposed conservancy resources.
- Conversion of adjacent land to commercial agriculture, often with no buffer zones or corridors remaining.

The proposed business ventures will need to address these threats and include all relevant communities. This will ensure that the illegal activities will not simply shift to the neighboring areas creating negative “leakage”. Long-term landscape connectivity and management is critical.

b) **Existing Community Skills and Activities**

B4R activities may not always start from “ground zero” but rather build upon the existing economic activities in place and the community skills. For example, certain communities may already be involved in growing of desired crops or forestry enterprises. B4R/SIF private sector engagement should take advantage of these existing value chains as they can de-risk the project for scale up and allow for valuable transfer of skills. Involving such communities hence could be an important success factor.
c) Settlement Dispersion and Pattern

Lastly, community settlement follows certain patterns and trends. B4R/SIF needs to take these into consideration and analyze the interactions of various settlements on the landscapes. It is also important to anticipate future trends to guide the development of interventions.

Target Sectors:

- Climate-smart, Organic and/or Restorative Agriculture – across the entire value chain with focus on value-added crops.
- Eco-Tourism – nature-based tourism (both accommodation and activities).
- Forestry – sustainable indigenous tree planting, non-timber forest products (e.g. honey, shea nut), and sustainable timber harvesting.
- Wildlife-based Enterprises – game ranching and other ancillary products from wildlife (e.g. crafts).
- Renewable Energy – products/services both in biomass and solar sectors.
- Aquaculture – environmentally-compliant fish farming.

Other sectors could be eligible if they contribute to the B4R objectives.

Scope of Work and Objectives

Vision

Landscapes where wildlife populations, natural habitats, and empowered communities are resilient and prosperous.

B4R Goal

To assist communities, the GOU, and the private sector to conserve and manage biodiversity in target ecosystems for lasting environmental and economic sustainability and increased community and household resilience.

SIF Goals

- To create successful enterprises that support strong and resilient local economies.
- To ascribe value to biodiversity resources through sustainable use
- To focus on creating long-term positive impact on biodiversity
- To provide direct revenue for conservancy management

What are the key tenets and objectives for private sector engagement?

Conservation enterprise development supported by the B4R SIF will follow these tenants:

- **Diversification & Resiliency** – each landscape should aim to develop several enterprises in multiple target sectors, which would in turn make the local economies more vibrant and resilient to both economic and environmental risks.
• **Innovation** – applying best practices, developing new products/services, and using innovative partnerships.

• **Direct Linkage with Conservation Management** – the enterprise models should be closely linked with the conservation management of the target areas to address the threats around the buffer zones and other surrounding habitats (e.g. stop deforestation, reduce human wildlife conflict, land use planning guiding agricultural practices).

• **Equitable Benefit Sharing and Community Skills** – the businesses should include provisions to support improved community skills and benefit-sharing (e.g. local supply chains, investment in local skills and capacities).

**Biodiversity Impact Criteria**

The B4R/SIF aims to stimulate business investment into the “nature-based” economies in its target landscapes. The impact criteria follow several components. Eligible businesses must:

- Demonstrate a positive and measurable\(^1\) impact\(^2\) and contribute to biodiversity in the B4R target landscapes by following the impact methodology.
- Operate or plan to operate in or around one of the B4R target landscapes.
- Be compliant with the USAID Environmental Review process.

**Impact Methodology**

The business activities interface with society and environment in many ways. The three categories are introduced here as follows. Category 1 on Habitat Conservation will be the primary focus of the B4R impact:

1. **Habitat Conservation and Restoration**: Delivering improved management of critical biodiversity habitat: land or water.
2. **Inclusive & Equitable Business**: Creating more equitable and resilient business processes and systems.
3. **Green Business/Service**: Reducing environmental and carbon footprints in operations and supply chains.

In addition, all B4R supported projects will comply with:

1. Adherence to all relevant USAID and GOU legal and licensing requirements, including applicable environmental and social standards and regulations.
2. Adoption of the industry best practice and certifications (where applicable).

The following table also summarizes the high-level B4R/SIF criteria, which will be refined as these are currently under development.

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\(^1\) Measurable: it should be possible to measure the impact of the business on both conservation and social/economic improvement. For example: number of hectares of land/water set aside for conservation, number of conservation agreements with stakeholders.

\(^2\) Impact or contribution is action or activities in a target area which result directly in improving the state of biodiversity compared to before the action or activities.
Table 1. Summary of Biodiversity Impact Criteria

<table>
<thead>
<tr>
<th>Category</th>
<th>Specific Activities</th>
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<tbody>
<tr>
<td><strong>Conserving and Restoring</strong></td>
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<tr>
<td><strong>High-Biodiversity Habitat</strong></td>
<td>Integrate conservation planning into its business models to support landscape-level conservation goals</td>
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<tr>
<td><strong>Delivering improved management of critical</strong></td>
<td>Secure agreements with producers to set aside a portion of land for biodiversity conservation</td>
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<tr>
<td><strong>biodiversity habitats: land or water.</strong></td>
<td>Contribute to sustainable management and utilization of conservancies and/or ‘buffer’ and ‘corridor’ landscapes</td>
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<td><strong>Focus on Community Conservancies and selected forests in the same landscapes.</strong></td>
<td>Produce direct income for the management of a biodiversity area (such as a lease or fees)</td>
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<td></td>
<td>Value biodiversity by generating nature-based revenue flows to relevant stakeholders</td>
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<tr>
<td><strong>Creating Inclusive &amp; Equitable Business</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Creating more equitable and resilient business processes &amp; systems.</strong></td>
<td>Invest to improve the production capacity, skills, and know-how of rural producers</td>
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<td></td>
<td>Improve local supply chains to increase producer well-being (e.g. direct sourcing, provision of local goods and services locally, fair access to markets)</td>
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<td></td>
<td>Promote diversified alternative livelihoods for communities to replace activities that deplete natural resources</td>
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<td></td>
<td>Adopt responsible employment practices and promoting incentive schemes to relevant stakeholders</td>
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<td></td>
<td>Implement actions to support women and youth in business operations, employment, and/or ownership</td>
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<td></td>
<td>Promote nature-based values in product design and marketing to customers</td>
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<tr>
<td><strong>Greening production/services</strong></td>
<td></td>
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<tr>
<td><strong>Reducing environmental pollution and carbon footprints in operations and supply chains.</strong></td>
<td>Adopt sustainable practices for waste, energy, water, chemical and pollutants in production/operations</td>
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<tr>
<td></td>
<td>Transform damaging commercial activities towards alternatives that promote / support biodiversity</td>
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<tr>
<td></td>
<td>Offset negative environmental impacts through payment for ecosystem services (PES)</td>
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</tbody>
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**Revenue-sharing Impact of Conservation Enterprises**

1. **Direct Financial Support**
   - Some enterprises, especially within conservancies, generate revenues collected by the Conservancy Governance Bodies (e.g. ranching, sport hunting, tourism, some agriculture)
   - Revenues are then allocated for:
     - Conservancy Management
     - Landowner/Community Revenue Sharing
II. Additional Community Benefit Sharing

- Green economic development around the conservancies for additional community benefits and addressing HWC.
- Scale needed for conservation compliance.
- Benefits accrued by individual communities and enterprises.

2. Implementation Plan

A standard Implementation Plan should show how the anticipated results would be achieved. What activities, processes, or strategies are essential to achieve the results? Why will the planned work lead to the intended results? What is the anticipated timetable for the achievement of the results?

3. Monitoring and Evaluation Plan

A standard Monitoring and Evaluation Plan should contain a set of indicators that would permit continuous measurement of progress toward targeted results. For each result, what is the performance indicator? What is the baseline data? What is the performance target? What is the timeframe for achieving results? For each performance indicator, what is the definition and what is the unit of measurement? What are the plans for reporting and using the performance information?

The framework and scope for monitoring, evaluation and assessment of stated results should demonstrate how implementation of activities will contribute to: (i) Improving economic benefits of targeted communities in the landscape, and (ii) habitat conservation and restoration. Additionally, contribution to cross-cutting indicators will be crucial in ensuring that activity implementation equitably impacts and responds to the needs of women, men, and youth. The proposal should therefore demonstrate specific activities, outputs and indicators that showcase evidence for inclusion and targeting of women, men, and youths in project activities.

As such, USAID/Uganda Biodiversity for Resilience activity has identified four indicators at outcome level to measure success of private sector engagement in conservation as follows:

**Strategic Result (Outcome) 1**: Engage Private Sector. Using the SIF funds to support private sector engagement in conservation enterprises to improve economic benefits and livelihood of the targeted communities and to ensure communities realize incentives in conservation.

**Indicator 1.1**: Number of people with improved economic benefits derived from sustainable natural resource management and/or biodiversity conservation as a result of USG assistance (EG 10.2-3, Outcome)

**Indicator 1.2**: Percentage of participation in USG-assisted programs designed to increase access to productive economic resources who are youth (15-29) [YOUTH-3/FTF]

**Strategic Result (Outcome) 2**: Support conservancies to be operationally and financially sustainable. The applicant needs to demonstrate how its activities will strengthen wildlife and
habitat conservation in the target ecosystems and landscapes.

**Indicator 2.1:** Number of hectares of biologically significant areas under improved natural resource management as a result of USG assistance (EG 10.2-2, Outcome)

**Indicator 2.2** Number of community leaders and resource personnel promoting gender equity and women and youth empowerment within their spheres of influence due to USG assistance (Custom, Outcome)

Using an M&E plan and relevant theory of change, the applicant should indicate specific outputs and indicators that will contribute to the above strategic results (outcomes) identified by USAID/Uganda Biodiversity for Resilience. Ensure baseline, target and data collection methodology for each stated output is completed.

4.Financial
Each application must contain a detailed line-item budget accompanied by a budget narrative explaining all costs. An acceptable budget will have all costs broken out by unit costs and clearly show the number of units used for each line item. The narrative will describe how the grantee arrived at each unit cost and the number of units for each line item. See the grant application form (Attachment B) for instructions on submitting a detailed budget and narrative.

Cost share of 1:1 is required, the detailed cost share contributions should be inserted into the Budget and Budget Narrative. Cost share contributions shall be from Non-US federal funds.

**Cost-share guidelines**
- Are verifiable from the form the company’s financial records. Costs can be cash or In-kind or both.
- Are not included as contributions from other USG funding.
- Are necessary and reasonable for accomplishment of project or program objectives.
- Are allowable, reasonable, and allocable under USG cost principles.
- Are provided for in the approved budget.
- Cost-share must be incurred within the project time frame.

5.Past Performance
All applicants are subject to a past performance reference check. Therefore, they must provide the name, address, and other contact information of at least three (3) past performance references, as required by the grant application form.

6.Duns & Bradstreet Number (DUNS#)
Grantees that receive more than $25,000 from RTI are required to have a DUNS Number before receiving a grant award. See the Grant Application Form for instructions on requesting a Duns & Bradstreet Number.

7. Evaluation and Award Process:
RTI International will award grants to one or multiple responsible applicants whose proposals conform to the RFA and will be most advantageous to RTI International, price and other factors considered.

**Required Qualifications:**

The B4R SIF will target primarily private sector organizations, as well as eligible non-profit and community-based entities with business activities, which are owned and/or operated by individuals, entrepreneurs, or cooperatives, and are officially registered as private enterprises and legally allowed to conduct business in Uganda.

In addition, applicants must have:

- A functioning governance and management structure
- Physical presence in the target landscapes
- Other co-investment for the project (e.g. by owners, members, or others)
- A clear and compelling business/project and financing plan.
- Proven technical experience in implementing the proposed projects in the target sector and Landscape.

**Evaluation Criteria for the Proposals:**

a) Technical approach – 40 points
b) Organization’s capacity – 10 points
c) Implementation Plan – 20 points
d) Organization’s Experience (Past Performance) – 10 points
e) Monitoring and Evaluation Plan -10 Points
f) Cost efficiency – 10 points

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**Total Score – 100 points**

**Technical Approach (40 points)**

The technical approach will be evaluated on the overall merit and feasibility of the proposed approach and strategies to complete the scope of work. The technical response includes all key elements outlined in the proposal format section of the RFA. The applicant should not simply repeat what is described in the RFA but describe their specific technical approach in an organized, efficient, ethical, and timely manner. The technical proposal will be scored on being well organized, coherent, comprehensive, and complete and should include all activities in the scope of work.

**Organizational Capacity (10 points)**

The company provides a description of their profile that reflects the organization's capacity to manage (technically, administratively, and financially) this activity, and to deliver results within the specified time. The applicant describes how they will ensure the availability and
stability of key technical staff assigned to the project including other technical experts for the duration of the performance period of the agreement. The Applicant includes information about structural, administrative, and technical resources within the organization that they will leverage to support the proposed work (e.g. core staff, software, computers, office space, technical skills, etc.)

**Implementation Plan (20 points)**

For each proposed activity, the applicant describes the associated tasks and methods to accomplish the task, team member(s) responsible, length of time to accomplish, and expected outputs or products. The Applicant includes a timeline with major activities and deliverables in form of a Gantt chart (Implementation Plan).

The applicant submits a description of how the anticipated results would be achieved. What activities, processes, or strategies are essential to achieve the results? Why will the planned work lead to the intended results? What is the anticipated timetable for the achievement of the results?

**Organizational Experience (Past Performance) (10 points)**

Applicant provides evidence of recent experiences in provision of the proposed activities. All applicants are subject to a past performance reference check. Therefore, they must provide the name, address, and other contact information of at least three (3) past performance references, as required by the grant application form.

**Monitoring and Evaluation Plan (10 Points)**

A standard Monitoring and Evaluation Plan should contain a set of indicators that would permit continuous measurement of progress toward targeted results. For each result, what is the performance indicator? What is the baseline data? What is the performance target? What is the timetable for achieving results? For each performance indicator, what is the definition and what is the unit of measurement? What are the plans for reporting and using the performance information?

**Cost efficiency (10 points)**

The degree to which budgeting is clear and reasonable and reflects the best use of applicants and grant resources while also demonstrating a clear commitment of investment by the applicant. The applicant shall submit a detailed budget that includes line items that are consistent with the technical approach and requirements described in the proposal (budget format is provided in Attachment B). The budget will detail line items, number of units, per unit costs, and total costs in the local currency Uganda Shillings. The budget shall include budget narrative notes to justify each budget line item. Proposed budget will be assessed for reasonability of its elements and total cost required to complete the SOW.
Profit is not allowed under the United States Agency for International Development (USAID) assistance awards and subawards.

**Site-Visits**
Please note that RTI/B4R will conduct site visits to verify the information provided, as part of the evaluation process.

All applicants are required to carefully review each attachment and follow any instructions that may be relevant to this grant announcement.

**Attachments to the RFA:**
1) Attachment A: Grant Application Form
2) Attachment B: Budget and Budget Notes
3) Attachment C: Organizational Control Environment Questionnaire
4) Attachment D: Certifications, Assurances and Other Statements
5) Attachment E: Environmental Review Form

To request fillable forms send an email to SIF@ugandabiodiversity.rti.org.

**8. Submission Instructions to Applicants:**

Respond via e-mail to SIF@ugandabiodiversity.rti.org, with a proposal of how your organization will implement the activity. Submit the following documents in the application package.

1. Completed and signed Grants Application Form in PDF format (Attachment A) to this RFA
2. A copy of the completed Grants Application above in MS word format.
3. Budget and Budget notes (Attachment B to the RFA) in the excel format.
4. Signed Certifications and assurances, See Attachment D.
5. A copy of the current firm / company registration certificate
7. Company Profiles with CV’s of staff to complete the assignment.
9. Contacts of former clients to be contacted for recommendations.
10. Financial Status of the Firm (i.e., last audited reports (2 years) or bank statement for 6 months)

Note that successful applicant (s) will be required to complete and sign the Organizational Control Environment Questionnaire (Attachment C) and Environmental Review Form (ERF) Attachment E after notification from RTI international of having been selected in the competition and before the grant may be issued to the organization.