



CALL FOR PROPOSALS FOR THE UCC/UCUSAF GRANT FOR DIGITAL LITERACY AND SKILLING OF RURAL UNSERVED AND UNDERSERVED COMMUNITIES

STATEMENT OF REQUIREMENTS

1.0 INTRODUCTION

The Uganda Communications Commission (the Commission) through the Uganda Communications Universal Service Access Fund (UCUSAF), has launched a call for a partnership proposal to establish a collaboration with capable partners for the implementation of basic digital skills to rural unserved and underserved communities targeting locations where household tablet devices have been distributed.

The collaboration is targeting digital literacy for at least 3,000 youth, women and all beneficiaries from 30 selected districts that have benefited from the UCUSAF tablet devices for household project, with at least 100 trained beneficiaries from each of the 30 earmarked districts.

The priority for these districts was based on the 2024 National Population and Housing Census report that indicates that apart from the 1.5 million Ugandans that received digital skills training thus contributing to increased employability, entrepreneurship, and the effective use of digital technologies across various sectors, significant gaps still remain in ensuring equitable access to digital skills, particularly among rural and underserved communities.

In the 2026/2027 Financial Year budget, the Commission under UCUSAF, in line with the Fund's strategy (2023/24/20027/28), allocated resources to be utilised under a collaborative grant framework between the Commission/ UCUSAF and a competent partner to implement basic digital skills to rural unserved and underserved communities targeting locations where household tablet devices have been distributed.

2.0 BACKGROUND

In the current global village where ICTs play a pivotal role in enhancing communication, productivity, and access to information, there is still limited access to and use of digital technologies in the rural unserved and underserved parts of the country.

These are accompanied by a lack of digital skills of different social groups and businesses. Digital literacy and the awareness of the possibilities of digitalisation offers is a key driver for new business models, applications and services necessary to develop and contribute to the social cohesion and economic prosperity in the rural unserved and underserved communities.

Therefore, to ensure that everyone can engage in and benefit from a digitally inclusive economy and adapt rapidly to new and unexpected occupations and skill needs, education and training systems should place a stronger emphasis on promoting ICT basic, intermediate and advanced skills as well as social and emotional skills. Greater efforts are also needed to raise the skills of adults with weak literacy, numeracy and digital skills to help them to fully participate in the digital economy and society.

The Commission/UCUSAF has implemented digital skilling programmes throughout the country across all sectors and demographics over the years. Skilling programmes have been tailored for specific audiences including, the Youth, Elderly, women, Framers Small and Medium Entrepreneurs, Persons with Disabilities (PWDs), among others. This has been achieved in a phased chronology to ensure equitable distribution of resources as well as ensuring a more effective and realist impact.

The Commission /UCUSAF is therefore seeking to partner with a suitably qualified applicant (individual organisation/firm or consortium of organisations) with the requisite qualifications, resources, competencies and experience as per the eligibility criterion and statement of requirements as presented in this call. The applicant shall build capacity of members from the selected rural communities in basic digital literacy and skills.

3.0 PROBLEM STATEMENT

Despite significant progress in expanding ICT infrastructure and increasing access to digital technologies, a substantial digital skills gap continues to limit the ability of many Ugandans to fully participate in the digital economy. A large proportion of the population, particularly those living in unserved and underserved communities, remains unable to effectively access, use, and benefit from digital technologies due to limited digital literacy, inadequate training opportunities, low ICT awareness, affordability constraints, and limited access to appropriate digital devices.

The digital divide is further compounded by socio-economic and demographic disparities, with youth, women, small-scale farmers, persons with disabilities, and informal sector workers facing greater barriers to acquiring relevant digital competencies. Without targeted and inclusive digital skills interventions, many citizens risk being excluded from emerging opportunities in education, employment, entrepreneurship, e-government services, and digital financial services. This exclusion not only limits individual economic empowerment but also constrains national efforts towards inclusive digital transformation.

Therefore, there is a need for scalable, accessible, and demand-driven digital literacy and skills development programmes that target underserved populations, enhance their ability to confidently and safely use digital technologies, and enable them to leverage ICTs for improved livelihoods, productivity, and socio-economic development.

4.0 OBJECTIVES OF THE GRANT

The general objective of the grant is to equip individuals in unserved and underserved rural communities with foundational and practical digital skills that unlock access to education, employment, entrepreneurship and essential public services.

The specific objectives are;

- i) Enhance digital literacy and foundational ICT competencies among 3,000 individuals from the selected unserved and underserved districts,
- ii) Promote the safe, responsible and productive use of digital technologies by equipping beneficiaries with skills in internet use, online safety, digital communication and access to digital public and financial services,
- iii) Strengthen digital livelihoods and economic empowerment by developing beneficiaries' capacity to leverage digital technologies for entrepreneurship, employment, agricultural productivity and access to online markets and services,
- iv) Improve digital inclusion among vulnerable and underserved populations, including women, youth, PWDs, small-scale farmers and informal sector workers, by addressing barriers to digital skills acquisition and technology adoption,
- v) Build sustainable local digital skills ecosystems by training local instructors, providing contextualised learning resources, and

- fostering partnerships that support continuous digital learning and community-based knowledge transfer, and,
- vi) Contribute to Uganda's national digital transformation agenda by increasing the adoption and meaningful use of digital technologies in line with the national and international frameworks.

5.0 PROJECT SCOPE

The project seeks to equip 3,000 rural community beneficiaries from underserved and unserved communities across thirty (30) selected districts divided into 2 Lots 1 and 2 as contained in Annex 3 with practical, hands on and market-oriented ICT skills that enhance employability, entrepreneurship and participation in Uganda's growing digital economy.

The implementation period for the project shall be Six months from the date of agreement signing, within the financial year 2026/2027.

6.0 PROJECT KEY ACTIONS

To achieve the project objectives, the implementing partner shall:

- a) Conduct a needs assessment and baseline study in the selected beneficiary communities
- b) Stakeholder Engagement & Beneficiary Mobilisation.
- c) Develop a training curriculum and digital skills training materials language translation taken care of.
- d) Build the capacity of trainers and local facilitators to support programme delivery
- e) Deliver practical, context-specific digital skills training
- f) Conduct digital awareness and community sensitisation activities.
- g) Monitor, evaluate and report on project implementation, outcomes and lessons learned for a period of two years.
- h) Put in place measures for sustainability and ecosystem strengthening of the initiative.

7.0 TARGET GROUP

The primary beneficiaries of this project are individuals living in rural, unserved and underserved communities, with a special focus on those who previously received tablets under the UCC/UCUSAF digital inclusion initiative. Attached as **Annex 3** is the list of districts to be considered in this project.

8.0 ELIGIBILITY OF APPLICANTS

8.1 General Criteria

- 1) The applicant organisation(s) must be a not-for-profit entity. Where the proposed solution is to be delivered through a consortium, the lead applicant must be a not-for-profit organisation.
- 2) The Applicant (both the Lead Applicant and co-applicant, in the case of a consortium) shall be legally registered and established entities in Uganda with valid and verifiable documentation demonstrating legal establishment and operational status.
- 3) Where an application is submitted by a consortium, both the Lead Applicant and the co-applicant(s) shall sign the Grant Agreement with UCC and shall assume joint responsibility and accountability for the implementation of the project, including compliance with all grant conditions, deliverables and reporting obligations.
- 4) The Applicant (both Lead and co-applicant in case of a consortium) must be in satisfactory financial health and have adequate structures and systems to manage the project and report to the UCUSAF as shall be required.
- 5) The Applicant (both Lead and co-applicant in case of a consortium) must demonstrate the willingness, capacity and operational ability to implement activities in unserved and underserved communities across Uganda.
- 6) The Lead and co-applicant in case of a consortium must demonstrate a working relationship through a legally binding agreement.
- 7) The Applicant (Either the Lead Applicant or co-applicant, in the case of a consortium) shall provide documented evidence of at least two (2) years' experience in digital literacy training.
- 8) The Applicant (both Lead or co-applicant in case of a consortium) must demonstrate documented experience in mobilising, coordinating and delivering similar initiatives at a national scale, especially working in rural areas.
- 9) The Applicant (both Lead and co-applicant in case of a consortium) must show a clear plan and capacity to mobilize additional resources or partnerships to support project sustainability beyond initial funding.
- 10) Each applicant shall be eligible to apply for only one Lot and submit only one proposal covering a maximum of fifteen (15) districts within the prescribed district groupings. Refer to the **Annex 3** for the district grouping.

N.B: A due diligence may be conducted on the applicant organisation(s) at any point of the process to ascertain demonstrated capability to execute the assignment.

8.2 Preference

The Fund will give preference to proposals that demonstrate the following:

- 1) A well-structured, clear, logical and comprehensive proposal that demonstrates a thorough understanding of the programme objectives, the digital skilling needs and challenges of rural and underserved communities.
- 2) Clear alignment with the objectives of the Uganda Communications Commission (UCC), the Uganda Communications Universal Service and Access Fund (UCUSAF), and relevant national and international development frameworks, including Uganda Vision 2040, the National Development Plan (NDP IV), the Digital Transformation Roadmap, and the Sustainable Development Goals (SDGs).
- 3) Demonstrated institutional capacity and relevant experience in delivering community-based digital skilling programmes, supported by innovative, practical and scalable approaches that promote meaningful digital inclusion.
- 4) A robust implementation approach that includes community mobilisation, beneficiary selection, practical hands-on training, stakeholder engagement, mentorship, and post-training support to promote sustained adoption and utilisation of digital technologies.
- 5) A clear Monitoring, Evaluation and Learning (MEL) framework with defined baselines, performance indicators, targets, data collection methods, and reporting mechanisms for measuring project outputs, outcomes and impact.
- 6) Identification of key implementation risks, together with realistic and effective mitigation measures to ensure successful project delivery.
- 7) Clear strategies for sustaining project outcomes beyond the grant period, including partnerships with local governments, community structures, educational institutions, private sector actors, or other relevant stakeholders.

- 8) Qualified implementation team with availability of competent, experienced and inhouse human resources capable of executing the project within the proposed timelines.
- 9) Evidence of financial and/or in-kind contributions by the applicant and/or project partners that enhance project ownership, sustainability and overall value.
- 10) Strong value for money, demonstrated through realistic budgeting, cost-effectiveness, efficient use of resources and a clear linkage between proposed activities, outputs, outcomes and expected impact.
- 11) A practical approach to promoting equitable participation, with deliberate measures to ensure the inclusion of women, youth, persons with disabilities (PWDs), and other vulnerable and digitally excluded groups.

9.0 ASSESSMENT CRITERION

9.1 Three Stage Assessment Process

A. Administrative Assessment

This stage focuses on verifying the eligibility of the applicant. Key areas assessed include:

- i. Legal registration and status of the organisation in Uganda.
- ii. Submission of all required administrative and legal documentation.
- iii. Compliance with minimum eligibility requirements as outlined in the call.

B. Technical Assessment

The technical assessment will evaluate the overall quality, relevance and feasibility of the proposed project. This includes:

- i. Clarity and rationale of the project motivation.
- ii. Alignment of project objectives with SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) principles.
- iii. Applicant's relevant experience and track record in similar ICT and multimedia training programs.
- iv. Appropriateness and innovation of the proposed methodology and project management approach.
- v. Feasibility and practicality of the work plan and timelines.
- vi. Anticipated project outcomes, impact and alignment with UCC/UCUSAF priorities.

- vii. Integration of cross-cutting issues such as gender inclusion, disability mainstreaming, and environmental considerations.
- viii. Demonstrated strategy for sustainability beyond the project period.

C. Financial Assessment

This stage will assess the proposal's financial soundness and cost-effectiveness, including:

- i. Clear and realistic budgeting with a strong value-for-money proposition.
- ii. Sustainability of project funding post-grant.
- iii. Ability to leverage additional resources (financial or in-kind) to scale and sustain the initiative.

9.2 Required Applicant's Legal Documents

All applicants are required to submit the following legal and administrative documents to support their eligibility and capacity. In the case of partnerships or consortia, these requirements apply to both the lead applicant and co-applicants.

- 1) Certificate of Incorporation or Registration: A valid certificate showing the legal name and registration status of the organisation in Uganda.
- 2) Beneficial owner form, in case of a company.
- 3) Memorandum and Articles of Association: Foundational documents outlining the organisation's governance, objectives and operational mandate.
- 4) Official Address Details: Current physical address, postal address, email and website (where applicable).
- 5) Authorised Contact Person Information with Powers of Attorney: Full name, title/position, phone number, and email of the designated representative authorised to act on behalf of the organisation.
- 6) Letters of Support (if applicable): Endorsement letters from affiliated entities, proposed implementing partners, or supporting institutions if any (co-applicants).
- 7) Audited Financial Statements: Certified financial statements for the last two (2) financial years, demonstrating sound financial health and reporting systems.

- 8) Signed Code of Ethical Conduct: A duly signed copy of the “Code of Ethical Conduct for Grant Applicants and Providers” (refer to Annex 1 of the Call for Proposals).
- 9) Proof of Relevant Experience: Provide evidence of the organisation’s experience skilling mechanics, such as project completion reports, client testimonials and/or records of previous awards.

9.3 Proposal Requirements

- 1) Demonstrate a clear understanding of the project's objectives, target beneficiaries and the digital skilling needs of rural and underserved communities.
- 2) Show how the proposed intervention aligns with the UCC/UCUSAF Strategic Plan and relevant national and international development priorities.
- 3) Provide evidence of the organisation's and key personnel's experience in implementing similar digital skilling, ICT, or community development projects.
- 4) Describe the methodology for community mobilisation, beneficiary selection, training delivery, stakeholder engagement, and post-training support.
- 5) Outline the project management structure, staffing, roles, implementation schedule, and quality assurance mechanisms.
- 6) Present a results-based MEL framework, including performance indicators, data collection methods, reporting arrangements, and learning mechanisms.
- 7) Describe strategies for sustaining project outcomes beyond the grant period and outline key risks together with mitigation measures.
- 8) Explain how the project will promote gender equality, disability inclusion, safeguarding, environmental sustainability, and other relevant cross-cutting considerations.
- 9) Submit a detailed, realistic, and cost-effective project budget, including any financial or in-kind contributions from the applicant or partners.

10.0 RISK ASSESSMENT

The Commission shall undertake a comprehensive risk assessment of all applications as part of the evaluation process. The assessment will consider both identified and potential risks associated with the applicant, the proposed project, implementation approach, governance arrangements, financial management capacity, technical capability, and overall ability to deliver the intended project outcomes.

The risk assessment will involve a holistic review of the proposal and supporting documentation to determine the level of exposure that the proposed engagement may present to UCC/UCUSAF's resources, operations, reputation, and strategic objectives. Key areas of assessment will include financial sustainability, organisational capacity, governance and compliance, project implementation capability, stakeholder management, operational risks, and sustainability of project outcomes.

Based on the findings, each application shall be assigned an overall risk rating of Low, Medium, High, or Extreme. The results of the assessment will inform funding decisions, grant management arrangements, monitoring requirements, and any risk mitigation measures that may be required prior to project commencement.

11.0 APPLICATION TIMELINE

Application period: August 10 -21, 2026

Pre-Grant application meeting: Monday, August 17 at 10:00am (online).

Registration link:

<https://teams.microsoft.com/meet/396277355592703?p=BA8WfXF42rRTO3NAnt>

For detailed statement of Requirements, kindly refer to <https://www.ucc.co.ug/ucusaf/>

For inquiries, contact: Telephone +256 414 339 000 / +256 312 339 000, Email ucusaf@ucc.co.ug.

All applications must be submitted online via the website link https://eservices.ucc.co.ug/web/login#action=659&model=grant.application&view_type=list&menu_id=309 by **05:00pm, Friday, August 21, 2026.**

Please note that any form of solicitation for favors in the application process will lead to automatic Applicant disqualification.

Disclaimer

Personal information supplied in an application will be used by the Commission in accordance with the Laws of Uganda.

Annex 1

CODE OF ETHICAL CONDUCT IN BUSINESS FOR GRANT APPLICANTS

1. Ethical Principles

Applicants shall at all times-

- (a) maintain integrity and independence in their professional judgement and conduct;
- (b) comply with both the letter and the spirit of-
 - i. the laws of Uganda; and
 - ii. any contract awarded.
- (c) avoid associations with businesses and organisations which are in conflict with this code.

2. Standards

Applicants shall-

- (a) strive to provide works, services and supplies of high quality and accept full responsibility for all works, services or supplies provided;
- (b) comply with the professional standards of their industry or of any professional body of which they are members.

3. Conflict of Interest

Applicants shall not accept contracts which would constitute a conflict of interest with, any prior or current contract with Uganda Communications Commission (the Commission). Applicants shall disclose to all concerned parties those conflicts of interest that cannot reasonably be avoided or escaped.

4. Confidentiality and Accuracy of Information

- (1) Information given by Applicant/s in the course of the grant processes or the performance of agreement shall be true, fair and not designed to mislead.
- (2) Providers shall respect the confidentiality of information received in the course of performance of a agreement and shall not use such information for personal gain.

5. Gifts and Hospitality

Applicant/s shall not offer gifts or hospitality directly or indirectly, to staff of the Commission that might be viewed by others as having an influence on a grant decision.

6. Inducements

- (1) Applicant/s shall not offer or give anything of value to influence the action of a public official in the grant process or in contract execution.
- (2) Applicant/s shall not ask a public official to do anything which is inconsistent with the Code of Ethical Conduct in Business.

7. Fraudulent Practices

Applicants shall not-

- a) collude with other businesses and organisations with the intention of depriving the Commission of the benefits of free and open competition;
- b) enter into business arrangements that might prevent the effective operation of fair competition;
- c) engage in deceptive financial practices, such as bribery, double billing or other improper financial practices;
- d) misrepresent facts in order to influence a grant process or the execution of a contract to the detriment of the Commission; or utter false documents;
- e) unlawfully obtain information relating to a grant process in order to influence the process or execution of a contract to the detriment of the Commission;
- f) Withholding information from the Commission during grant execution to the detriment of the Commission.

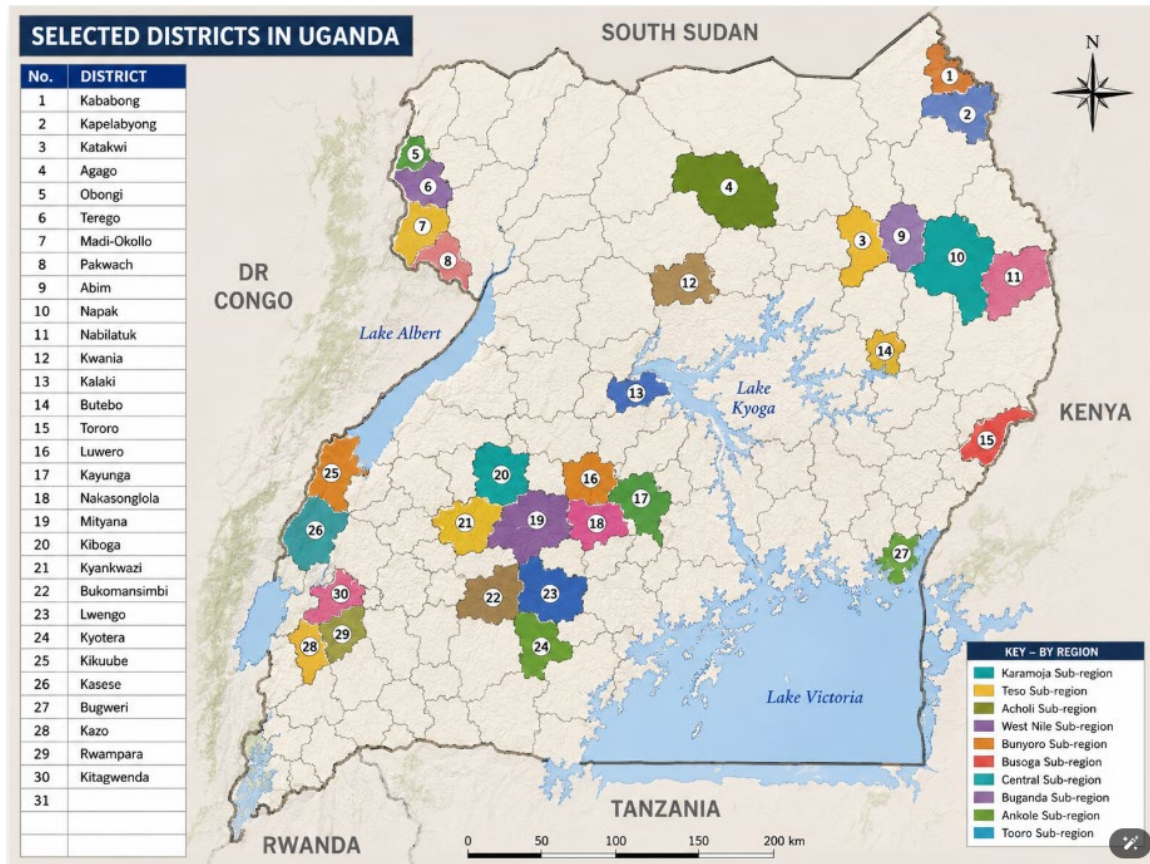
I ----- agree to comply with the above code of ethical conduct in business.

AUTHORISED SIGNATORY

NAME OF APPLICANT

Annex 2

Selected districts for the FY2026/2027 project



Annex 3

DISTRIBUTION ACCORDING TO TWO IMPLEMENTERS

No.	Lot	Districts
1	Lot 1	Kababong, Kapelebyong, Katakwi, Agago, Obongi, Terego, Madi-Okollo, Pakwach, Abim, Napak, Nabilatuk, Kwania, Kalaki, Butebo, Tororo
2	Lot 2	Luwero, Kayunga, Nakasongola, Mityana, Kiboga, Kyankwanzi, Bukomansimbi, Lwengo, Kyotera, Kikuube, Kasese, Bugweri, Kazo, Rwampara, Kitagwenda