



25 July 2025

ANSWERS TO QUESTIONS ON THE CALL FOR PROPOSALS FOR THE DEVELOPMENT OF UGANDA'S AQUACULTURE SECTOR

Please find below all the answers to the questions that came in on or before 22nd July 2025. With this information, we expect you should be able to develop your full proposal.

The deadline for the submission of the full proposals, as indicated in the call, is 31st August 2025, at 12:00 EAT.

	Question	Answer
1	We would like to kindly ask whether XXX as a specialized agency of the United Nations and an intergovernmental organization, and its Country Office in Uganda, are considered eligible applicants under this Call for Proposal.	While preference will be given to (I)NGOs, Foundations or Consultancy Companies, UN agencies are still eligible to submit proposals as lead partners or part of consortia.
2	<p>I was pleased to see the Call, as it closely aligns with our current research activities in Uganda and the Lakes region. We are looking into aquaculture governance, especially collaborative arrangements in which states – private sector – civil society actors together address sustainability challenges associated with aquaculture production in Uganda.</p> <p>...</p> <p>I would therefore like to ask whether you are interested in creating synergies, or to support us in doing so. We are looking for possible partnerships. One question is whether research would be eligible for funding under the Call?</p>	<p>The call specifically mentions a preference of consortia, where synergies between partners can be beneficial to the program. Participants in this call would have to identify potential partners without the intervention of EKN.</p> <p>The call allows for potential partners to submit proposals where funding for research could be considered if the proposal identifies research as one of the needs to achieve results alongside the proposed scope.</p>



3	<p>The call text states that "the lead partner has proven experience in the management of single-projects of USD 5 million or more in which the lead partner is the lead (or contract) party." Our question is how flexible this requirement is and whether additional evidence of comparable performance would be acceptable? Specifically, whether an organisation with an annual operation budget in excess of Euro 15 million, delivering a range of operational projects through XXX staff in over XXX countries could be considered to have the necessary budgetary control and project management experience, where the largest single donor-funded project was Euro 2 million?</p>	<p>There is no flexibility. The minimum requirements for the lead partner in a consortium includes the management of a USD 5 million or more project. Consortia are advised to ensure they meet all the minimum requirements to remain eligible for this project.</p>
4	<p>Would we as a consortium be limited by our track record of managing grants of a particular size, or can we make a case to apply for a larger grant by demonstrating credibility in how the grant will be handled?</p>	<p>Please refer to the answer to the question 3 above.</p>
5	<p>Is it possible to have the grant be directly disbursed to different Consortium Members rather than having them disbursed to the lead Consortium Member who then distributes the funds to Consortium Members.</p>	<p>Direct disbursement to different Consortium Members is not possible; funds will be disbursed to the lead Consortium Member</p>
6	<p>In terms of budget requested would a project proposal for part of the total be acceptable? Would a project for Euro 2 million fulfilling one third of the overall aims of a program be considered for full-proposal development, or does any applicant need to submit for the full program and full funding?</p>	<p>There will be only one award covering all the outcomes.</p>



7	<p>How does EKN define “<i>private sector companies with investments in the sector</i>”?</p> <ul style="list-style-type: none">• Does this refer only to companies with equity investments in Ugandan aquaculture (e.g., farms, feed mills), or does it also include organizations that provide services or equipment to the sector?• Does the origin of the company, Ugandan or international, affect this definition?• How are investments in the sector interpreted when evaluating the eligibility of consortium members?	<p>All private sector companies that have investments in the aquaculture value chain, no matter the type, are ineligible to participate in this call as members of a consortium. An exception has been given to consultancy companies. The origin of the company, whether Ugandan or international, shall not make a difference. Therefore, consortia that include companies with investments in the sector shall be deemed ineligible to participate.</p>
8	<p>Can private sector companies with investments in Uganda’s aquaculture sector participate as subcontractors or technical partners?</p> <p>...</p> <p>Can consortia include for-profit private sector partners as implementing partners or subcontractors, provided they are not lead applicants?</p> <p>...</p> <p>The consortium should not include private sector companies (page 15). "Can you please clarify whether Ugandan pilot projects at the Micro business level are able to be a part of the project consortium?" If not, how can Ugandan businesses be involved in the delivery of this project?</p>	<p>The consortium should not include private sector companies. Private sector companies can be involved if identified by the program as an efficient and cost-effective provider of certain services/products in the interest of all actors in the aquaculture sector, which will be monitored during implementation. For-profit private sector partners can be included as implementing partners or subcontractors if they do not have investments in Uganda’s aquaculture sector. Any development funds used for private sector engagement will be subjected to a state aid check and may be disallowed</p>
9	<p>How should applicants document or quantify private sector in-kind contributions toward project goals? Will this be evaluated as part of the scoring?</p>	<p>Applicants should refer to the selection and awarding criteria in the call for proposals for information on documenting or quantifying private sector in-kind contributions</p>



10	What types of in-kind contributions or non-financial roles by invested companies are acceptable?	This is part of your proposal submission.
11	How does the Embassy define "small to medium-sized" aquaculture enterprises?	Refer to page 13 of the call for proposals for this definition.
12	How are “investments in the sector” interpreted when evaluating the eligibility of lead applicants or consortium members?	Any private sector company that derives profits from investments in the aquaculture value chain shall not be eligible to participate in the call as lead partner or consortium member. Development funding from the Netherlands cannot be used to subsidize companies' operations leading to unfair competition and the distortion of markets A state aid check will be carried out for this project
13	In relation to “Organizational background and experience in managing similar projects. (3 pages max)”, is it only the lead company that must present their organizational background OR are the organisational background/s and competency/ experience of all consortium partners required. If so, is this to be provided within the 3-page limit, or elsewhere?	Relevant experience and organizational background must be provided within the 3 page limit. This should include all background and experience of the consortium members.
14	Please confirm if “Professional references that can confirm work on previous projects” is to be included in the maximum number of pages (20) OR is this to be included separately or in Annex?	Reference letters may be included in the annex, however, the references contacts must be included within the 20 pages.



15	Can any of the companies/ organisations involved in the feasibility and pre-design of this project be an applicant (i.e., either lead or partner in consortium) e.g., Annex 6, or is there a conflict of interest?	Companies/organizations involved in the feasibility and pre-design of this project (e.g., Annex 6) cannot be an applicant (either lead or partner in consortium).
16	By cost of overhead, do you mean management fees that would be applied on project implementation, investment, and construction costs?	Applicants can specify what they include in the cost of overhead.
17	Does the budget cover Ugandan tax and duty (VAT etc.)?	Yes, the budget covers Ugandan tax and duty (VAT etc.)
18	Are consortium members able to apply as part of more than one consortium/ multiple Lead partners?	Yes, consortium members are able to apply as part of more than one consortium/multiple Lead partners
19	The ToR notes that the lead partner 'should have proven experience with the implementation of aquaculture sector development projects in one country at a comparable scale in terms of finance'. Can you confirm if a) multi-country projects are ineligible here; b) if there is any limit on the age of this reference (i.e., max 5 years, 10 years, etc.); and c) if there is a threshold for % variation to constitute a 'comparable scale in terms of finance', e.g., is 4.5m EUR deemed comparable to 6m?	<ul style="list-style-type: none">a) Yes.b) The call was not clear on this. Experience should be within the last 10 years.c) Page 15 of the call for proposal states "The lead partner has proven experience in the management of single-projects of USD 5 million or more in which the lead partner is the lead (or contract) party".
20	Should the intervention be national, regional (e.g. Northern, Western Uganda), or specific to EKN priority areas	The geographic scope of the project shall be determined by the submitted proposal and refined after the winning consortium has been selected.



21	Can we integrate multiple systems, or should we specialize.	The question is unclear. The proposal submission may include the integration of different aquaculture systems and will be assessed on the justification of the incorporation of these different systems.
22	What level of experience or registration is required for implementing partners?	See call for proposals.
23	Must all partners be registered in Uganda? What about international technical advisors.	No, not all partners must be registered in Uganda. Only the lead partner should be registered in Uganda or should register within 3 months after the award of the program.
24	What level of flexibility is there in the workplan.	Annual plans will be requested during the implementation.
25	Can activities be restructured based on learning or changing circumstances?	Yes, activities can be restructured based on learning or changing circumstances.
26	Are pilot projects acceptable in year 1, followed by scaling in years 2–4?	Pilot activities (not projects) will be accepted.
27	Are there pre-defined KPIs (key performance indicators), or are applicants expected to define their own	See call for proposals.
28	What are the Embassy's expectations for external evaluations?	Expectations are high.
29	Should the budget include independent baseline and endline studies?	Both should be budgeted for, and the endline must be independent.



30	What qualifies as a "sustainable intervention" in their view? Is it institutional sustainability, farmer profitability, local policy alignment, etc.?	Applicant should elaborate on this in their proposal.
31	How strong should the climate resilience or green growth element be? Should this be a small component, or central to the whole project.	Applicant should elaborate on this in their proposal.
32	Is there a requirement to engage district-level government or MAAIF directly.	Applicant should elaborate on this in their proposal.
33	Are there any procurement or financial compliance rules we must adhere to?	Yes, there are rules, and they will be evaluated after the award during organizational assessment.
34	What are the minimum thresholds or targets for women/youth participation? 30%,50% are these mandatory?	See call for proposals or elaborate in your proposal.
35	Can the intervention target people with disabilities or refugee-hosting areas for added inclusivity points	See call or elaborate in your proposal.
36	The summarised financial proposal (page 14) states that technical staff costs should be a maximum of 20%. " Can you please clarify what constitutes Technical Staff? Do these costs sit outside the Project Implementation costs, which could also include some staff time?"	Technical staff are the people who will implement activities that will immediately lead to results. Total staff time should be transparent and not exceed the maximum.



37	While the RFP does mention involvement of private sector players, allowing plans to be developed without our input could significantly limit our ability to contribute later. We believe that our collective experience in the sector could bring valuable insights that would help shape a more impactful and effective program.	The winning consortia will be introduced to relevant private sector actors for their input to be included in the final proposal prior to signing of the contract.
38	We would appreciate some clarification on the definition of “private sector players” as used in the RFP. We’ve included a few excerpts from the document below, which suggest there is indeed a role for the private sector, even if not directly involved. Could you confirm whether farms beyond XXX would be eligible to participate?	Private sector with investments in the sector shall not be eligible to participate in the call. The private sector, both Dutch and Ugandan, will be involved in the program and submissions may propose how to involve them. Reference is made to question 37 above for more details.
39	Would input suppliers from other agricultural sectors be considered?	Submissions may justify the involvement of input suppliers from other agricultural sectors.
40	Are smallholder farmers also classified as private sector actors under this RFP?	Yes, smallholder farmers are also classified as private sector actors under this RFP.
41	Would you be able to give the definition of private sector player with no investments that EKN will use?	Reference is made in the call for proposals, question 7, question 8 and question 12 above.