

## Sub-Grant Application Form

### Forest Carbon Partnership Facility-Capacity Building on REDD+ for Forest-Dependent Indigenous Peoples in East Asia and the Pacific (EAP) and South Asia Region (SAR) Project (FCPF-CBP)

(NOTE: You are free to insert additional space/rows when filling up the form but be concise. The total number of pages in Calibri font 12 should not exceed 12 pages.)

#### Section 1: Contact Details

<b>1.a Legally registered name of the organization (Attach an English version of the copy of Certificate of Registration or any other document that certifies its legal personality)</b>			
Tarayana Foundation			
<b>1.b Official address of the organization</b>			
Tarayana Centre, Chubachu, Thimphu, PObox# 2003 Bhutan			
<b>1.c Website of the organization if any</b>			
<a href="http://www.tarayanafoundation.org">www.tarayanafoundation.org</a>			
<b>1.d Person authorized to sign the Sub-Recipient Agreement</b>		<b>1.e Person responsible to implement the sub-project if different from 1.d</b>	
Name	Sonam Pem	Name	Roseleen Gurung
Position	Director, Programmes	Position	Sr. Programme Officer
Telephone & Fax	+975-329333 +975-331433	Telephone & Fax	+975-329333 +975-331433
Email address	<a href="mailto:sonamtarayana@gmail.com">sonamtarayana@gmail.com</a> <a href="mailto:sonampem@tarayanafoundation.org">sonampem@tarayanafoundation.org</a>	Email address	<a href="mailto:roseleengurung@gmail.com">roseleengurung@gmail.com</a> <a href="mailto:roseleengurung@tarayanafoundation.org">roseleengurung@tarayanafoundation.org</a>
Skype address	Sonamtarayana	Skype address	Roseleengurung
<b>1.f Person responsible for finance (must be different from 1.d and 1.e)</b>			
Name	Kuenlay Gyaltshen	Telephone & Fax	+975-329333 +975-331433
Position	Finance Officer	Email & Skype	<a href="mailto:kuenlaygyaltshen@tarayanafoundation.org">kuenlaygyaltshen@tarayanafoundation.org</a>

#### Section 2: Sub-Project Identification

<b>Sub-Project title</b>	Capacity Building for REDD+ in Rural Bhutan		
<b>Describe the Sub-Project implementation area/s and if possible, the indigenous peoples who will directly benefit from the sub-project: (the location should be in the same area/s where there are ongoing government activities on REDD+ readiness and/or emissions reduction)</b>			
The selected sites for this project are: 24 forest dependent communities in seven districts (Lhuentse, Haa, Pemagatshel, Monggar, Trongsa, Samtse and Wangduephordang)			
<b>Estimated number of direct beneficiaries</b>	<b>Male</b>	1500	<b>Female</b> 2500
<b>Estimated number of indirect beneficiaries</b>	<b>Male</b>	4000	<b>Female</b> 5000

<b>Sub-Project duration [should not be more than fifteen (15) months]</b>	
<b>Total Sub-Project cost (amount requested plus counterpart in USD)</b>	79,500
<b>Amount requested for the sub-project (in USD)</b>	50,000
<b>Amount provided by your organization (in USD, please specify cash/in kind)</b>	29,500 in Kind
<b>Amount provided by other sources (in USD, please specify cash/in kind)</b>	

### **Section 3: Applicant Organization Information**

**Describe briefly your organization: mission, priorities, and major projects/programmes implemented with similar activities being proposed under the FCPF-CBP.**

Tarayana was founded by Her Majesty The Queen Mother Ashi Dorji Wangmo Wangchuck in 2003. On her tours in remote areas of Bhutan, she often encountered people living in difficult circumstances, grappling with poverty, poor connectivity, and inadequate support. They also survived on subsistence agriculture and did not have opportunities to enhance their income. Moreover, they also required proper housing. The Foundation was thus set up to support rural communities to address their multiple needs by improving their socio-economic condition; which is the rationale for the existence of the Foundation.

Tarayana Foundation is a registered Public Benefit Civil Society Organisation under the Civil Society Organizations Act<sup>1</sup> that has over time expanded its scope of work and covers 306 villages in sixteen districts giving it the largest outreach in the country. Attaining this outreach and maintaining relationships with the communities were made possible by a well thought out and properly executed social mobilization strategy that revolved around empowering the people. Resource constraints underscored by a project-based approach though limited the communities to benefit adequately from the social capital facilitated by the Foundation

Tarayana's work is driven by three important elements:

Vision Statement: A happy and prosperous Bhutan

Mission Statement: To help the vulnerable and disadvantaged help themselves

Core Values: Compassion, Dignity, Integrity

- Compassion: We will be guided by the spirit of compassion, from which the Foundation gets its name, in our service to the most vulnerable people and in working with each other.
- Dignity: We will act with dignity in our work and seek to respect the dignity of those we serve
- Integrity: We will follow the highest ethical standards

Mission Statement: Tarayana Foundation believes in maximizing happiness and harmony among all

<sup>1</sup> Chapter 2: CSOs shall refer to associations, societies, foundations, charitable trust, no-for-profit organizations or other entities that are not part of Government and do not distribute any income or profit to their members, founders, donors, directors or trustees. CSOs do not include trade unions, political parties, cooperatives or religious organizations which are devoted primarily to religious worship. CSOs are either Public Benefit Organizations (PBOs) or Mutual Benefit Organizations (MBOs). PBOs are established in order to benefit a section or the society as a whole while MBOs are established in order to advance the shared interests of their members and supporters.

Bhutanese people by providing opportunities for life improvement to the vulnerable communities in Bhutan. The Foundation facilitates by helping these community members learn and adopt new skills. Tarayana Foundation promotes self-empowerment and the importance of serving each other.

Tarayana Foundation's key strategy to engage communities in working together is **sustained social mobilization** and **group formation**. This has been developed over the years through strong presence of field officers on the ground who maintain constant contact with beneficiaries and are available to address their needs. Another element of the social mobilization process is that of **public consultations** organised several times before projects are formulated. These consultations ensure not only a complete understanding of what the project would bring to the communities, but also buy-in and cooperation. Projects implemented by the Foundation are thus need-based. On the other hand, given that Bhutanese context is quite unique, these consultations have enabled Tarayana Foundation to reflect local nuances that often escape development and donor agencies.

### **Organizational Services & Products**

Based on community needs, Tarayana Foundation has provided a number of services, summarized as follows:

- a. **Community mobilization:** Through awareness raising and capacity building, 200 Self-Help Groups (SHG) have undertaken income generating activities such as farming and crafts, in addition to savings in groups. Tarayana Foundation also promotes the spirit of voluntarism among the community level as well as in schools.
- b. Reducing vulnerabilities in **health and housing:** Housing improvement was carried out for 1300 disadvantaged families. Ten annual corrective surgical camps for cleft palates, harelips, burn victims and victims of wild animal attacks were conducted till date. In order to improve sanitation conditions and create awareness on allied issues and helped construct 500 pour flush toilets and piloted eco-san toilets in water scarce communities.
- c. Increasing **opportunities for education:** Forty individuals from illiterate families were supported to pursue tertiary education. Scholarships have now been merged with His Majesty's Kidu programme.
- d. The Buzip Programme was started to address the early child-care needs of parents in remote rural communities. In 2010, Tarayana piloted day care centers in six villages (Zhemgang and Samtse). Six young women were selected and trained for three months as facilitators. The training included the development of appropriate curriculums, inter-personal skills like patience, positivity, flexibility. They were also sensitized towards the parents' participation in the learning process. These trained facilitators provided care for the young toddlers in their charge from 8:30 to 5pm on weekdays. The facilitators paid attention to the development of children's skills in language, creative thinking, social interactions and physical fitness. Before the first year was over, it was evident that the Buzip Centre was providing a stimulating and productive environment for the growth and development of these children. The Buzip Programme made two-pronged impacts. Firstly, the programme provided reliable child-care support and peace of mind to parents in rural communities. This contribution has been especially valuable for young women, who as a consequence were empowered to pursue income-generating activities, training opportunities, and outlets for more active engagement with local governance. Secondly, it has given young children the opportunity to reach their full potential in terms of cognitive, social, and physical development by creating an accessible space where it is safe and fun to learn. A total of 31 ECCD centres were established in remote communities benefiting 600 toddlers.

- e. **Access to finance:** A careful initiation of income enhancement activities has resulted in the foundations of a sound micro-finance program, which so far has facilitated 127 individuals and 22 groups access micro-credit for productive purposes.
- f. From 200 SHGs 2,400 members including 1,800 female have undertaken income generating activities such as: farming, crafts, weaving, wood crafts, food processing, tailoring, poultry, etc. All the SHGs have started savings and are maintaining bank accounts with the nearest banks. In the year 2016 alone 46 SHGs have earned an income of Nu.6.3mn. The achievements of the SHGs were result of skills enhancement in 13 trades, economic mobilization leading to market linkages and financial literacy.

In addition, the Foundation has provided **professional development** opportunities to post-graduates under its young professionals program, thus enabling them to gain field experience and improve their prospects in the job market. The Tarayana Foundation interns program has yielded a diverse and successful pool of development professionals. Tarayana has created awareness on women's rights in the areas of equal health, education, and livelihood opportunities. The Foundation has taken active initiatives in the preparation of the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) country level shadow report in consultation with relevant CSOs.

***Programmes implemented with similar activities being proposed under the FCPF-CBP***

**National Adaptation Plan of Action (NAPA) II:**

Tarayana is one of the local implementing partners for the project on National Adaptation Programme of Action (NAPA II), to address the risk of climate induced disasters and build national, local and community resilience to climate change through enhancement of capacity to prepare for and respond to climate-induced multi-hazards in order to reduce potential losses of human lives, national economic infrastructure, livelihoods and livelihood assets. With the baseline survey carried out in 2014 for 20 villages in four target Dzongkhags, the Foundation started implementing environmental friendly interventions to manage the watersheds and adopted appropriate water-harvesting techniques in these water stressed target villages. The interventions include community mobilization, trainings on watershed and land management, training on local organic climate change action and learning, clearing of water sources, plantation of suitable plants around the water sources to recharge the water table, installation of rain water harvesting tanks and construction of water reservoir tanks. This project comes to an end in December 2018.

***How is your organization governed (example Board of Directors/Trustees, Council of Elders/Leaders, etc)? How often do they meet?***

**Organizational and Governance Structure**

The Foundation has followed a flat egalitarian-based work culture, which has worked well with a small team. However, with the expansion of its program and a significant increase in the menu of community needs, Tarayana has recognized the need to professionalize a set of services and move towards sustainability. To achieve this, it is important that the organizational structure is reviewed and that necessary adjustments are

**The Board**

Her Majesty The Queen Mother Ashi Dorji Wangmo Wangchuck is the president and patron of the Foundation. Tarayana is led by a nine member Board of Directors. The President of the Foundation chairs the Board. The Board's primary responsibilities include provision of strategic guidance and overall policy

level support.

### **The Executive Committee**

The Foundation has a twelve member Executive Committee that helps with strategic planning, fundraising, partnership development, and adoption of important organizational policies. The Executive Committee members are from various backgrounds like civil service, the private sector, lawyers, architects, and international NGOs.

### **The Secretariat**

The Secretariat is primarily responsible for day-to-day operations, business development, relationship building, financial management, and implementation of the strategic framework. It is led by the Secretary General supported by the Programmes Division and Administration and Finance Division (AFD). Under the Programmes division, the Director of Programmes oversees the programme implementation, and the AFD head oversees the administration and financial matters. The Programmes division comprises Program Managers, Project Managers, Field Officers and the ICT personal. The AFD constitutes the Finance Officer, Administration Officer and the Support Staff. The Marketing Unit reports directly to the Secretary General. The unit is consists of a Marketing Officer who manages Production and Sales teams.

### ***Describe your organization structure or attach your organizational chart.***

Attached

### ***List down your organization's policies and procedures including finance and procurement or attach a copy. Successful applicants must submit these documents.***

Administration and Financial Guideline

### ***List your organization's membership/part of a Network or Alliance. Include those with government, if any.***

Name of Alliance/Network	Contact Person	Contact Details
BEES Network	Geeta Anjali, World Bank	<a href="mailto:gitanjali420@gmail.com">gitanjali420@gmail.com</a>
SWAN		
FK		
ADA (Asian Development Alliance)	Ms.Jyotsna ADA Coordinator	<a href="mailto:Ada2030.secretariat@gmail.com">Ada2030.secretariat@gmail.com</a>

### ***List down your organization's sources of funds from 2014 to the present***

Name of Donor	Contact Person	Contact Details
Government of India	Lekey Wangdi	
UN Women	Rinzi Pem	
UNDP-GEF		
Helvetas Swiss Intercooperation, Bhutan	Tashi Pem	
JFPR-ADB	Nidup Tshering	
Alstom Foundation		
UNDP/MOEA-DRE	Mr.Mewang Gyaltshen	Director, Department of Renewal Energy, Ministry of Economic Affairs, Bhutan

***Are the funds of your organization subjected to annual external audit? If yes, kindly enter the name and contact details of the external auditor and attach a copy of the recent audit report including the letter to management for the recent fiscal year.***

Name of the External Auditor	Contact Details
Kesang Wangd, Tra Doen Associates	Chief Executive Officer, Tel. No. +975-02-339345, Fax No. +975-02-339630,  Mobile No. <a href="tel:+975-17652473">+975-17652473</a> <a href="tel:+975-17652473">+975-17652473</a> /77652473, Website: <a href="http://www.tradoen.bt">www.tradoen.bt</a>

***Describe your organization's previous or ongoing projects/activities on REDD+ at local and national levels including engagement with government/government agencies.***

REDD+ in Bhutan is still at the readiness phase. The actual implementation will take place only from 2020 onward.

**Tarayana has been actively engaged in the REDD+ process both at the national as well as at the grassroots through the following:**

- Member of Technical Working Group & Task Force (TWG) of REDD+
- Carried out awareness on REDD+ in the rural/indigenous communities
- Conducted consultations on the drivers of deforestation in rural areas
- Participated in the national consultations

The Foundation will continue to support Watershed Management Division in organizing consultations on REDD+ strategy design. Tarayana has facilitated in organizing consultations in communities it work on drivers of deforestation and forest degradation. In 2017, the Foundation will be engaged in organizing similar consultations for developing interventions or Policies and Measures for those drivers/causes and also engage to bring out indigenous knowledge and design strategy measures for REDD+ activities.

***Describe fluency of staff in the language/s of targeted indigenous peoples.***

Tarayana works through our Field Officers who live and work in the communities. They are well versed in terms of language/ local dialects in these communities

***Elaborate on how your organization settle/address complaints.***

Tarayana has established many Self Help Groups (SHGs) in the communities we work. All these SHGs have office bearers appointed like the Chairman, Treasurer & Secretary. Complaints are lodged to the officer bearers of the SHGs and the members deliberate, mediate and try to resolve at this level with support from the Tarayana Field Officer. If they cannot resolve, it will further be put up to the Local leader's Office through the Tshogpa and their administration will resolve. If the case cannot be resolved, it goes to the district court.

***Rate your organization on the following, 10 points being the highest.***

Technical capacity	8	Reports preparation	10
Safeguards implementation	9	Monitoring & evaluation	10

#### **Section 4: Proposed Sub-Project Information**

***4.1 Please provide a short overall description of your Sub-Project. Why is the Sub-Project important to forest-dependent indigenous men and women beneficiaries?***

This project is to capacitate forest dependent communities and it is important to them as they are considered the main custodians of the forest. Therefore, it is imperative for them to have knowledge on climate change and develop skills to adapt and mitigate climate change impacts so that they can continue to conserve and preserve the natural resources around them. This project will enhance their knowledge and awareness on climate change and REDD+ issues and build their capacities to take active role in decision making processes related to REDD+ and participate in REDD+ strategy implementation. Having understood the motive behind REDD+, they will be in a better position to take informed decision which will benefit the communities themselves and the environment.

**4.2 What are the issues and problems of forest-dependent indigenous men and women that the Sub-Project will address? Why are these critical to them?**

The main issue that the community members face is the lack of awareness and knowledge on climate change impacts and what REDD+ intends to do to adapt and mitigate climate change impacts. Due to these issues, they cannot take active or effective participation in the decision making processes. Enhancing their skills and knowledge on REDD+ will enable them to effectively influence REDD+ related decisions which will eventually impact them and the environment they live in.

**4.3 Sub-Project Objective (what is the desired contribution of the proposed Sub-Project to the community and/or organization?)**

To increase awareness, knowledge and build capacities of forest dependent communities and the Tarayana Foundation on Climate Change and REDD+.

**4.4 Desired Outcomes (what benefits or immediate changes do you anticipate by the end of the Sub-Project?)**

- Awareness and knowledge on REDD+ and impacts of climate change enhanced for forest dependent communities and Tarayana
- Capacity of community members and Tarayana team built to take part in REDD+ activities and related decision making processes

**4.5 Kindly enumerate and describe the activities to be implemented by the Sub-Project for a period of not more than fifteen (15) months. (group the activities which contribute to a single result)**

Activities	Expected Outputs
1. Consultation with community members/leaders and Tarayana and FDG with the women members on Awareness raising on REDD+ and impacts of climate change; (one consultation each in all the 24 villages); Compilation of report	Community members and leaders Tarayana staff are aware of REDD+; Impacts of climate change in the communities identified
2. Consultation with the community members on the activities planned by government on REDD+ in 24 villages in the seven districts (Lhuentse, Haa, Wangduephordang, Trongsa, Pemagatshel, Samtse, Monggar); (one consultation each in all the 24 villages); Work Plan Preparation; Compilation of report	Social safeguard issues in relation to proposed government REDD+ activities identified; workplan
3. Inform the REDD+ Secretariat of the activities to be undertaken and request for support	REDD+ Secretariat support project implementation
4. Presentation of the following: Impacts of climate change and Safeguards issues related to government REDD+ implementation as identified by the communities to the different stakeholders at	District level REDD+ offices/stakeholders informed on the impacts of climate change and social safeguards issues related to REDD+ implementation as raised by forest dependent

the district levels including the REDD+ focal officers (one forum each in the seven districts); Compilation of report	communities
5. Training on Integrated Watershed Management in all the 24 villages; Compilation of report	Reduce impacts of climate change and improve sustainable use of natural resources
6. Training on Community Based Forest Monitoring in all the 24 villages; Compilation of report	Community members' skills on forest monitoring enhanced and improved decision making based on facts
7. Collection of information on traditional forest management/sustainable use practices from 24 villages in seven districts as input to REDD+ strategy (Lhuentse, Haa, Wangduephordang, Trongsa, Pemagatshel, Samtse, Monggar); Compilation, analysis, report preparation and dissemination	Indigenous forest management practices documented and disseminated
8. Training on cane and bamboo craft development (12 villages in 3 districts); Compilation of report	Enhanced livelihood activities as incentive for preserving the forest
9. Presentation of project results, lessons learned and recommendations to the national REDD+ secretariat (Watershed Management, Department of Forests, Ministry of Agriculture & Forests), National environment commission and get in principle agreement to have the community concerns addressed in the Readiness Preparation Proposal and the Emission Reduction Program Document (ERPD) in a multi-stakeholders' workshop	REDD+ Secretariat agreed to address identified community concerns in the RPP and ERPD

***4.6 Describe any important external factors that may affect Sub-Project implementation and how will you mitigate these potential risks.***

Natural calamities

Agriculture season: Plan activities during off season

***4.7 Describe previous engagements of your organization with the forest-dependent indigenous peoples who will benefit from this Sub-Project and how they will be involved in Sub-Project implementation, monitoring and evaluation.***

Tarayana is already working in the proposed sites for this project. The activities of this project will complement the ongoing activities and make our intervention more holistic. Our Field Officers live and work in these communities; they oversee the activities on a daily basis and will report to the head office on a quarterly basis. The Project Manager will visit all the sites at least once to monitor the activities and report back to the donor. This monitoring usually takes place every quarter.

***4.8 Is the national focal point on REDD+ aware of your sub-project proposal? If yes, what are the common activities in your sub-project proposal with their plans/activities?***

The Watershed Management Division (WMD) under the Department of Forests, also the secretariat for REDD+ in Bhutan, is aware of the activities proposed. These activities are proposed in consultation with the division. The WMD has plans to conduct consultations on safeguards in the communities and the activities proposed under this project will create better understanding on the REDD+ and therefore, enable better the communities to voice their concerns and issues related to REDD+ during consultations at district and national levels. This project will complement the activities WMD will carry out.

***4.9 Which other groups/organizations, including government, will be involved in Sub-Project***

<b>implementation?</b>	
Name of group/organization	Roles/Responsibilities
Watershed Management Division	Technical Support
<b>4.10 How will the Sub-Project gains be sustained after Sub-Project implementation?</b>	
By forming Self Help groups, Tarayana Foundation has ensured that activities are sustained even beyond the project period and community structures remain active and cohesive. These groups look after various common interests—such as, organic farming, income generating activities, crafts, and savings. While these groups are mentored by field officers, the social mobilization strategy has worked to reinforce self confidence among group members thus enabling them to undertake assessments and understand risks and opportunities of new ventures. Groups have also served to support other groups, thus strengthening <b>community cohesion</b> that had eroded due to poverty.	
<b>4.11 How will you ensure the proportionate participation of men, women and youth in the sub-project planning, implementation, monitoring and evaluation?</b>	
Gender checklist will be put in place prior to the consultation meetings and followed throughout the implementation	

### Section 5: Detailed Work Plan

Activities	Months												
	1	2	3	4	5	6	7	8	9	10	11	12	13
1. One consultation/village (24) with the community members/ leaders and Tarayana and FDG with women members on REDD+ and impacts of climate change; Compilation of report	X		X	X	X	X	X						
2. One consultation/village (24) with the community members on the activities planned by government on REDD+; Work Plan Preparation; Compilation of report		X			X		X		X				X
3. One national workshop to inform the REDD+ Secretariat of the activities to be undertaken and request for support					X								
4. One forum/district (7) to present a) Impacts of climate change; and b) Safeguards issues related to government REDD+ implementation as identified by the communities to the different stakeholders at the district levels including the REDD+ focal officers; Compilation of report										X			
5. Training on Integrated Watershed Management in all the 24 village; Compilation of report									X	X	X		
6. Training on Community Based Forest Monitoring in all the 24 villages; Compilation of report						X	X		X				
7. Collection of information on traditional forest management /sustainable use practices from 24 villages in seven districts as input to REDD+ strategy	X			X	X	X	X	X	X				
Compilation and analysis							X	X	X				
Reporting										X			
Forum to disseminate/create awareness of community members and REDD+ offices on traditional forest management									X	X	X		
8. Training on cane and bamboo crafts development (12 villages in 3 districts)										X			
9. Multi-stakeholders' workshop to present project results,												X	

lessons learned and recommendations to the national REDD+ secretariat (Watershed Management, Department of Forests, Ministry of Agriculture & Forests), National environment commission and get in principle agreement to have the community concerns addressed in the Readiness Preparation Proposal and the Emission Reduction Program Document (ERPD)														
10. Monitoring & Evaluation	X	X	X	X	X	X	X	X	X	X	X	X	X	X
11. Reports, Audit		X	X	X	X	X	X	X	X	X	X	X	X	X

## Section 6: Proposed Budget

Activities	Amount Requested	Proponent's Contribution	Total Budget	Year 1	Year 2
1. Consultations on REDD+ and impacts of climate change and report ( <i>Working Lunch &amp; Travel allowance for the community members; Materials; Travel expenses for the facilitators from the Headquarter to different communities</i> )	9,000	5,000	14,000	14,000	0
2. Consultations on REDD+ activities planned by the government on REDD+; Work plan preparation; Compilation of report ( <i>Working Lunch &amp; Travel allowance for the community members; Materials; Travel expenses for the facilitators from the Headquarter to different communities</i> )	3,000	4,000	7,000	7,000	
3. One national workshop to inform the REDD+ Secretariat of the activities to be undertaken and request for support ( <i>Workshop venue charge; Working Lunch; Stationeries</i> )	500	500	1,000	1,000	
4. Seven fora to present a) Impacts of climate change and b) Safeguards issues related to government REDD+ implementation ( <i>Working Lunch for the participants; Travel expenses for the project staff from the Headquarter to different Districts</i> )	1,000	1,000	2,000	2,000	
5. Training on Integrated Watershed Management in all the 24 villages	11,000	4,000	15,000	15,000	
6. Training on Community Based Forest Monitoring in all the 24 villages	11,000	4,000	15,000	15,000	
7. Collection of information on traditional forest management/sustainable use of resources from 24 villages in seven districts	4,000		4,000	4,000	
Compilation, analysis, report	1,000		1,000	1,000	
Forum to disseminate indigenous forest management/sustainable use practices	1,000	1,000	2,000	2,000	
8. Training on bamboo and cane crafts		1,000	1,000	1,000	

9. National multi-stakeholders' workshop to present project results, lessons learned and recommendations	1,000	3,000	4,000	4,000	
<b>Monitoring &amp; Evaluation</b> Quarterly visit to all the sites (7*4*=28 times))	1,500	4,000	5,500	5,200	300
<b>Administration Cost and Audit</b> (supplies, communications, photocopying, etc. ; audit fee)	6,000	2,000	8,000	6,000	2,000
<b>TOTAL</b>	50,000	29,500	79,500	77,200	2,300

**Documents to be attached:** (all documents must be in English)

- a. Copy of your organization's certificate of legal registration (only applications with attached certificate of registration will be considered eligible);
- b. Organizational chart (if available);
- c. Policies and procedures on operations, finance and procurement (if available); and
- d. Latest audited financial reports including letters to management (if applicable).
- e. Other documents as needed to shed light on the proposed Sub-Project, including maps, photos, etc.

**Organizational chart**

