



REQUEST FOR APPLICATIONS (RFA)

TO: Potential Bidders

FROM: Amy Johnson, Chief Operating Officer, RippleNami Inc

ISSUANCE DATE: 26th May, 2023

DEADLINE FOR RECEIPT OF QUESTIONS: 23RD June 2023 10.00AM East African Standard time

SUBMISSION DEADLINE: 26th June 2023, 5:00PM East African Standard time

RE: Advocating for Fairness and Service Utilization at the Local Level. Focus: The Real Estate Sector and Property Tax.

RippleNami Uganda SMC Limited, is a Sub grantee of Nathan Associates Inc., who works on behalf of the U.S. Agency for International Development-funded project, Domestic Revenue Mobilization for Development (DRM4D).

RippleNami Uganda is seeking a vendor that can support its efforts to increase revenue mobilization of property tax and to advocate for its utilization towards education, health and agriculture in the cities of Hoima, Fort-Portal, and Gulu.

Applicants participating in this RFA must submit applications in electronic copy by **26th June 2023** 5:00PM East African Standard time. They must be emailed (no phone calls will be accepted) to The Grants Manager, support@ripplenami.com;

Applications must be in MS Word and/or PDF formats. Budget must be in MS Excel format with cells unlocked. Applications must be submitted in separate electronic files and emailed to, support@ripplenami.com;

This RFA, including this cover letter, in no way obligates RippleNami to award a grant nor does it commit RippleNami to pay for any costs incurred in the preparation and submission of an application in response hereto. Furthermore, RippleNami reserves the right to reject any and all applications, if such action is considered to be in the best interest of Nathan Inc.

Sincerely,

Ms Amy Johnson



Request for Applications

Advocating for Fairness and Service Utilization at the Local Level. Focus: The Real Estate Sector and Property Tax

UNDER

The Domestic Revenue Mobilization for Development Activity

Approx. Start Date: **30th June 15, 2023**

Approx. End Date: **30th October, 2023**

Background of the Project

USAID / Uganda Domestic Revenue Mobilization for Development Activity (DRM4D) is being implemented by Nathan Associates Inc a member of Cadmus Group of companies in partnership with Cardno Emerging Markets. The DRM4D Activity runs from January 2020 to January 2025. The goal of the Activity is to support the Uganda government to strengthen the tax system, increase voluntary compliance, and sustainably increase domestic revenue mobilization (DRM), thereby creating the fiscal space for enhanced public spending in priority sectors such as health, education and agriculture.

RippleNami Uganda SMC Limited, a sub grantee of Nathan Associates Inc, is seeking a vendor that can support its efforts to increase revenue mobilization of property tax and to advocate for its utilization for education, health and agriculture in the cities of Hoima, Fort-Portal, and Gulu.

Property tax is a priority area for tax revenue collection at the local government level. The Ministry of Local Government recently conducted comprehensive GIS enabled property valuations in Uganda's 10 newest cities, targeting properties to be taxed in the next five years, as part of the DRM4D initiative.

A significant challenge affecting compliance of property tax is low public confidence levels in the tax system. Thus, the activities under this Project seek to educate and advocate for greater tax compliance stressing fairness, equity, reciprocity, and accountability considerations.



Project Objectives:

1. To strengthen dialogue and engagement between government and non-state actors for better DRM practices specific to the generation and management of property tax.
2. To inform City Administration of Stakeholder feedback, contributing to advocacy for increased spending in priority areas of health, education and agriculture at a sub national level.
3. To improve knowledge and understanding of selected stakeholders (property owners) about property tax, their rights, and obligations.

PROPOSED PROJECT INTERVENTIONS

Objective One: To strengthen dialogue and engagement between government and non-state actors for better DRM practices specific to the generation and management of property tax (Target cities: Hoima and Fort-Portal)		
Proposed Activities	Expected Results/Outputs	Expected Outcome
Activity 1.1 Conduct consultations in each of the City Councils to identify the key stakeholders (property owners) and challenges to stakeholder administration, secure buy-in, and to nominate a Community Liaison Officer (CLO).	A list of identified property owners and associations, challenges identified, City administration buy-in established, and CLO identified.	Structured civic engagements between government and non-state actors on DRM specific to property tax in place, for improved engagement and messaging targeted to stakeholders, among others.
Activity 1.2: Develop Informative Materials on property tax, surveys, and feedback forms. (Educational materials will also be provided to the city of Gulu, in addition to Hoima and Fort-Portal. This is the only activity that includes Gulu).	Materials to support the project developed.	The outputs from Objective 1 are the

<p>Activity 1.3: Mobilize stakeholders in the project areas, through associations, and a direct sample of 20 prominent property owners in each city, to get their input through voice-recorded surveys/questionnaires.</p> <p>The audio survey/questionnaire will provide information about the project to property owners, while also collecting detailed data on usage of and perceptions of quality of relevant services in the three priority areas of agriculture, education, and health. In our surveys, we will measure not only perceptions of service quality, but also their reliance on state and non-state actors for service provision.</p> <p>The questionnaire will be designed to compel the city to increase allocations to services that are important to property owners from the priority areas. The form will display a list of services that local government can provide, and ask the property owner to select his or her top two choices. We will aggregate preferences by identifying the two services that are selected most often. These preferences will be conveyed to the local government, who can then use these preferences when deciding spending</p>	<p>Increased engagement from stakeholders to advance proposals for equitable revenue mobilization and accountability for revenue management</p> <p>Baseline established for measuring the impact of the project.</p>	<p>inputs to Objective 2.</p>
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<p>allocations for the upcoming fiscal year. Property owners will also be informed that the results of the preference elicitation exercise have been conveyed to the government.</p> <p>The questionnaires will also serve to establish a baseline for measuring the impact of the project.</p>		
<p>Activity 1.4: Media campaigns comprised digital news media, radio, and print media to create awareness in the local areas about the Civic Engagements prior to each event.</p>	<p>Increased awareness among stakeholders about the event, and avenues to contribute feedback regarding the challenges encountered towards improving property tax</p>	
<p>Activity 1.5: Three Focus Groups in Each City</p> <p>Leading up to the main civic engagement event, there will be three smaller face-to-face forums in each city to engage and survey clusters of five to ten in each group: residents, property owners (through associations) and local government officials (to shed light on the underlying mechanisms for service delivery) in each of the cities. The4 vendor will sample three GPS coordinates in each city and then survey five randomly chosen properties around that coordinate. This strategy ensures that surveyed</p>	<p>Increased engagement from stakeholders to advance proposals for equitable revenue mobilization and accountability for revenue management</p> <p>Baseline established for measuring the impact of the project.</p>	

<p>properties form a representative picture of the typical property in each city</p>		
<p>Activity 1.6: A major Civic Engagement Event of 50 – 80 people in attendance in each target city (a total of 3 events). Surveys, questionnaires and focus groups, leading up to a major Civic Engagement Event in Each Target City (a total of 3 major Civic Engagement Events). The output from</p>	<p>Dialogue and engagement between government and non-state actors for better DRM practices specific to the generation and management of property tax, and improved communications and strengthening of relationships.</p>	
<p>Activity 1.7: Media campaigns comprised digital news media, radio, print media to amplify the reach of Civic Engagements beyond just those who were in attendance, ensuring a wide reach throughout the local areas.</p>	<p>Increased awareness in the target areas about property tax, and the link between tax collection and service utilization at the local government level.</p>	
<p>Objective Two: 2. To inform City Administration of Stakeholder feedback, contributing to advocacy for increased spending in priority areas of health, education and agriculture at a sub national level. (Target cities: Hoima and Fort-Portal)</p>		
<p>Proposed Activities</p>	<p>Expected Results/Outputs</p>	<p>Expected Outcome</p>
<p>Activity 2.1: Transcribing the voice-recorded surveys / questionnaires from local languages into English, and maintain a detailed record of DRM issues faced by property owners and their feedback</p>	<p>Inputs to a report highlighting gaps and opportunities to improve property tax, social fiscal compacts, and advocacy for increased spending.</p>	<p>Increased knowledge of gaps and opportunities in revenue generation and management of property tax, social</p>

regarding social fiscal compacts.		fiscal compacts, and advocacy for increased spending in priority areas of health, education and agriculture.
Activity 2.2: Collate, transcribe and document the feedback generated from the Focus Groups and Civic Engagements events	Inputs to a report highlighting gaps and opportunities to improve property tax, social fiscal compacts, and advocacy for increased spending.	
Activity 2.3: Preparation of the report for City Administrations of stakeholder feedback with information gathered from 2.1 and 2.2.	A detailed report of highlighting gaps and opportunities to improve property tax, social fiscal compacts, and advocacy for increased spending.	
Activity 2.4: Organise follow up meetings with government officials to present report and gather their feedback	Information presented to city administrations about gaps and opportunities in revenue generation and management of property tax, social fiscal compacts, and advocacy for increased spending	
Activity 2.5: At the conclusion of activities for the city, re-survey stakeholders to assess the knowledge and understanding on property tax, and the link between tax collection and service utilization at the local government level, and their willingness to voluntarily comply with property tax to sustainably increase domestic revenue mobilization to support increased spending	Outcomes measured	

in priority areas of health, education and agriculture.		
Activity 2.6: Transcribing the voice-recorded surveys from local languages into English and preparing a report	Report on the outcomes produced	
<p>Objective Three: To improve knowledge and understanding of selected stakeholders (property owners) about property tax, their rights, and obligations, and how tax compliance is linked to service delivery and utilization. Target cities: Gulu, Hoima, Fort-Portal, and Gulu</p>		
Proposed Activities	Expected Results/Outputs	Expected Outcome
Activity 3.1: Conduct situational analyses through targeted consultations in each of the three City Councils to identify stakeholders the Project can work with on media strategy	A media stakeholder register, and A monthly content calendar	Increased understanding about the property tax system and increased willingness to voluntarily comply with property tax to sustainably increase domestic revenue mobilization to support increased spending in priority areas of health, education and agriculture.
Activity 3.2: Media education campaign on radio, print and digital news media to support the property valuation exercises, with focused messaging for the post property evaluation stage.	Improved understanding about property tax, property owner's rights, and obligations, and how tax compliance is linked to service delivery and utilization.	
Activity 3.3: Media education campaign on radio, print and digital news media aimed at selected stakeholders (property owners) to improve understanding about property tax, their rights, and obligations, and how tax compliance is linked to service delivery and utilization.	Improved understanding of the tax system, and the civic obligations of taxpayers, and how tax compliance is linked to service delivery and utilization.	

<p>Activity 3.4: Organize Media Engagements on community radio to popularize the recommendations that City Administrations commit to adopt as a result of the civic engagement discussions and related feedback from property owners.</p>	<p>Improved understanding of the tax system and the civic obligations of taxpayers, and how tax compliance is linked to service delivery and utilization.</p>	
<p>Activity 3.5: Media education campaign on radio, print and digital news media to demonstrate and celebrate achievements that are being made by local governments regarding service utilization at the local level</p>	<p>Improved understanding of the tax system and the civic obligations of taxpayers, and how tax compliance is linked to service delivery and utilization.</p>	
<p>Activity 3.6: Media education campaign on radio, print and digital news media to celebrate the top taxpayers and their financial contributions, linking the contributions to service utilization at the local level</p>	<p>Improved understanding of the tax system and the civic obligations of taxpayers, and how tax compliance is linked to service delivery and utilization.</p>	
<p>Activity 3.7 Conduct an end of Project evaluation to measure the effectiveness of the interventions</p>	<p>Project Evaluation Report</p>	<p>Evaluation of the understanding about the property tax system and increased willingness to voluntarily comply with property tax to sustainably increase domestic revenue mobilization to</p>



		support increased spending in priority areas of health, education and agriculture.
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Project Funding Mechanism

This Project will award a Firm, Fixed Amount. The activities are expected to last no more than 4 months, include specific milestones, and have well defined costs outlined in a budget.

Contacts and Submission Information

Applications are due in electronic copy by **26th June 2023 5.00 PM East African Standard time**]. They must be emailed (no phone expressions of interest will be accepted) to **The Chief Operations Officer; support@ripplenami.com**.

Applications are due in electronic copy only, in MS Word and/or PDF formats. Budget must be in MS Excel format with cells unlocked, on the budget template provided. Applications must be submitted in separate electronic files.



Attachment A. Application Requirements and Review Criteria

Eligibility Criteria

To meet minimum eligibility criteria, applications must:

- Be from the cooperating country, Uganda.
- Support outcomes and results consistent with and be linked to the DRM4D's activity's results and objectives.
- Have prior experience conducting similar projects, and have prior experience with working with local government stakeholders.
- Under ADS 303.3.8, Applicants must comply with the terms of the Pre-Award Certifications, Assurances, Representations, and Other Statements of the Recipient and Pre-Award Terms. (Applicants are not required to submit the signed Certifications at the time of application but must submit the signed Certifications during the negotiation process).

RippleNami staff will screen all applications to ensure compliance with all eligibility requirements.

Application Documentations

- Cover Letter that clearly defines the previous experience that demonstrates technical relevancy for the purposes of the RFA.
- Names and CVs of Key Staffs
- URA Tax Clearance certificate
- Project Budget

Project Budget

Applicants should propose a realistic, reasonable, and justifiable budget necessary to implement the proposed grant activities. All budgets should be calculated in USD / UGX Awards -will be denominated and paid in Ugandan shillings by electronic bank transfers. Budget should be presented in MS Excel document with sufficient breakdown of all the cost elements. All costs charged to the Project must be reasonable, allocable, and allowable.

Payments



Payments will be against milestones/deliverables decided upon between RippleNami and the vendor. Payments will be based on results and objectives that will have been set up and agreed upon between RippleNami and the vendor. Payment will be made by electronic bank transfer of funds and within 60 days of approval of each milestone or deliverable.

Additional eligibility criteria for the assignment include the following:

- The organization or individual must provide reports, CVs of key technical persons and references to prove that they have demonstrated experience in technical areas relevant to the scope of work.
- The organization/individual has minimum absorptive capacity and/or demonstrates the potential to acquire sufficient capacity to manage programs in a sustainable manner.
- The organization's or individual's other relationships, associations, activities, and interests do not create a conflict of interest that could prevent full impartiality in implementation of the grant activities.
- Demonstration of the organization's ability to execute similar work and reference to companies that they have worked for.

The following are ineligible for this assignment:

- Political organizations

If an organization or its key personnel, shareholders, directors or partners appear on any of the following lists, it is automatically ineligible to receive a grant:

- The Specially Designated Nationals (SDN) List administered by the Department of Treasury's Office of Foreign Assets Control (OFAC) <http://www.ustreas.gov/offices/enforcement/ofac/sdn/>
- Department of State: <http://www.state.gov/j/ct/list/index.htm>
- Foreign Terrorist Organization List (FTO): <http://www.state.gov/j/ct/rls/other/des/123085.htm>
- Terrorist Exclusion List (TEL): <http://www.state.gov/j/ct/rls/other/des/123086.htm>
- Executive Order 13224: <http://www.state.gov/j/ct/rls/other/des/122570.htm>
- Terrorism Designation Page : <http://www.state.gov/j/ct/rls/other/des/index.htm>
- Excluded Parties List System: <http://www.sam.gov>
- United Nations Consolidated List (Resolution 1267): <http://www.un.org/sc/committees/1267/narrative.shtml>



By signing and submitting this application, the prospective grantee provides the certification set out below:

1. The Grantee, to the best of its current knowledge, did not provide, within the previous ten years, and will take all reasonable steps to ensure that it does not and will not knowingly provide, material support or resources to any individual or entity that commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated, or participated in terrorist acts, as that term is defined in paragraph 3.
2. The following steps may enable the Grantee to comply with its obligations under paragraph 1:
 - a. Before providing any material support or resources to an individual or entity, the Grantee will verify that the individual or entity does not (i) appear on the master list of Specially Designated Nationals and Blocked Persons, which is maintained by the U.S. Treasury's Office of Foreign Assets Control (OFAC), or (ii) is not included in any supplementary information concerning prohibited individuals or entities that may be provided by USAID to the Grantee.
 - b. Before providing any material support or resources to an individual or entity, the Grantee also will verify that the individual or entity has not been designated by the United Nations Security Council (UNSC) sanctions committee established under UNSC Resolution 1267 (1999) (the "1267 Committee") [individuals and entities linked to the Taliban, Usama bin Laden, or the Al-Qaida Organization]. To determine whether there has been a published designation of an individual or entity by the 1267 Committee, the Grantee should refer to the consolidated list available online at the Committee's Web site: <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>.
 - c. Before providing any material support or resources to an individual or entity, the Grantee will consider all information about that individual or entity of which it is aware and all public information that is reasonably available to it or of which it should be aware.
 - d. The Grantee also will implement reasonable monitoring and oversight procedures to safeguard against assistance being diverted to support terrorist activity.
3. For purposes of this Certification:
 - a. "Material support and resources" mean currency or monetary instruments or financial securities, financial services, lodging, training, expert advice or assistance, safe houses, false documentation or



identification, communications equipment, facilities, weapons, lethal substances, explosives, personnel, transportation, and other physical assets, except medicine or religious materials.”

- b. “Terrorist act” means.
 - i. an act prohibited pursuant to one of the 12 United Nations Conventions and Protocols related to terrorism (see UN terrorism conventions Internet site: <http://untreaty.un.org/English/Terrorism.asp>); or
 - ii. an act of premeditated, politically motivated violence perpetrated against noncombatant targets by subnational groups or clandestine agents; or
 - iii. any other act intended to cause death or serious bodily injury to a civilian, or to any other person not taking an active part in hostilities in a situation of armed conflict, when the purpose of such act, by its nature or context, is to intimidate a population, or to compel a government or an international organization to do or to abstain from doing any act.
- c. “Entity” means a partnership, association, corporation, or other organization, group or subgroup.
- d. References in this Certification to the provision of material support and resources must not be deemed to include the furnishing of USAID funds or USAID-financed commodities to the ultimate beneficiaries of USAID assistance, such as grantees of food, medical care, micro-enterprise loans, shelter, etc., unless the Grantee has reason to believe that one or more of these beneficiaries commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.
- e. The Grantee’s obligations under paragraph 1 are not applicable to the procurement of goods and/or services by the Grantee that are acquired in the ordinary course of business through contract or purchase, e.g., utilities, rents, office supplies, gasoline, etc., unless the Grantee has reason to believe that a vendor or supplier of such goods and services commits, attempts to commit, advocates, facilitates, or participates in terrorist acts, or has committed, attempted to commit, facilitated or participated in terrorist acts.

This Certification is an express term and condition of any agreement issued as a result of this application, and any violation of it will be grounds for unilateral termination of the agreement by USAID prior to the end of its term.



Certification of Vendor

By signing below the vendor provides certifications and assurances for the Prohibition on Assistance to Drug Traffickers for Covered Countries and Individuals (ADS 206) and the Certification Regarding Terrorist Financing Implementing Executive Order 13224 above.

These certifications and assurances are given in consideration of and for the purpose of obtaining any and all Federal grants, loans, contracts, property, discounts, or other Federal financial assistance extended after the date hereof to the grantee by the Agency, including installment payments after such date on account of applications for Federal financial assistance which was approved before such date. The grantee recognizes and agrees that such Federal financial assistance will be extended in reliance on the representations and agreements made in these assurances, and that the United States will have the right to seek judicial enforcement of these assurances. These assurances are binding on the grantee, its successors, transferees, and assignees, and the person or persons whose signatures appear below are authorized to sign these assurances on behalf of the grantee.

Request for Application _____

Application No.: _____

Date of Application _____

Name of Grantee _____

Typed Name and Title _____

Signature_____

Date_____