



## Call For Proposals

Employment creation and income enhancement in the Cocoa value chain for the youth and women in the Rwenzori and Albertine regions.

UGA21003-10094

Information session – proposal stage

5<sup>th</sup> September 2024

Belgian development agency

[enabel.be](https://enabel.be)



# Presentation outline

1. Introduction & objectives
2. Concept Note selection process summary
3. General CN (stage 1) feedback
4. Proposal template
  - a) Annex A; part B, proposal
  - b) M&E logical framework, Indicators
  - c) Discussion on budgeting (Budget template)
5. Next steps



## 2. Objective of the proposal orientation meeting

- Share common missing or wrong elements in the Concept Notes in the previous stage (General feedback)
- Refresher on the process and tools for full proposal development; templates, procedures, and timelines relevant for phase 2.
- Respond to any questions and concerns regarding the CfP.



## 2. Objectives of the call

Guidelines, annexes, clarifications (Q&A) and all other communication:

<https://www.enabel.be/grants/>

**Call reference number: UGA21003-10094**

**Call Title: Employment creation and income enhancement in the Cocoa value chain for the youth and women in the Rwenzori and Albertine regions**



# Theory of Change

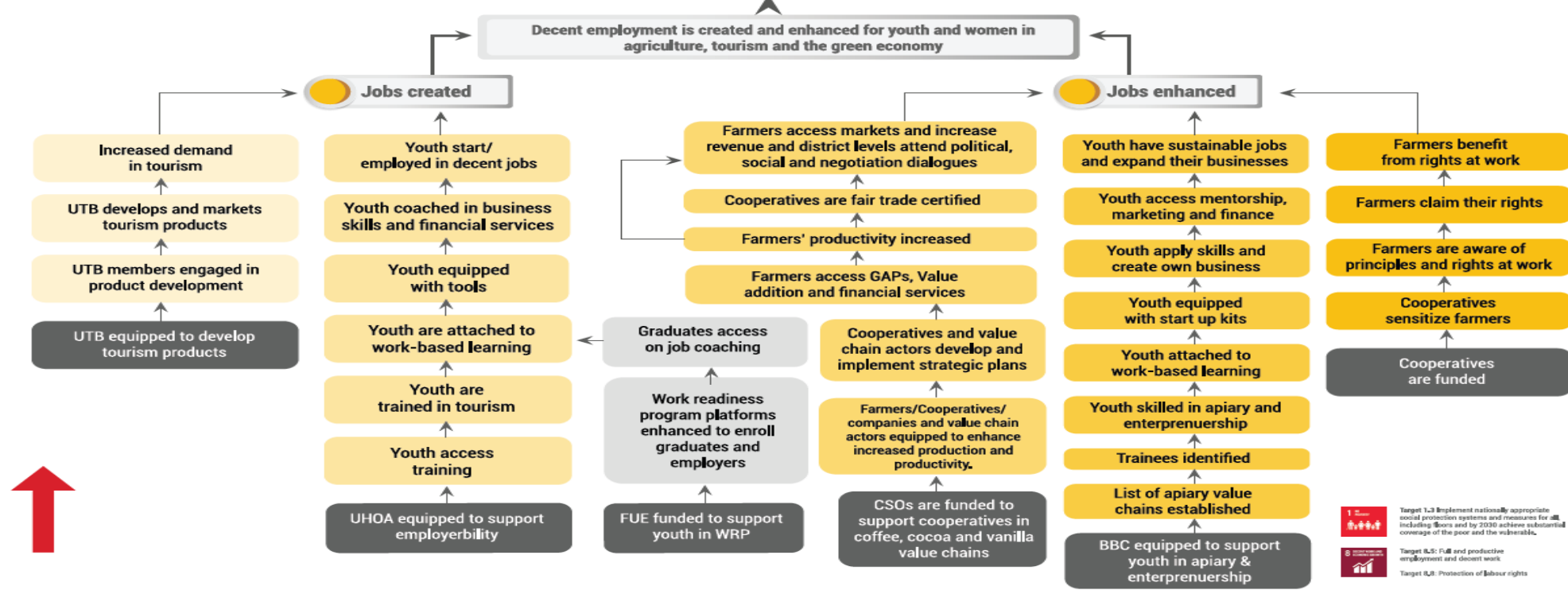


## THEORY OF CHANGE FOR THEMATIC PORTFOLIO DECENT WORK AND SOCIAL PROTECTION - UGANDA

Sustainable improvement of the living conditions and resilience of the most vulnerable populations in the Great Lakes region by investing in social protection systems and decent work, as well as contributing to the promotion of their sustainable and inclusive socioeconomic development.



Women and young people of working age in the Great Lakes region have an increased opportunity to engage in decent work, are better protected by labour rights and benefit from social protection and more inclusive social dialogue





## 2. Call Objectives

### General objective (Impact)

To sustainably improve the living conditions of the most vulnerable populations in the Rwenzori and Albertine region by investing in social protection systems and decent work to promote sustainable, inclusive, and social development.

### Specific objective (Outcome)

1,500 jobs in the Cocoa value chain created or enhanced (through increased income) for youth and women (min. 40% youth and min. 70% women) in the Albertine and Rwenzori regions.



## Expected Results (Outputs)

- Vulnerable Women (min 70%) and youth (min 40%) are trained in green skills and Entrepreneurship business models in the Cocoa value chain,
- Vulnerable Women and youth are identified and trained in the best Cocoa agronomic practices,
- Vulnerable Women (min 70%) and youth (min 40%) are linked to valuable addition internships, and mentoring on financing schemes,
- Women and youth are sensitized on the standards and rights at work.
- Women and youth are supported to access the market
- Full implementation of a comprehensive business coaching plan and employment support services for trained vulnerable women and youth within the Cocoa value chain.



# Definition of funding Lots

- **Lot 1; Quick-Win models for job creation in the Cocoa value chain implemented;**

350 jobs created or enhanced through developing, strengthening, or rolling out tailored quick-win business models to address challenges and/or seize opportunities within the Cocoa value chain in the Albertine/Rwenzori regions.

Quick-win business models in this call refer to innovative and efficient strategies designed to rapidly address specific challenges or capitalize on immediate opportunities within a Cocoa value chain. These models will aim to deliver prompt solutions that enhance productivity, increase incomes, and create employment opportunities across various stages of Cocoa production.

- **Lot 2: Holistic Cocoa value chain development.**

1,150 jobs created or enhanced through a holistic value chain development for the Cocoa sub-sectors in the Albertine/Rwenzori regions.





## Guiding principles; Job creation

- The jobs to be established by the applicants will be assessed using the following criteria:
- Minimum of 3 consecutive months with stable income. Stable income will be defined at a level of a minimum net income of UGX 214,000 per month as provided by the wage indicator foundation.
- **Types of Jobs:** Applicants can prioritize certain types of jobs that offer stable incomes, opportunities for skill development, and career advancement prospects. This might include direct employment opportunities for a minimum of 3 months such as farm labourers, processing plant workers, and sales and marketing staff, as well as indirect employment generated through supporting industries or services in the Cocoa value chains.



# Guiding principles; Job creation

- **Distribution of Jobs:** For lot 2, applicants should specify how the new jobs should be distributed across different segments of the value chains. For instance, there could be targets for the number of jobs created at each production stage, from farming to processing to marketing to ensure a balanced development of the entire value chain

<https://wageindicator.org/salary/minimum-wage/uganda>



## Guiding principles; Income enhancement

- **Increasing average income levels:** Applicants can establish models for increasing the average income levels of beneficiaries engaged in the Cocoa value chains. This could involve raising the average income per worker or household income levels over the duration of the project and beyond.
- **Percentage increase in incomes:**

The intervention aims to enhance the incomes of targeted beneficiaries by at least 20% of monthly income. The income increase should raise the income of the targeted beneficiary to at least UGX 214,000 net and above.



## Guiding principles, Quality

- To enhance the quality of jobs created/enhanced for the target beneficiaries. Proposed activities need to ensure quality assurance and adherence to decent work principles for the created/ enhanced jobs.
- To enhance the incomes and employment opportunities of target beneficiaries, the Call intends to support Cocoa value chain activities that adhere to quality standards and optimize their relevance.
- The Call therefore supports initiatives that incorporate a meaningful Work-Based Learning (WBL) experience, which is considered crucial to overcome skills mismatch and irrelevant practical training. All WBL activities should be aligned with the training curriculum, adhere to quality standards, and be implemented in appropriate value chains, supported to mentor youth and women in a safe workplace.



# Guiding principles, Quality

- The Call further supports activities that integrate key transversal themes, including digital, life, and entrepreneurial skills that are relevant to the world of work and the 21st-century economy.
- To facilitate beneficiaries' transition into the labour market, the Call values comprehensive projects that (1) include strategies to enhance beneficiaries' access to affordable finance and capital, (2) ensure engagement of private sector role models and linkages, and (3) include tailored business development services and/or employment services.



## Guiding principles Con't

- **Partnerships brokering a meaningful involvement of the private sector**
- In line with the above, the Call intends to support meaningful partnerships between Cocoa cooperatives and the private sector. Linking the producer groups/cooperatives with the market is considered a crucial factor in upgrading the economic relevance, especially in a fragile economic context.



## Social targeting and equitable access

- Finally, but of utmost importance, the Call aims to enhance the inclusion of the vulnerable youth, including women, who are excluded in the value chains and the labour market, due to various barriers generated by economic, social, and geographic fault lines, disabilities, or other specific constraints.
- The Call, therefore, prioritizes initiatives that are attentive to the specific needs of vulnerable youth, women, and girls, and intends to support actions that adopt gender and social inclusion strategies to address these needs.



## Social targeting and equitable access

- To promote equitable access, the Call intends to fund actions that implement community outreach, awareness, and sensitization campaigns, to not only reach and properly inform targeted beneficiaries, but also to build the necessary community and next-of-kin support for the participation of vulnerable youth and women in the Cocoa value chains.
- In line with the above, the Call also encourages initiatives that help remove barriers and promote inclusion of vulnerable youth groups and women (e.g., transportation arrangements, flexible programs, facilities and procedures that constitute safe work environments, counselling or psychosocial support)





# Funding LoTs

**Lot 1: Quick wins to increase incomes/create jobs in the Cocoa value chain implemented.**

- Minimum amount: EUR 150,000 EUR
- Maximum amount: EUR 300,000 EUR

**Lot 2: Cocoa Holistic Value Chain Development.**

- Minimum amount: EUR 300,000 EUR
- Maximum amount: EUR 700,000 EUR
- During execution, Enabel reserves the right to modify the minimum and maximum amounts applicable to the requests and to award additional amounts to the beneficiaries having been awarded grants within the framework of this call for proposals.



End



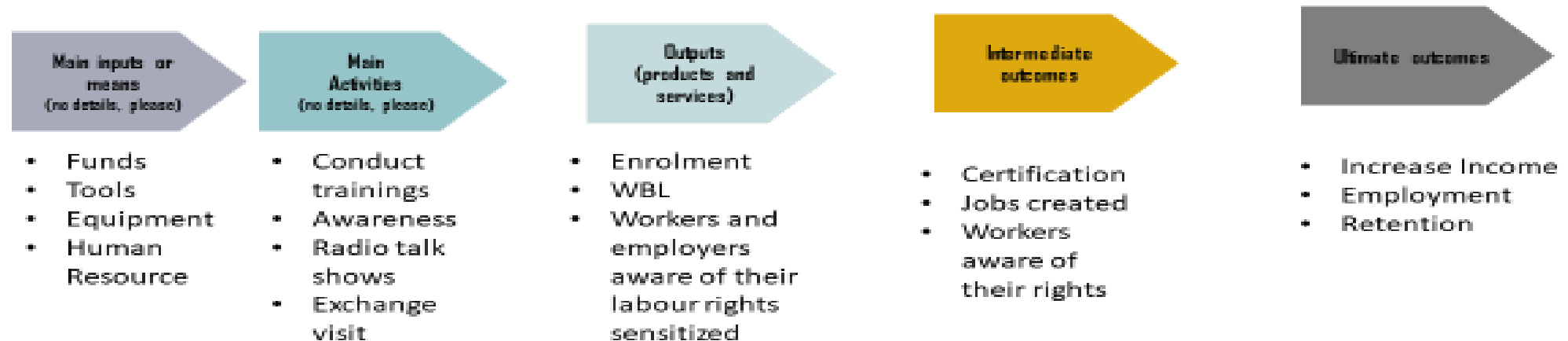
Any questions?





## 4a: Proposal template: M&E

- Use Annex C: logframe template and explain logic



# Logframe Template....

Results Hierarchy	Intervention logic	Objectively verifiable indicators	Sources and means of verification	Assumptions
General objective	<i>What are the overall general objectives that the action will contribute to?</i>	<i>What are the key indicators linked to these general objectives? (optional)</i>	<i>What are the sources of information for these indicators? (optional)</i>	
Specific objective	<i>What specific objective must the action achieve to contribute to the general objectives?</i>	<i>What indicators show in detail that the action objective has been achieved?</i>	<i>What information sources exist and can be used? What are the methods for obtaining this information?</i>	<i>What factors and conditions not under the Beneficiary's control are necessary to achieve this objective? (External conditions)</i>
Expected results	<i>Results are outcomes that will enable a specific objective to be achieved.</i> <i>What are the expected results? (Number these results)</i>	<i>What indicators help verify and measure whether the action has achieved the expected results?</i>	<i>What are the sources of information for these indicators?</i>	<i>What are the risks to be taken into consideration?</i> <i>What external conditions must exist to obtain the expected results within the target time?</i>
Activities to be developed	<i>What are the key activities to be implemented, and in what order, in order to produce the expected results? (Group the activities by result)</i>	<i>Means: What means are required to implement these activities, for example: staff, equipment, training, studies, supplies, operational facilities, etc.?</i>	<i>What are the information sources on the action's progress?</i> <i>Costs: What are the costs of the action? Their nature? (Detail in the Action budget)</i>	<i>What preconditions must be met before the action begins?</i> <i>What conditions outside of the Beneficiary's direct control must exist for the implementation of the activities planned?</i>

	Intervention logic	Objectively verifiable indicators	Sources and means of verification	Hypotheses/Assumption
General objective (Impact)	To contribute to increased employment opportunities for youth, women and girls in the tourism and hospitality industry through increased access to skills development	65% of the graduates are employed (Self and wage employment) six months after the training	Tracer Studies	NA
Specific Objectives (Outcomes)	SO1: To equip 150 youth (50% female) with vocational skills in selected trades by 2024;	80% of the trainees are certified by DIT	DIT certificates	Timely release of funds
	SO2: To equip 150 youth (50% female) with entrepreneurship and other complementary soft skills	80% of the trainees successfully complete the training	Data base Certificates of completion Activity reports	Political stability
	SO3: To support the establishment of at least 5 new youth-led group businesses by 2024	70% of the Graduates utilising the startup kits 6 month after graduation	Database Certificates of completion Activity reports	
Expected Results (Outputs)	RA 1.1: 150 youth (50% female) equipped with non-formal vocational skills in tour guiding etc etc	Number trainees Assessed by DIT Number of trainees trained Number of beneficiaries enrolled	Admission list Attendance list DIT assesement List	Trainees are committed to complete the training
	RA 2.1: 150 youth (50%females) are equipped with entrepreneurship and life skills	Number trainees Assessed by DIT Number of trainees trained Number of beneficiaries enrolled	Attendance lists, and group business plans	ocial, economic political environment
	RA 3.1: Beneficiaries are linked to financial service providers;	Number of beneficiaries linked to financial services	Attendance lists for linkage meetings	Willingness of Financial service providers
Activities		Inputs		
	A1.1.1 Conduct a one-day project inception meeting	Venue, meals, transport, and stationery	2,990,000	Favorable Security situation in the country, timely release of funds from Enabel, trainees' commitment; and favorable SOP regarding the COVID-19 situation in the
	A1.1.2: Conduct mobilization and selection 150 project beneficiaries	Radio jingles, fuel, SDA, stationery & refreshments	1,938,000	
	A1.1.4 Training 150 vulnerable youth in selected trades	Training equipment, materials, protective gear,, lunch, transport subsidy	153,839,000	
	A2.1.1:	Typesetting & printing	4,200,000	
A2.1.2:	Consultant, stationery, lunch, fuel, & mobilization	38,264,000		



## 4a: Proposal template M&E



### SMART INDICATORS

- **S**pecific: Is the indicator correct, explicit, clear? Does it measure only the condition or event it is intended to measure?
- **M**easurable: Can you observe the indicator? Is it quantifiable, assessable? Does it reflect changes in the state or condition over time?
- **A**ttainable: Is the measurement achievable, realistic, representative? Is its measurement at a reasonable cost?
- **R**elevant: Is the indicator relevant, appropriate, applicable?
- **T**ime Bound: Can you measure the indicator along time?



End



Any questions?





## 4b: Proposal template budget

The budget need to be coherent with the activities in the narrative & action plan

- **NUMBERING:** Activity 1 in the narrative planning need to be transferred to a budget line for activity 1
- **TIMING:** if you plan activity 1 in quarter 1 only, then you will only foresee a budget in quarter 1 for that activity
- **CODING:** Codes correspond with the Logframe: Specific Objective, 01 Result number one,01 Activity Number one under result no One.**A0101**.3rd level relates to sub activities e.g A010101,A010102

LOT 1 Budget min 150,000 – Max 300,000 euro

LOT 2 Budget Min 300,000- Max 700,000 Euro





## 4b: Proposal template budget

- On a daily basis you will work with UGX, but the official max grant amount is in euro which you cannot exceed, so follow up of execution in euro is needed.
- FX rate of UGX 4100: 1 EUR (grantees can use their own exchange rate (based on a reliable source) to estimate the budget)
- Exchange rate losses are ineligible costs and should be covered by the grantees themselves (e.g. through structure costs). Additionally, since the purpose of the grant is not to make money, any gains (exchange or interest) made on the funds received from Enabel must be re-used for the activities after Enabel approval.



## 4b: Proposal template budget

- **1° Operational costs:** necessary and indispensable cost for achieving the objectives and results of the action, including the cost for achieving verifiable deliverables

Ex : fees for instructors, consultancy fees, fuel for transporting, workshop costs, training materials, food for trainees, fees for trainees etc.

- **2° Management costs:** identified costs related to management, supervision, coordination, monitoring, control, evaluation and financial audit which specifically originate in the implementation of the action or the justification of the Grant

Ex : Salary for staff, Mid-term evaluation, special audit costs

- **3° Structure costs:** costs related to the achievement of the social purpose of the beneficiary, which cannot be separated or charged to the budget of this action even though they are affected by the implementation of the action. They are a max of 7% of the eligible operational costs.

Ex: supporting staff (those that cannot be justified under management costs through timesheets e.g., procurement), water & electricity & internet of the office etc.



## 4b: Proposal template budget

- What are the rules concerning **structure costs**?
  - The percentage (max.7%) must be justified before signature of the Grant Agreement and correspond to the general structure costs of the grantee
  - It's a lump-sum and maximum 7% of operational costs
  - Once the % has been set and confirmed by the analysis of the grantee's accounts, no supporting document have to be provided by the grantee. In the reporting, it just appears as a separate line at the end (+ 7%).



## 4b: Proposal template budget

### Ineligible costs:

- Expenses that are included in the ineligible list (see guidelines)
- Expenses that are incurred before or after the duration of this grant agreement
- Expenses that cannot be identified, verified and are not included in the grantee's accounts
- Expenses not in line with applicable legal fiscal and social provisions
- Expenses that are not reasonable, justified, not respecting the principle of good financial management, in particular concerning cost efficiency and effectiveness
- Expenses not in line with the action plan, not necessary to achieve the results
- No contributions in kind are considered



# Ineligible costs in guidelines

1. Accounting entries not leading to payments
2. Provisions for liabilities and charges, losses, debts or possible future debts
3. Debts and debit interests
4. Doubtful debts
5. Currency exchange losses
6. Loans to third parties
7. Guarantees and securities;
8. Costs already financed by another grant
9. Invoices made out by other organisations for goods and services already subsidized
10. Subcontracting by means of service or consultancy contracts to personnel members, Board members or General Assembly members of the organisation subsidized
11. Any sub-letting to oneself
12. Purchases of land or buildings;
13. Compensation for damage falling under the civil liability of the organisation
14. Employment termination compensation for the term of notice not performed
15. Purchase of alcoholic beverages, tobacco and derived products thereof
16. Grants to sub-beneficiaries for LoT1

# Cost Units



## Indicative Costs

- **Rules:**
- Follow your Own rules/Policies/Procedures as long as they fall within Maximum rates indicated in slide below.
- Market Surveys/Past experience / forecasting applied in Estimating
- Prepare Competitive/Quality budgets since this is a competitive Cfp  
\_No exaggeration. Complete the budget detail tab to elaborate figures in budget.
- Annex VIII ( Procurement Principles) Must be Referred to when planning for Procurement related **services/Supplies/Works**

# Indicative Costs

Type	Under item	UGX	EUR	Comments
Per-diem	Operational costs & or Management costs	80,000	20	Perdiem per day with an overnight stay ( 40% Dinner, 30% Lunch,20% Teas,10% Incidentals)
		200,000	50	Maximum Bed and Breakfast ( accommodation)
Safari day allowance	Operational costs & or Management Cost	25,000	6,25	Attending a day event for 6 hours or more without lunch
Accommodation	Operational costs & or Management Cost	260,000	65	Maximum accommodation in hotel. Procurement Principles (Annex VIII) also apply.
Facilitation fee	Operational costs	80,000	20	One-day presentation/training
Consultancy Fees	Operations Costs	1,200,000	300- Local	Maximum per day to consultancy Company. Procurement Rules( Annex VIII) apply depending on nature of assignment (s)
			600 Intertnl	
Transport Refunds	Operational costs	actual	Actual	Based on mileage using Enabel rates of UGX 715/Km or 7km per litre on market price; <b>OR</b> public transport fares.
Communication costs( Data and Airtime)	Operation & or Management Costs	25,000	6.25	Maximum Data per day Online sessions- Participants





## 4b: Proposal template budget

- Budget proposal may not differ more than 20% from the initial **concept note budget** and must remain within the minimum and maximum amounts
- Modification between **results** leading to a variation not greater than 15% of amounts initially planned.
- Modification between **activities** of the same result leading to a variation not greater than 25% of the amounts initially planned.
- Changes between operational costs (A) and management costs (B) are not allowed without an amendment.
- Changes to structure costs (C) are not allowed.





## 4b: Proposal template budget

Budget presentation in excel (Annex B of the grant agreement)



Microsoft Excel  
17-2003 Workshee



End



Any questions?





## 2. Call Objectives

2 phased procedure

- Concept note stage
- Proposal stage



## 2. CN (stage 1) selection process

- Deadline for submission was 16th July 2024
- Enabel carried out, administrative and admissibility checks and technical evaluation
- 28 concepts were received, 3 were submitted passed the deadline, and they were disqualified
- 9 passed the admissibility check and qualified for technical evaluation
- 6 scored min 30/50 (and 6/10 on Q12).
- 3 for LOT 1 and 3 for LOT 2 shortlisted concept notes invited for 2<sup>nd</sup> stage (absorbing 300% of total call volume)



## 3. General Feedback

Environmental protection and sustainability are not always integrated in the activities.

- Job creation and income enhancement not clear
- External stakeholders not elaborate.
- **Implementation in various regions:** (how are they going to manage it; evidence on the capacity; connections amongst value chain and labor market actors in those districts)
- Ineligible activities included in the concept
- Target beneficiaries not clear: selection criteria, segregation between refugees and host community, women & men etc.
- **Critical innovations missing:** digital economy; integration of environmental conservation/green economy; decent work; social inclusion, entrepreneurship promotion, tracking of the beneficiaries.



## 4. Proposal template

### Annex A of the guidelines: PART B PROPOSAL

- Description of the action: 6 sections + logframe + budget
- The applicants' experience for similar and other actions
- Administrative data on applicant
- **Mandate** for applicant signed
- Associates
- **Declaration** for lead applicant signed



# Proposal: description of action

- Description of the action: 6 sections – description, strategic approach, methodology, action plan, risks & assumptions, sustainability -> **follow guide on information requested**
  - Do not change proposed activities – only more details
  - Needs analysis & project
  - Coherence and logical flow
  - Activity description in proposal = activity plan = logframe = budget
  - How are you going to organize activities (implementation methodology: who / what / when / how)



# Proposal: description of action

- Approach to identify beneficiaries
- How are you going to assure quality and alignment between training and WBL
- Post-training support to ensure sustainability
- How are you going to ensure jobs are created from the activities and income-enhanced
- integration of technology/digital economy //  
environmental conservation/ green economy //  
promotion of decent work // social inclusion and gender equity // synergies with other ongoing programs





# Proposal: description of action

- Partnerships with the following actors:
  - Private sector actor(s)
  - Local government
  - Local community
  - Public institution(s) and other development partners



## 4a: Proposal template M&E



Any questions?



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## 5. Next steps

### Clarification requests

- Deadline **6 September 2024, 5 PM** (21 days before submission deadline)
- Requirements:
  - [socialprotection.grants@enabel.be](mailto:socialprotection.grants@enabel.be) only
  - Subject line with **reference number call for proposals: (UGA21003-10094) + full name applicant**
- Clarifications will be published by Enabel on <https://www.enabel.be/content/enabel-grants> with final update by **17-September-2024** at 5.00 PM



## 5. Next steps

### Submission full proposal

- Deadline **26 September 2024, 5 PM**
- Required documents (!):
  - ANNEX A, PART B = proposal application form – **pdf format**
  - ANNEX B = Budget – **Excel format(!)**
  - ANNEX C = Logical Framework – **pdf format**

Download all templates from

<https://www.enabel.be/content/enabel-grants>



## 5. Next steps

- Applications must be submitted **in electronic version, one PDF file** containing grant application documents and annexes – except for the **budget** (annex B) which is to be sent in a **protected Excel format** – and sent to this email: [socialprotection.grants@enabel.be](mailto:socialprotection.grants@enabel.be). Enabel will send a confirmation upon receipt of the submission.
- The email subject line must bear the **Call for Proposals reference number, Call for Proposals title and full names/address of the applicant**
- Applications sent by other means (for example by fax, post, courier) or sent to other e-mail addresses will be rejected.
- **Applicants must ensure that their application is complete. Incomplete applications may be rejected.**



## 5. Next steps

**Send timely and do not wait until the last moment ! Any submission after 5 PM is not allowed**

- All templates (A, B and C) have to be **fully completed and the template itself cannot be modified**
- Any error or inconsistency in the proposal (eg in the budget calculation) may lead to rejection of the application
- Only the proposal (annex A), budget (B) and logframe (C) will be evaluated. It is therefore very important that these contain ALL the relevant information regarding the action.

**No supplementary annex must be sent**



## 5. Next steps

- Concept note may not be modified by the applicant in the proposal (**no substantial change to key activities/approaches**)
- Requested funds may not differ more than **20%** from the **initial estimate/requested contribution** and within minimum/maximum amounts



## 5. Next steps

Deadline for clarification requests to the contracting authority	6-September -24	5:00 pm
Response to clarification requests are given by the contracting authority	17-September -24	5:00 pm
<b>Deadline for the submission of the proposals</b>	<b>26-September-2024</b>	<b>5:00 pm</b>
Opening, administrative and admissibility checks of proposals	27th – 30th – September 2024	N/A
Technical evaluation of proposals	1st -4th -October- 2024	N/A





## 5. Next steps – PART 2

Request certificates and supporting documents relating to the grounds for exclusion (see 2.1.1 (2))	TBD on technical evaluation*	5:00 pm
Receipt of certificates and supporting documents relating to the grounds for exclusion	TBD on technical evaluation*	5:00 pm
Onsite organizational analysis of the successful applicants after technical evaluation	TBD on technical evaluation*	N/A-
Selection Committee meeting	TBD	N/A
Legal check and grant signature	TBD	N/A
Start grant implementation	TBD	N/A



## 5. Next steps – PART 2

After technical evaluation:

→ Ranking

→ Pre-selection of highest ranked that absorb call volume

→ Reserve list of those that come below in the ranking and passed technical evaluation



## 5. Next steps – PART 2

**Pre-selected applicants will be invited to submit – time = 15 days**

- Criminal record clearance (Interpol) certificate for the main authorized representatives of your organization (e.g. **chairman of the board of directors AND the executive director**) those that will sign the grant agreement – **Can take 2 weeks, ask timely!!**
- Tax clearance certificate from Uganda Revenue Authority (URA)
- NSSF Clearance Certificate

**Documents cannot be older than 2 years**



## 5. Next steps – PART 2

### **Organisational assessments**

Assessment to confirm whether applicant has the capacity to implement the proposed activities. The purpose is to verify general characteristics, technical capacities, control environment, financial management, audit, procurements and context.

- Done by consultant & Enabel
- Visits of half a day to 1 day
- Can be organized on short notice – be prepared



End



Any questions?

