

Funding Window:
**Increasing milk production and
productivity of smallholder dairy farmers
in South Western Uganda, Central Uganda
and Rwenzori Region**

Guidelines for Applicants

Reference: VCD/Dairy/2021/01

Application Procedure: Open Call

Deadline for submission of proposals: 17th September 2021



SUMMARY OF THE APPLICATION PROCESS

<ul style="list-style-type: none"> All information and the application forms, templates and guidelines are available on-line <p>All applications will have to be submitted through the aBi GMS URL web link https://www.mandemobile.com/abi/applicant/opportunitypublic/opportunitypublic/public_view/dmn159KtV8jpBbNFRJTH8Y-PnsxAYzTy_FRAEFAvhus</p> <ul style="list-style-type: none"> Hard copies and softcopies delivered at the aBi office or by email will not be considered. After a successful submission the applicant will receive an email with a confirmation. Only eligible organisations with eligible activities will be considered Only submissions received before the deadline will be considered
<p>Eligibility criteria for applicant organisation</p> <ul style="list-style-type: none"> An Intermediary Organisation (Either for Profit or not-for-profit) or consulting firm with focus on strengthening for-profit agribusiness service provision in Dairy sector At least 7 years' experience in agribusiness development capacity building in Uganda Successful execution of at least two national or international donor-funded or own-funded programmes in Uganda in the last 5 years, with annual budgets of over USh2.5 Bn. Experience in the dairy sector in South West, Central or Rwenzori Regions of Uganda preferably with presence of field offices in the region of interest is added advantage Willingness to contribute at least 33% of the Total Project Budget in cash. Willing to get compensated based on performance on agreed Key Performance Indicators Reputable organisation with no previous record of funds mismanagement Fully tax and NSSF compliant
<p>Eligible activities for this project</p> <ul style="list-style-type: none"> Identify and build business and technical capacity of commercial service providers for water installations, feeding, veterinary services, breeding, tools and other inputs for commercial dairy farms in South Western, Central and Rwenzori Regions in Uganda Build the technical and business capacity of medium sized semi-extensive dairy farms (8-20 cows) to increase milk yields to 15 litres/day/cow and double overall profitability Link dairy service providers to dairy farms to deliver appropriate services on the demand basis Link Service Providers and dairy farms to Financial Institutions to develop financial products and services to develop the dairy sector Strengthen dairy farmer organisations to develop functional structures for procurement of services and marketing of products
<ul style="list-style-type: none"> Maximum cost of project: USh 3.6 billion Maximum contribution by aBi: a maximum of 67% of the total eligible project costs (USh2.45bn per project) Maximum contribution of 35% of the total eligible project costs for administration and operations
<p>Submit Full Proposal with the following documents:</p>

- Articles of Association and Incorporation
- Directors/ Board Decision to engage application process
- Power of Attorney
- Approved audit reports of the last 3 years

Provisional Timetable

Activity	Date and Time
Launch of the Call	26 August 2021
Information meeting	31 August 2021 2:00pm-4:00pm via Zoom
Deadline for requesting any clarifications from aBi	Not later than 10 days before the deadline
Last date on which clarifications are issued by the Contracting Authority	
Deadline for submission of full proposals	
Appraisal full proposals	
Information about outcome of full proposal appraisals	
Due diligence visit	
Notification of negotiations and/or award	
Project intended start date	
Project Implementation Period	3 years from date of award
Closure Period	

Ethics clause

Any attempt by an applicant to obtain confidential information, enter into unlawful agreements with or influence aBi staff during the process of examining, clarifying, appraising and comparing applications will lead to the immediate elimination of the application.

For any complaints on fraudulent practices by aBi staff, call the aBi toll-free number 0800 203 026 or send an email to: hotline@abi.co.ug.

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1 Title of the Call for Proposals (CfP)

Increasing milk production and productivity of smallholder dairy farmers in South Western Uganda, Central Uganda and Rwenzori Region

2 Background to the CfP

Since 2013, aBi has been implementing a dairy value chain development project in South Western Uganda with the major objective of enabling dairy farmers in the region to improve their access to markets and their negotiating power. To this end, dairy farmers were supported with milk collection, testing, storage and transportation hardware. This has contributed to an increase in the volume of milk passing through the cold chain and in the gate price offered to the farmers through improved negotiating power. However, utilisation of the installed capacity of the hardware has largely remained below capacity because of the low and fluctuating milk production in the peak and lean seasons. Processors cannot raise enough milk for their plants to operate at full capacity, with utilisation dropping to as low as 40% of the installed capacity.

2.1 Purpose of these Guidelines

These guidelines set out the rules for the submission and the selection process of applications to be financed under this Funding Window. Successful applicants will sign a Funding Agreement and will implement an agreed project in accordance with the aBi Funding Guidelines and the Guidelines for aBi Implementing Partners. Please consult these documents from the following site: <https://www.abi.co.ug>.

2.2 Background to this Call for Proposals

The Agricultural Business Initiative (aBi) is a social enterprise that channels development cooperation funding to agribusinesses and agricultural service providers in Uganda with the aim of building a strong and competitive agriculture sector. aBi consists of two companies, aBi Development Ltd (formerly the aBi Trust) and aBi Finance Ltd.

Under the Value Chain Development programme, aBi Development provides matching grants to Agribusinesses, Intermediary (not-for-profit) Organisations, Farmer Organisations, and Value Chain Platforms to build technical, business and infrastructural capacity, and strengthen market linkages, in support of markets and agribusiness development.

aBi has been active in the dairy sector since 2012, especially in building a milk cooling infrastructure in South Western Uganda and strengthening milk cooperatives and processors. As a result of these and interventions by other players, the dairy value chain is growing rapidly, especially in South West and Central Uganda. The medium-term growth prospects for the dairy sector are positive. The current growth is spurred by rising consumption domestically, but more importantly by Uganda's penetration of international markets. In the last few years dairy product exports have more than doubled annually, and are expected to reach US\$200million in the next three to five years¹.

Currently, the growth of the formal market is not matched by increasing milk production. The prevailing extensive production systems in the target regions limit the milk production per

¹ Dairy Sector Takes Off in Western Uganda; and agricultural success story; The Independent – 27 July -02 August, 2018.

cow to around 6 litres per day, and can go as low as 2-3 litres per day in the dry season. In 2017, aBi commissioned a study to inform the development of a dairy strategy. The study established that limiting factors for increasing milk production, and therefore the development of the sector, are weak farm management, water and fodder shortage during the dry season, cattle breeds and animal health. Other factors, such as cold chain infrastructure, a modern milk payment system, and institutional development, especially of milk cooperatives, were also flagged.

In terms of increasing milk production, the broad strategic direction for aBi is to promote private service provision in terms of breeding, water and fodder provision, animal healthcare and other inputs to commercialising medium sized (8-20 cows) dairy farmers. This call for proposals seeks submissions of intermediary organisations or consulting firms that can stimulate a private sector led demand and supply system for such services in the three operational areas mentioned above i.e. South West², Central³ and Rwenzori⁴ Regions of Uganda.

Successful applicants are expected to identify and build the business and technical capacity of Service Providers in the areas mentioned above and link them to commercialising dairy farmers. The dairy farmers in the programme will receive support in the technical and business assessment and planning of their farms; they have identified the need for such services, and have the business plan, some financial resources and the acumen to make the necessary investments. In order to develop the market, the programme will match the investments with a, diminishing, grant contribution to be administered by the Implementing Partner (IP). In addition, the IP is expected to develop alternative financing mechanisms and products for the dairy sector with Financial Institutions.

The total amount available for this Funding Window is US\$9.8bn, which is expected to result in four projects and funding agreements. The successful IPs will sign a funding agreement with aBi in which aBi will pay for the operational and administrative cost of the IPs to a maximum of 35% of the total project costs. The IP is expected to contribute or leverage a minimum of 33% of the total project costs from other sources.

3 Projects, objectives and activities

3.1 Project

Successful applicants will sign a project funding agreement with aBi Development, which consists of a contract, a detailed description of the objectives, activities and outputs of the project, a detailed budget according to standard budget format, and a series of key-performance indicators that measure the success of the project.

² Districts of Kiruhura, Kazo, Ibanda, Sheema, Kabwohe, Ntungamo, Mbarara, Lyantonde, Bushenyi, Isingiro, Mitooma, Rubirizi

³ Districts of Bukomasimbi, Butambala, Kalungu, Kayunga, Kampala, Kiboga, Kyankwanzi, Luwero, Lwengo, Masaka, Mityana, Mpigi, Mukono, Nakaseke, Nakasongola, Rakai, Sembabule, Wakiso, Kyotera

⁴ Districts of Kasese, Kabarole, Kamwenge, Kibaale, Kyegegwa, Kyenjojo, Ntoroko, Bundibugyo

Funding agreements are awarded on a competitive basis. The best eligible proposals, in terms of relevance, quality and value for money will be awarded a funding agreement until the total available funding from aBi for this Funding Window runs out.

Any successful partner can only sign one funding agreement under this Funding Window.

3.2 Objectives and Theory of Change

This Funding Window is informed by the aBi Business Plan 2019-2023. Therefore, the **global objective** of this call for proposals is the outcome objective of aBi:

Improved profitability, income and employment of Ugandan farmers and agribusinesses

In particular this Call for Proposals responds to all three Result Areas of the aBi Business Plan, which are the **specific objectives** of this Call for Proposals:

Result 1:	Smallholder farmers' sustainable production, productivity and market integration increased
Output 1.1	Beneficiary smallholder dairy farmers adopt and apply appropriate technologies that increase production, productivity and produce quality as per market requirements
Output 1.2	Beneficiary smallholder dairy farmers establish, maintain and expand functional and profitable market linkages
Output 1.3	Beneficiary smallholder dairy farmer' improve production planning, financial planning and farm management
Result 2:	Beneficiary agribusinesses overall business performance and sustainability improved
Output 2.1	Service providers to dairy farmers apply professional and socially responsible business planning and management
Output 2.2	Service providers develop functional and mutually beneficial linkages with dairy farmers
Output 2.3	Service providers improve their operational capacity and infrastructure to deliver services to dairy farmers
Result 3:	Smallholder farmers and agribusiness access to serviceable financial services increased
Output 3.1	FIs appetite to lend to the dairy sector increased

Applicants are expected to justify how their interventions contribute to all these objectives and how these contributions are being measured.

The underlying Theory of Change for this programme is shown in **Annex B: Results Chain for the 2019 - 2022 Dairy Funding Window**.

This Funding Window seeks to increase productivity per cow from the current 6 – 8 litres per day to 12- 15 litres per day through feeding and watering, pest and disease control, primarily through access to private sector service providers and through better business planning and

management by dairy smallholders. The Funding Window targets to benefit a minimum of 7,200 farmers in the 3 regions. Breed improvement may be considered once farmers have reached a management level, whereby the limiting factor for further yields increases is caused by genetic limitations. This Funding Window is expected to generate at least 3,500 FTE jobs.

3.3 Outputs and activities

In their proposals the applicants will translate the objectives framework in an activity list with KPIs for each of the outputs, as per the structure provided below and in the application form.

Broad activities per output		KPIs
Output 1.1	Beneficiary smallholder dairy farmers adopt and apply appropriate technologies that increase production, productivity and produce quality as per market requirements	
	<ul style="list-style-type: none"> • Activities • 	•
Output 1.2	Beneficiary smallholder dairy farmers establish, maintain and expand functional and profitable market linkages	
	<ul style="list-style-type: none"> • Activities • 	•
Output 1.3	Beneficiary smallholder dairy farmers improve production planning, financial planning and farm management	
	<ul style="list-style-type: none"> • Activities • 	•
Output 2.1	Service providers to dairy farmers apply professional and socially responsible business planning and management	
	<ul style="list-style-type: none"> • Activities • 	•
Output 2.2	Service providers develop functional and mutually beneficial linkages with dairy farmers	
	<ul style="list-style-type: none"> • Activities • 	•
Output 2.3	Service providers improve their operational capacity and infrastructure to deliver services to dairy farmers	
	<ul style="list-style-type: none"> • Activities • 	•
Output 3.1	FIs appetite to lend to the dairy sector increased	
	<ul style="list-style-type: none"> • Activities • 	•

3.4 Eligibility criteria

There are three sets of eligibility criteria, relating to:

- (1) the applicant
- (2) the activities

(3) the costs

3.4.1 Eligible applicants by which an application can be made

The Implementing Partner (IP) should have a proven track record, with a clear business development model, in strengthening dairy cooperatives and developing sustainable market linkages with private service providers in the dairy sector in Uganda. The IP should have the capacity to leverage aBi resources for wider impact and as well as be able to accommodate a payment based on results/outcomes arrangement. In summary the eligibility criteria will include the following:

- An Intermediary Organisation (Either for Profit or not-for-profit) or consulting firm with focus on strengthening agribusiness service provision in Dairy sector
- At least 7 years' experience in agribusiness development capacity building in Uganda
- Successful execution of at least two national or international donor-funded or own-funded programmes in Uganda in the last 5 years, with annual budgets of over US\$2.5 Bn
- Experience in the dairy sector in South West, Central or Rwenzori Regions of Uganda preferably with presence of field offices in the region of interest.
- Intermediary organisation should be able to contribute at least 33% of the Project Budget in cash.
- Agreeable to compensation based on performance
- Reputable organisation with no previous record of funds mismanagement
- Fully tax and NSSF compliant

3.4.2 Eligible activities for which an application may be made

A funding agreement contains a set of objectives and activities. These must fulfil the following criteria:

- Fall in the categories of objectives and outputs listed in paragraph 3.2 and 3.3;
- Must take place in and solely benefit the rural communities in several of the districts listed in Annex A;
- Must be possible to complete within 36 months;

3.4.3 Eligibility of costs

The following expenses are eligible under a funding agreement with aBi:

- Costs incurred for activities listed in the budget of the Funding Agreement
- Costs incurred within the implementation period of the Funding Agreement;
- Costs that are fully accounted for according to the rules and procedures of the Funding Agreement, the aBi Funding Manual and the Implementation Guidelines for Implementing Partners.

Eligible costs refer to *all* costs of the project, including those funded by the Implementing Partner and by aBi.

The following costs are not eligible:

- Debts and debt service charges (interest);
- Provisions for losses or potential future liabilities;
- Currency exchange losses;

3.5 Minimum and maximum cost of the project and aBi contribution

The overall indicative amount made available by aBi under this Funding Window is US\$9.8 bn for an estimated four partners.

aBi's maximum contribution to a partner's project budget is 67% of the eligible project costs up to a maximum of US\$2.45 billion per project.

Cost Item	Maximum amount	Minimum amount	Remarks
Indicative total project costs	US\$3.6bn	US\$3.0bn	A higher project cost is permitted, but this will not increase the aBi contribution beyond US\$ 2.45 billion The difference between the total cost of the intervention and the amount requested from aBi must be financed from other (own) sources.
Total maximum aBi contribution to the eligible project cost	US\$2.45billion		
Maximum % aBi contribution to eligible project costs	67%		This % will be applied to calculate the total contribution of aBi at the end of the intervention. An applicant can propose a lower aBi contribution than 67%
Maximum % administrative and operational cost	35% of total project costs		
Maximum amount of in-kind contribution by the organisation	0.00		No in-kind contributions are allowed

Rules for this Call for Proposals

3.6 How to apply

3.6.1 General instructions

This is a two-stage application process, which requires the submission of concept and a fully described and costed application. To apply, an applicant needs to register in the aBi Grants Management System (GMS) at

https://www.mandemobile.com/abi/applicant/opportunitypublic/opportunitypublic/public_view/dmn159KtV8jpBbNFRJTH8Y-PnsxAYzTy_FRAEFavhus

The entire process from registration to submission of the application documents is completed online.

The application must be submitted in English.

3.6.2 Purpose and process

This application takes place on an open competitive basis. Out of the applications received four are expected to be selected for this Funding Window, whereby the successful partners must fulfil the eligibility requirements as listed above. In addition, the implementation strategy, budget and accompanying documents of the winning applicants must clearly show the relevance of the project in relation to the objectives of the Funding Window, a detailed activity plan and timeline, its value for money and the capacity of the applicant to execute the project.

Within the two-stage process, three evaluation points are foreseen:

- Concept evaluation
- The evaluation of the application form
- The Due Diligence analysis

The highest scoring four applicants who pass all three processes will be awarded matching grants until the total aBi contribution available for the Funding Window, US\$9.8bn, is depleted.

3.6.3 Where and how to send a Concept Note and Full Proposal

The Concept Note and Full Proposal applications will be done on-line as follows:

Go to the aBi GMS URL web link:

https://www.mandemobile.com/abi/applicant/opportunitypublic/opportunitypublic/public_view/dmn159KtV8jpBbNFRJTH8Y-PnsxAYzTy_FRAEFavhus

- Open an aBi on-line project account; set and remember your username and password for the project account;
- Open the Portal for this Call: Funding Window VCD-Dairy/2019/01, and enter the username and password for your aBi account;
- Submit a concept note
- After the Concept Note is submitted, the user will receive an invite via their email to submit a full application. After which the user can access the GMS, click on the

“Application Section” in the menu, and follow the instructions to make a full application.

- Fill in the Full Proposal application template and submit;
- Upload the required documents;
- Once the submission is complete, you will receive a confirmation email.

Applications sent by any other means (e.g. by e-mail) or delivered to other addresses will be rejected.

3.6.4 Further information about the full proposal

An information session on this call for proposals will be held on **31st August 2021 from 2:00 pm to 4:00 pm via zoom**

- E-mail address: <Ronald.Wabwire@abi.co.ug>

No individual replies will be given to questions. Answers to the questions will be posted online at the Call Portal, not later than 5 days before closure of the Call.

aBi has no obligation to provide clarifications to questions received after this date.

3.7 Appraisal and selection of applications

Applications will be examined and evaluated by aBi with the possible assistance of external assessors. All applications will be assessed according to the following steps and criteria.

3.7.1 Full proposal appraisal

The full proposals will be appraised within 4 weeks after the closure of the submission period.

3.7.1.1 Administrative check

During the administrative check the assessors will establish the following:

- If the submission deadline has been met;
- If all the required forms and documentation, as indicated in the checklist have been submitted.

If any of the two criteria are not met, the assessors may reject the submission on this basis.

3.7.1.2 Technical appraisal

The full proposals that pass the administrative check will be evaluated using the evaluation criteria as indicated in the table below. Scoring will be done by three independent assessors, whose scores will be averaged.

Evaluation criteria (minimum score)	Maximum score
Program Description (minimum 60)	100
Clarity and logic of the objectives framework (how likely are the activities leading to results, outcomes and goals?)	15
The activities are relevant for this Funding Window	10

The activities are clearly described in terms of quantities, qualities and time	10	aBi
The activities substantially increase <ul style="list-style-type: none"> • Turnover • Income • Profit • Full Time Labour Equivalent 	5 5 5 5	
The activities are relevant for women, and are likely to enhance their income or position; the proposal includes a gender analysis, or creates special opportunities for women's empowerment, employment, rights and incomes	10	
The activities are relevant for youth, and are likely to enhance their chances to learn a trade, or earn an income	10	
The activities have no major adverse impacts on the environment, have built in mitigating measures to reduce negative environmental impacts, or have positive environmental impacts	10	
The activities do no harm to others, or improve labour conditions and workers welfare, or create opportunities for disadvantaged groups	5	
The benefit streams of the project are likely to continue beyond the duration of the project (sustainability)	10	
Methodology (Minimum 20)	30	
All the activities are necessary to achieve the objectives	10	
All the activities together are sufficient to achieve the objectives	10	
The activities are logically scheduled to achieve the outputs and can be executed in the planned period	10	
Research and Participation (minimum 10)	20	
The project design is based on reliable information and/or research	10	
The intended beneficiaries were consulted, and had an input in the design of the project	10	
Implementation capacity (minimum 30)	50	
The applicant has experience in implementing similar activities at a similar scale (Show evidence that they achieved similar or higher performance on key indicators e.g. milk yield)	5	
The applicant has sufficient technical HR capacity to implement and report on the planned activities	5	
The applicant has sufficient administrative and financial HR capacity to implement and report on the planned activities	5	

The applicant has the required equipment to implement the planned activities	5	aBi
The applicant has the required governance and management structures to oversee and execute the activities	5	
The applicant has sufficient financial resources to make their own contribution as and when required	10	
The applicant has sufficient financial resources to pre-finance at least 20% of the aBi contribution to the project	10	
The applicant has the capacity to measure results and outcomes systematically	5	
Budget (minimum 30)	50	
The budget is clearly linked to planned activities	20	
The budget items are realistically costed (price levels conform to benchmarks and reference markets)	10	
The overall costs of the project are reasonable in relation to the overall outputs (VfM)	10	
The overhead costs are reasonable in relation to the programmatic costs (Overhead ratio not more than 15%)	10	
Total (minimum 150)	250	

* scored by ranking from best to worst performer of all eligible applicants

For each of the categories, the applicant must score the minimum as indicated in the header. In addition, the total sum of all scores must be at least 150 points. In case individual scores or the total score does not reach the minimum requirement, the proposal is rejected.

3.7.1.3 Provisional selection

After the appraisal, the appraisal team will rank the proposals from the highest to the lowest score, whereby the highest scoring applications will be provisionally selected until the available budget for Funding Window is spent.

The remaining proposals that meet the selection criteria will be put on a reserve list. This list will be used if more funds become available during the validity period of the reserve list, and kept open until all selected projects have passed the due diligence test. If any of the provisionally selected proposals fails the due diligence test, the next highest scoring eligible project will be added. Alternatively, the Board of Directors of aBi may decide to increase the funding for the Funding Window to accommodate all or part of the projects on the reserve list.

After the appraisal of the full proposal, aBi will inform all applicants if their proposal was accepted, put on the reserve list or rejected. For those applications that were accepted, the applicant will receive a notification for a Due Diligence visit. The applicants whose applications were rejected, will be informed about the outcome of the administrative check and technical appraisal including the scoring on each of the criteria. The applications that are put on the reserve list will be informed about their scoring and place on the reserve list, and the date on which they may expect a final communication about the status of the application.



3.7.1.4 Due Diligence visit

The applicants on the provisional project list will be further assessed during a due diligence visit in which the following aspects will be checked and confirmed:

1. That the information provided in the application forms and other submitted documents is correct;
2. The business case, the market and the client base of the organisation;
3. The technical and financial capacity of the organisation;
4. The administrative and financial internal control systems;
5. The implementation capacity of the organisation: technical skills, monitoring and reporting skills.

Based on the findings in each of the assessment areas, the due diligence team will assess the implementation risks and will recommend, conditionally recommend or reject the applicant for funding. The recommendation or conditional recommendation may include proposals for additional capacity building before and/or during project implementation. A conditional recommendation may also include specific actions that the applicant has to take within a defined period before funding can be awarded.

The applicant will be informed in writing within 1 month after the due diligence visit about the outcome of the appraisal process. The letter may include issues to be negotiated as part of the award of a contract.

3.7.1.5 Negotiations

The appraisal may give rise to specific issues that need to be clarified or negotiated before a contract shall be signed. The negotiation issues will be included in the provisional award letter, with further instructions on how and when they should be addressed.

3.7.1.6 Contract award

If the negotiations are successful, the applicant will be sent a contract offer letter, with a summary proposal and budget attached. The applicant will return the signed offer letter within one week, after which he will be invited to sign the contract.

3.8 Conditions for contract implementation

By submitting a full proposal, the applicant agrees, if awarded a contract, to the contractual conditions and all its annexes.



4 LIST OF annexes

Annex A: Regions of Focus

REGION	DISTRICTS
South West Uganda	Kiruhura, Kazo, Ibanda, Sheema, Kabwohe, Ntungamo, Mbarara, Lyantonde, Bushenyi, Isingiro, Mitooma, Rubirizi
Central Uganda	Bukomasimbi, Butambala, Kalungu, Kayunga, Kampala, Kiboga, Kyankwanzi, Luwero, Lwengo, Masaka, Mityana, Mpigi, Mukono, Nakaseke, Nakasongola, Rakai, Sembabule, Wakiso, Kyotera
Rwenzori Region	Kasese, Kabarole, Kamwenge, Kibaale, Kyegegwa, Kyenjojo, Ntoroko, Bundibugyo

ANNEX B: RESULTS CHAIN FOR THE 2019 – 2022 DAIRY FUNDING WINDOW



