



MAKERERE UNIVERSITY SCHOOL OF PUBLIC HEALTH

WIN-WIN in the Wetlands for Climate Resilience Project

CALL FOR PROPOSALS

(Terms of Reference Attached)

Selection of an Implementing Partner for Community-Based Urban Wetland Restoration and Sustainable Livelihood Development

Issued under WIN-WIN in the Wetlands for Climate Resilience Project

Reference Number: MakSPH/WIN-WIN/CfP/2026/01

Date of Issue: 29 September 2026

Concept Note Submission Deadline: 16th October 2026, 5:00 PM (EAT)

Submission Email: winwinwetlands@musph.ac.ug



Letter of Invitation

Makerere University School of Public Health (MakSPH), on behalf of the WIN-WIN in the Wetlands for Climate Resilience project, invites eligible organisations to submit proposals for selection as the Implementing Partner responsible for designing and delivering a community-based urban wetland restoration and sustainable livelihood intervention in the Greater Kampala Metropolitan Area (GKMA).

This is an open, competitive Call for Proposals (CfP). In line with good practice for evidence-generation projects, this CfP intentionally does not prescribe the restoration model, livelihood package, or implementation methodology. Applicants are instead invited to propose their own technically sound, innovative, and locally appropriate approach in response to the problem statement, objectives and outcomes set out in the attached Terms of Reference (ToR).

The selection process will be conducted in two stages: (1) a short Concept Note stage, open to all eligible applicants, and (2) a Full Proposal stage, open only to organisations shortlisted at Concept Note stage. Further detail is provided in Section 12 of the attached ToR.

Interested organisations should review the attached ToR carefully and submit a Concept Note by the deadline indicated on the cover page. Questions may be directed to the contact provided in Section 14.

We look forward to receiving your submission.



TERMS OF REFERENCE (ToR)

Call for Proposals: Selection of an Implementing Partner for Community-Based Urban Wetland Restoration and Sustainable Livelihood Development

1. Background

Wetlands cover approximately 10% of Uganda's land area and provide critical climate, health, and livelihood services. These include carbon sequestration and flood regulation; water purification and regulation of disease-vector habitat, which together reduce the burden of diarrhoeal disease, malaria, and schistosomiasis in wetland-adjacent communities; and provisioning services - fish, papyrus and reeds, medicinal plants, and food crops - that underpin household food security, income, and nutrition. Wetlands across the Greater Kampala Metropolitan Area (GKMA) are ecologically heterogeneous, spanning papyrus/floating-vegetation, seasonal grassland, woodland, forested, bushland, and farmland or built-up wetland types, each presenting different degradation pressures and requiring a different restoration and management response.

Wetland restoration and conservation are also central to Uganda's national climate and development commitments, including its Nationally Determined Contributions (NDCs) under the Paris Agreement, the National Climate Change Policy, and the National Wetlands Policy, all of which recognise wetlands as critical to climate adaptation, food security, and disaster risk reduction. In practice, however, wetland protection has often been pursued through enforcement-led, eviction-based approaches, which have generated social conflict rather than community ownership. This Call for Proposals is grounded in a shared recognition that restoration of urban and peri-urban wetlands must be pursued through approaches that are coordinated with government - rather than delivered as a standalone, parallel initiative - while remaining genuinely community-owned and participatory..

Makerere University School of Public Health (MakSPH), under the WIN-WIN in the Wetlands for Climate Resilience Project funded by Wellcome Trust, in partnership with the Karolinska Institutet, the Makerere University College of Agricultural and Environmental Sciences (CAES), Tree Adoption Uganda, NEMA, and MWE, is implementing a study to consolidate evidence from the Green Climate – funded project “*Building Resilient Communities, Wetland Ecosystems and Associated Catchments in Uganda*” and adapt it to urban and peri-urban wetlands. This Call for Proposals corresponds to one of the aims of the WIN-WIN project: the co-design, piloting, and evaluation of a participatory wetland restoration and livelihood intervention in selected urban and peri-urban wetland communities of Wakiso, Mukono and Mpigi districts.

The intervention to be designed and delivered under this assignment will be evaluated by the MakSPH research team using a Type II hybrid cluster-randomised implementation-effectiveness trial, which measures both how well the intervention is delivered (reach, adoption, fidelity, feasibility, acceptability, cost) and its effects on environmental, health, social and economic outcomes. The selected Implementing Partner will design and deliver the intervention; the



MakSPH research team will independently lead randomisation, baseline and endline data collection, and the effectiveness and implementation evaluation to preserve the trial's independence.

2. Purpose

To competitively select an experienced organisation that will design, implement, and document an evidence-informed urban wetland restoration intervention using the livelihood-integrated approach suitable for peri-urban and urban Uganda, in a set of communities randomly assigned to receive the intervention within the WIN-WIN project's cluster-randomised trial.

The selected organisation will be expected to propose innovative, technically sound, environmentally sustainable, and socially acceptable approaches to livelihood-integrated restoration.

Defining an “Integrated” Restoration-Livelihood Approach

For the purposes of this Call, an integrated wetland restoration-livelihood approach pairs ecological recovery of the wetland with viable community income alternatives, so that livelihood support directly removes the economic incentive for destructive wetland use (e.g. illegal cultivation, clay or sand mining, uncontrolled papyrus/reed harvesting), rather than restoration and livelihoods being pursued as separate, loosely related activities. Applicants are expected to design around three core, interlinked components:

- Alternative incomes: providing funding, start-up assets, or technical support for income-generating activities - such as piggery, poultry, aquaculture, or other climate-resilient enterprises - that allow households to earn a comparable or better income than they currently derive from destructive wetland use, so that the alternative is genuinely likely to be adopted and sustained.
- Wise-use principles: enabling communities to make sustainable use of wetland buffer zones (e.g. controlled harvesting, seasonal access, agroforestry) rather than draining or converting core wetland areas, so that key regulating services - water filtration, flood attenuation, and disease-vector control - are preserved.
- Stakeholder ownership: establishing local co-management arrangements, such as wetland management committees working jointly with district local governments, so that the rules governing wetland use are set and enforced by those closest to the resource and reflect the economic realities of the surrounding population.

The proposed approach should be designed, and should describe how it is expected, to deliver three linked categories of benefit:

- ecosystem regeneration - reduced human pressure allowing native vegetation, birds, and fish populations to recover on restored sites;
- climate resilience - restored hydrological function improving local water storage and reducing the severity of flood and drought impacts; and



- economic diversification - reduced household vulnerability to shocks (e.g. crop failure) through a shift toward resilient, off-farm or climate-smart livelihood options.

Applicants may propose any financing model appropriate to their approach, including market-based mechanisms such as Payment for Ecosystem Services (PES) arrangements, provided the model is clearly described, technically justified, and realistic within the assignment's budget and timeframe.

Applicants should set out, in the Technical Proposal, an explicit narrative linking each proposed livelihood activity to the restoration objective it supports, and each restoration action to the livelihood(s) it is intended to sustain. Proposals that present restoration and livelihood components as unconnected activities, without this explicit linkage across the three components above, will not be considered to have met the requirements of this assignment.

3. Overall Objective

To support the co-design and implementation of a community-based urban wetland restoration and livelihood intervention in selected intervention-arm communities within the Greater Kampala Metropolitan Area as part of the WIN-WIN in the Wetlands for Climate Resilience project.

4. Scope of the Assignment

The implementing organisation will be expected to develop and implement an intervention that addresses both:

- sustainable livelihood opportunities for wetland-adjacent communities that reduce economic dependence on wetland degradation.

The organisation will be responsible for proposing its own:

- community engagement and co-design approach, facilitating community meetings and co-design workshops;
- livelihood model, including gender-responsive and climate-resilient alternatives to wetland-dependent livelihoods;
- implementation strategy and staffing plan;
- partnership arrangements with district and city authorities, NEMA, MWE, and community structures;
- sustainability strategy, including options for continuation beyond the 24-month intervention period;
- monitoring approach, aligned to the RE-AIM implementation outcomes (reach, effectiveness, adoption, implementation/fidelity, and maintenance) used by the research team; and



- risk and safeguarding management plan, including a conflict-sensitive, non-eviction-based approach to restoration.

The assignment covers implementation-arm clusters only. Clusters assigned to the comparison arm will continue to receive standard government-led wetland interventions so that the added effect of the co-designed intervention can be evaluated.

The proposed intervention should demonstrate clear technical justification, environmental sustainability, community ownership, and potential for long-term impact, and should explicitly build on (while adapting for the urban context) transferable lessons from the BRC project's rural restoration and livelihood experience.

5. Expected Outcomes

The successful proposal should demonstrate how it intends to contribute to outcomes such as:

- increased community participation in wetland conservation and reduced pressure on wetland resources;
- improved household livelihood opportunities and food security;
- strengthened local ownership of restoration efforts and reduced reliance on eviction-based enforcement;
- plausible contribution to reduced environmental health risks (e.g. exposure pathways linked to diarrhoeal disease, malaria, and schistosomiasis); and
- sustainable restoration approaches capable of scaling beyond the project.

Applicants may propose additional outcomes relevant to their intervention model, provided these are measurable within the assignment period.

6. Geographic Coverage

The intervention will be implemented in selected urban and peri-urban wetland communities (clusters) within the Greater Kampala Metropolitan Area, specifically in Wakiso, Mukono and Mpigi districts.

Up to 12 communities, comprising up to 12 intervention clusters (villages within a 1 km buffer of the selected wetlands), will be confirmed following the baseline survey and cluster randomisation led by the MakSPH research team. The MakSPH research team will communicate specific implementation sites to the successful applicant before the contract starts.

7. Duration and Nature of Engagement



The successful applicant will conduct the intervention for 24 months. They will establish the intervention within the first 6 months and perform the core implementation period of approximately 18 months. Exact start and end dates will be confirmed at contract signing.

Nature of the Engagement

The contractual framework for this engagement is fixed-term agreement

8. Eligibility

This Call is open to organisations. Eligible applicants are legally and validly constituted organisations in good standing in Uganda, drawn from the following categories:

- registered non-governmental organisations (NGOs) or civil society organisations (CSOs);
- community-based organisations (CBOs) or registered cooperatives;
- private-sector firms or social enterprises with a demonstrated track record in environmental, livelihood, or community-development service delivery; and
- consortia or joint ventures formed by any of the above, subject to the consortium arrangements set out below.

Within these categories, eligible organisations should demonstrate organisational experience in areas such as:

- ecosystem or wetland restoration and management;
- community development and participatory/community-led programming;
- sustainable livelihoods and climate-resilient enterprise development;
- climate change adaptation and mitigation;
- natural resource management and gender-responsive, conflict-sensitive engagement; and
- microfinance, savings, credit, or financial inclusion services relevant to sustaining market-based livelihood and conservation-payment models — for example, facilitating village savings and loan associations (VSLAs), linking households or groups to SACCOs or microfinance institutions, or administering performance-based or Payment for Ecosystem Services (PES) disbursements.

Where an applicant proposes a market-based or PES-type financing mechanism as part of its livelihood approach (see Section 2), it should demonstrate — either directly or through a named consortium partner or subcontractor — the financial administration and beneficiary-management capacity needed to operate that mechanism responsibly, including safeguards against elite capture and mechanisms for transparent, verifiable payment.



Experience working in urban or peri-urban Uganda, and prior engagement with NEMA, MWE, district, or city authorities, will be an added advantage.

Evidence of legal and statutory status appropriate to the organisation's category — for example, Certificate of Registration/Incorporation, NGO Permit, or Trading Licence — will be required as part of the Full Proposal submission (see Section 9).

9. Proposal Requirements

This Call for Proposals is run as a two-stage competitive process: Stage 1 (Concept Note), open to all eligible applicants, followed by Stage 2 (Full Proposal), open only to organisations shortlisted at the Concept Note stage. This section sets out the requirements for Stage 1. Detailed requirements and evaluation criteria for the Stage 2 Full Proposal will be issued directly

Stage 1 - Concept Note (5–10 pages)

Applicants should submit a concept note describing:

- understanding of the assignment and the problem it addresses;
- a summary of the proposed restoration and livelihood approach, and its innovation and technical justification, including how it satisfies the integrated restoration-livelihood approach described in Section 2;
- a summary of relevant organisational experience, including, where applicable, experience or partnership arrangements relevant to the proposed intervention and related capacities described in Section 8;
- an indicative budget range.

10. Deliverables

Rather than prescribing activities, the assignment will require the following deliverables:

- Inception report, including a detailed work plan and staffing plan
- Implementation-readiness assessment for each pilot community
- Co-designed restoration and livelihood intervention design document, including the screened “transferable lessons” matrix
- Detailed implementation plan and standard operating procedures
- Quarterly technical progress reports
- Quarterly financial reports
- Fidelity, dose, and adaptation monitoring logs, to feed the research team's independent RE-AIM assessment



- Final completion report
- Documentation of lessons learned, best practices, and a sustainability/handover plan

11. Selection Process: Two-Stage Procurement

This assignment will be procured through a two-stage process:

1. Concept Note (5–10 pages): Applicants describe what they propose to do and why, following the outline in Section 9. All eligible applicants may submit a Concept Note.
2. Full Proposal: Only organisations shortlisted at the Concept Note stage will be invited to develop a detailed Technical and Financial Proposal, evaluated against the criteria in Section 10.

This two-stage approach is intended to attract a wide range of ideas. The Indicative Timeline is below:

- Issue of Call for Proposals: 29th September 2026
- Concept Note submission deadline: 16th October 2026
- Notification of shortlisted applicants: 23rd October 2026

14. Submission Instructions and Contacts

Concept Notes should be submitted electronically to winwinwetlands@musph.ac.ug, with the subject line “WIN-WIN CfP – Applicant Organisation Name]”. on or before the deadline stated on the cover page.

For questions regarding this Call for Proposals, please contact: Ms. Winnie Kansiime, Makerere University School of Public Health, Email: winniekansiime@musph.ac.ug , Tel: 0783 640210.

Submission Format Requirements

- Concept Notes and Full Proposals must be submitted in PDF format; supporting financial/budget worksheets may be submitted in Excel format.
- Scanned copies of signed documents are acceptable at submission stage; the University reserves the right to request original signed hard copies prior to contract signing.
- Proposals must be submitted in English only.

Late submissions will not be considered. MakSPH reserves the right to accept or reject any or all proposals, and to cancel this Call for Proposals at any stage, without incurring any liability to applicants.