



USAID
FROM THE AMERICAN PEOPLE

ANNUAL PROGRAM STATEMENT (APS) – LIVESTOCK VALUE CHAIN

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| APS # | APS-RADPN-CLIN3-001 |
| APS Issuance Date: | 01 June, 2015 |
| First Pre-Concept Paper Conference: | 11 June, 2015, 10 AM, Local Time |
| Deadline for Questions for First Round of Evaluations: | 07 June, 2015 |
| Deadline for Submission of Concept Papers (First Round): | 28 June, 2015 |
| APS Final Closing Date: | 31 May, 2016, 4 PM, Local Time |
| Submit Concept Papers: | by email to: radp_grants@radp-north.org , or hand delivered to: USAID RADP-N Grants Department, Marmul, Shahidi Street, Behind Sultan Razia High School, Mazar-e-Sharif, Afghanistan Tel: +93 (0) 786 313735 |

To Interested Applicants:

Development Alternatives Incorporated (DAI) is implementing the five-year (May 2014 to May 2019) USAID's Regional Agricultural Development Program, North (USAID RADP-N) to improve food and economic security, enhance farming incomes, and increase agricultural employment for rural Afghans in targeted areas of Badakhshan, Baghlan, Balkh, Jowzjan, Kunduz, and Samangan provinces of northern Afghanistan. USAID RADP-N is working in three main value chains: horticulture high value crops (HVC), wheat, and livestock.

USAID RADP-N announces this Annual Program Statement (APS) to organizations interested in submitting concept papers that propose creative and effective approaches to address opportunities and constraints in the **livestock value chain**.

USAID RADP-N on behalf of USAID anticipates awarding up to 15 grants to fund successful applications submitted in response to this APS. Competition for this APS will be open for one year. All concept papers for review in the first round of evaluations are due by 28 June, 2015. At the discretion of USAID RADP-N, applications received after the first round of evaluations may be considered on a rolling basis or as part of another round of evaluations.

The length of the resultant grants may be up to 2 years. The total amount of funding currently available for this APS is approximately \$1 million (Approx. 58,000,000 Afghani). The number of awards and amount of available funding is subject to change and USAID RADP-N reserves the right to make no awards as a result of this APS.

This is an initial solicitation to ascertain organizations that maybe interested in designing and implementing projects and does not constitute a Request for Application. Based on evaluation of the concept papers, organizations that are invited by USAID RADP-N to submit a full application will have an opportunity to expand on their concept papers at a later date. Applicants may choose among a range of initiatives or scale up small projects that have demonstrated success. Applicants must demonstrate success in addressing the constraints for the value chain. Special attention will be given to innovative ideas and women's participation.

Applications providing support outside the targeted value chains and provinces will not be considered.

This grant fund is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents are the responsibility of USAID RADP-North's implementing partners and do not necessarily reflect the views of USAID or the United States Government.

Pre-Concept Paper Conferences

The first Pre-Concept Paper Conference will be conducted by *USAID RADP-N* on June 11, 2015 to provide necessary guidance to Potential Applicants on this APS, *USAID RADP-N* project objectives and on the grant concept paper. The conference venue will be circulated to potential applicants those confirm their attendance by sending the following information by email to radp_grants@radp-north.org not later than June 08, 2015:

- (i) Name of the organization
- (ii) Name and title of the attendee
- (iii) Attendee's phone #
- (iv) Attendee's email address

A maximum of two (02) persons per organization will be allowed to attend the conference. Although attendance to this pre-concept paper conference is not mandatory, however, all potential applicants who decide to submit a grant concept paper are encouraged to attend the conference. **All Concept Papers that meet the eligibility requirements as outlined under Section III- Applicants Eligibility Information, will be considered for evaluation by the Review Panel.**

If required, more such guidance conferences will be organized by *USAID RADP-N*. All necessary information on these conferences will be posted on the ACBAR website (<http://www.acbar.org/RFP/>) at least ten (10) days prior to the conference date.

I. OBJECTIVES

The purpose of *USAID RADP-N* is to improve food and economic security for rural Afghans in targeted areas of **Badakhshan, Baghlan, Balkh, Jowzjan, Kunduz, and Samangan** provinces of northern Afghanistan. *USAID RADP-N* aims to use well-reputed best practices to achieve sustainable agricultural development via agricultural and livestock value-chain enhancements, women's participation, and investments in the strengthening of small and medium agribusinesses.

The grants mechanism will be used to build capacity of the private sector and reduce the perceived risk of farmers and agribusinesses regarding investments to increase productivity and profitability. *USAID RADP-N* staff will work closely with grant recipients, mentoring and equipping them with the skills and tools needed to grow their businesses, pilot a new technology, or other relevant activities. *USAID RADP-N* will provide grants following these key principles:

- Grant support will be based on demand-driven opportunities and will result in increased efficiencies, adoption of new and appropriate technologies, improved marketing, or other activities that increase the overall competitiveness of the value chain.
- A minimum cost share of 30% will be required for cost reimbursable and 50% for In-Kind (equipment and material support) grants in most but not all cases. There will be some flexibility in determining the cost share contribution if the proposed grant activity yields significant returns or touches on cross-cutting issues such as women-led initiatives. The purpose of the cost-sharing requirement is to leverage additional resources towards achieving *USAID RADP-N*'s objectives, to give grant recipients a stake in the outcome of the activity, and to promote sustainability.
- Grant funded activities will be complementary to key value chain activities undertaken by *USAID RADP-N*.
- *USAID RADP-N* will impose efficient and responsible use of grant funds.

The strategy for the activities described below will also encompass the promotion of gender participation and equality throughout. *USAID RADP-N* will use its pool of grant funding on crosscutting and enabling activities for beneficiaries and stakeholders to adopt Good Agricultural Practices (GAP) and good business practices associated with successful farmers, processors, and traders.

Some potential grant activities include but not limited to:

1. Introduce quality-assured inputs and technology for wool harvesting including proper tools and processing equipment, spinning wheels, and carpet weaving tools.
2. Provide improved wool harvesting training to 1,000 farmers (50% male and 50% female) in conjunction with wool processing plants that addresses proper flock harvesting, proper sorting, spinning, dyeing, and weaving.
3. Distribute quality shearing tools for wool harvesting to Veterinary Field Units (VFUs) to provide fee-based services to herders.
4. Provide support to female-run wool cooperatives, focused on value addition like proper wool processing, cleaning, sorting, spinning, branding, and marketing.
5. Improve cashmere quality (reduced fiber diameter, increased fiber length, and whiter color) by establishing Cashmere goat breeding farm to increase breeding stock.
6. Distribution of male goats to 1,000 farmers in cashmere areas to improve cashmere quality.
7. Establish a laboratory to test fiber quality.
8. Increase employment of women engaged in cashmere de-hairing, yarn spinning, weaving, handicrafts, etc.
9. Provide support to private feed mill(s) to improve feed quality through improved equipment, processing techniques, and access to micronutrients.
10. Improve marketing linkages among cake/meal producers (cotton and other oilseed processors) feed banks and herders.

11. Conduct technical training for 1,000 herders on fodder crop production (in crop rotations and via intercropping) and feed management through demo plots.
12. Provide training to feed banks owners on business marketing and standard feed procurement.
13. Develop training materials, posters, tip-sheets on livestock feed based on the animals age, condition, and seasonal calendar.

II. AWARD INFORMATION

(1) Estimated Funding Level

The total amount of funding currently available for this APS is approximately US\$1 million (Approx. 58,000,000 Afghani). *USAID RADP-N* expects to award up to 15 agreements. The number of awards and amount of available funding is subject to change.

(2) Anticipated Start Date of this Award and Performance Period

USAID RADP-N anticipates the start date upon award with a performance period of up to 2 years.

(3) Award Type

USAID RADP-N anticipates awarding the following type of grant agreements to fund successful applications submitted in response to this APS:

- (i) Fixed Amount Award (Fixed Amount – funds disbursed based on specified milestones);
- (ii) Simplified (cost reimbursable funding);
- (iii) In-Kind Grants (direct material or equipment).

III. APPLICANTS ELIGIBILITY INFORMATION

(1) Eligible Applicants

This APS is issued as a public notice to ensure that all interested and qualified organizations have a fair opportunity to submit applications for funding. Eligibility requirements include the following:

- US non-governmental organizations supporting activities in the targeted value chains and provinces
- Local non-profit non-governmental organizations;
- Local profit-making organizations;
- Agricultural producers; input suppliers, wholesalers, farmer associations; cooperatives involved in the Livestock value chain;
- Community-based organizations (CBOs);
- Must be a registered entity in Afghanistan;
- **Contain evidence of a significant cost share commitment**

Applicants currently present in the target provinces are highly encouraged to apply. Special attention will be given to women owned organizations.

(2) Ineligible Applicants

Following organizations/institutions are not eligible to submit applications in response to this APS:

- Political parties, political party organizations and government institutions
- Faith-based organizations whose objectives are discriminatory;
- Organizations from foreign policy restricted countries (Cuba, Iran, North Korea, Sudan and Syria) are not eligible;
- Organizations included in the List of Parties Excluded from Federal Procurements and Non-Procurement Programs are not eligible for Federal awards. In addition, organizations are not eligible for awards if they have members who appear in the U.S. Treasury's List of Specially Designated Nationals and Blocked Persons or who have been designated by the United Nations Security (UNSC) sanctions committee established under UNSC Resolution 1267 (1999) (the 1267 Committee) as an individual linked to Taliban, Osama bin Laden, or the Al Qaeda organization;
- Any U.S. entity which is a "Private Voluntary Organization" (PVO) but has not registered as such with USAID;
- Any entity whose name appears on the "List of Parties Excluded from Federal Procurement and Non-Procurement Programs";
- Any "Public International Organization" (PIO);
- Any government;
- Any entity affiliated with DAI and DAI Sub-contractors or any of its directors, officers, or employees; and
- Individuals

(3) Cost Share

Cost share is required under the grants program and grant applicants must demonstrate their commitment of cost contribution in their proposed grant activity. A minimum cost share of 30% will be required for cost reimbursable and 50% for In-Kind (equipment and material support) grants in most but not all cases. There will be some flexibility in determining the cost share contribution if the proposed grant activity yields significant returns or touches on cross-cutting issues such as women-led initiatives. The purpose of the cost-sharing requirement is to leverage additional resources towards achieving *USAID RADP-N*'s objectives, to give grant recipients a stake in the outcome of the activity, and to promote sustainability.

IV. APPLICATION SUBMISSION AND REVIEW INFORMATION

(1) Overview of Application Process

USAID RADP-N will review applications using a two-stage process. First applicants are required to submit a concept paper of no more than 7 (07) pages including annexes to *USAID RADP-N* Grants Department. Applicants will then receive instructions on whether or not to proceed with a full application. Technical review panel comments provided on the concept paper should guide the submission of the full application. As noted above, *USAID RADP-N* will consider award of In-Kind, Fixed Amount and/or Simplified Grant.

Concept papers must meet the identified needs of this APS. If your proposed project meets the needs of this APS, prepare a concept paper ensuring that the concept meets all APS criteria.

Important Note:

Do not submit a full proposal/application unless requested by *USAID RADP-N* Grants Department. Only upon receipt of positive feedback from the *USAID RADP-N* on the concept paper, the applicant will be required to put together and submit a full proposal/application.

(2) Deadline for Questions

Any questions concerning this APS for the first round of submissions can be submitted by e-mail to radp_grants@radp-north.org no later than June 07, 2015 at 4:00 PM Afghanistan Time. Questions received after this date will be answered in phased manner but not less than twice a month.

Any prospective applicant desiring an explanation or interpretation of this APS must request it in writing to allow a reply to reach all prospective applicants before the submission of their concept papers. Oral explanations or instructions given will not be binding. Any information given to a prospective applicant concerning this APS will be furnished promptly to all other prospective applicants as an amendment of this APS, if that information is necessary in submitting concept papers or if the lack of it would be prejudicial to any other prospective applicants.

Applicants should check ACBAR website (<http://www.acbar.org/RFP/>) for clarifications on questions.

(3) Concept Paper Instructions

Concept paper must be submitted as seven page (including annexes) document, in Times New Roman 11 point font and in A4 page. Submissions must conform to the following requirements:

Page 1: Company Information

- 1) Cover page, use Grant Concept Paper Format to provide all requested information.
- 2) Cover page must be signed and stamped by an authorized representative of the company.

Pages 2-4: Project Description

- 1) Use the same format as provided in the Grant Concept Paper.
- 2) All necessary guidance is provided in the format.
- 3) Project description should not exceed 3 pages.

Page 5: Annex 1 Implementation Schedule

- 1) Use format as provided in Annex 1.
- 2) The activities, inputs, outputs, and outcomes should be realistic and achievable within the proposed budget and timeframe, and reflect a grasp of necessary steps to ensure rapid, effective execution of program activities.

Page 6: Annex 2 Budget

- 1) Use format as provided in Annex 2.
- 2) Provide estimated budget with budget notes to support the technical concept note. Budget should include all costs that will directly associate/incur to accomplish proposed grant activities. This include:
 - (a) Program costs;
 - (b) Administrative costs; and
 - (c) Cost sharing/matching by organization for the implementation of proposed grant activity.
- 3) Cost share contribution can be in the form of cash or in-kind (labor, equipment, material, furniture, and any other direct cost required to accomplish the grant activities). Any in-kind support received from other *USAID* and/or US Government funded projects cannot be used as cost-share by the applicant. However, In-Kind support from friend, relative, government and private agencies, other international donors, etc. can be used as cost share.

Page 7: Annex 3 Applicant Past Performance

Previous work experience and past performance summary (use Annex 3 as template) should include previous work experience in relevant projects as well as the proposed geographic region.

(4) Concept Papers Review Information

Concept papers will be reviewed in terms of responsiveness to the APS, appropriateness of subject matter, and creativeness. Applicants are encouraged to demonstrate how their proposed work will contribute to the Livestock Value Chain projects.

(5) Full Application Instructions

Concept papers should be submitted prior to submitting a full grant application. **Only Applicants whose concept papers are accepted will then be invited to submit a full application using the *USAID RADP-N* standard application templates.** Please note that full applications must adhere to the program and geographical area that was submitted in the original concept paper. Applications must not exceed the concept paper budget amount. Invitations will be based on a subjective evaluation of how the program meets the opportunities and constraints outlined and the priority needs of the *USAID RADP-N* program.

V. AWARD AND ADMINISTRATION INFORMATION

(1) Post-Selection Information

Following the final negotiation with the prospective grant recipient, *USAID RADP-N* will issue a grant signed by *USAID RADP-N*'s Chief of Party. This grant will be the official authorizing document and will be sent to the applicant's main point of contact either electronically or in hard

copy. *USAID RADP-N* will also notify unsuccessful applicants concerning their status after selection has been made.

(2) Award Administration

Any resultant grand awards under this APS will be administrated in accordance with the following:

- Awards to U.S. organizations will be administered in accordance with 2 CFR 200, and 2 CFR 700, ADS 303 and *USAID* Standard Provisions for U.S. nongovernmental organizations. For non-U.S. organizations, *USAID* Standard Provisions for non-U.S. non-governmental organizations would apply.
- Applicants may obtain copies of the referenced material at the following websites:
 - 2 CFR 200
<http://www.gpo.gov/fdsys/pkg/FR-2013-12-26/pdf/2013-30465.pdf>
 - 2 CFR 700
<http://www.ecfr.gov/cgi-bin/text-idx?SID=18fce4045d211e74d460016792650587&node=20141219y1.358>
 - Standard Provisions for U.S. Nongovernmental Recipients:
<http://www.USAID.gov/sites/default/files/documents/1868/303maa.pdf>
 - Standard Provisions for Non-U.S., Nongovernmental Recipients:
<http://www.USAID.gov/sites/default/files/documents/1868/303mab.pdf>
- Prior to any award, *USAID RADP-N* will assess whether the activities proposed by the grantee are environmentally compliant or not. Activities will be selected that minimize adverse impacts to the environment.
- All *USAID*-sponsored assistance awards are required to adhere to branding policies and marking requirements in accordance with ADS 320. This includes visibly displaying the *USAID* Standard Graphic Identity that clearly communicates assistance is, “From the American people” on all programs, projects, activities, publications, public communications, and commodities provided or supported through *USAID* assistance awards. ADS 320 requires that, after the evaluation of the applications, *USAID RADP-N* Staff will request the Apparently Successful Applicant to submit a Branding Strategy that describes how the program, project, or activity is named and positioned, how it is promoted and communicated to beneficiaries and cooperating country citizens, and identifies all donors and explains how they will be acknowledged. *USAID RADP-N* will not competitively evaluate the proposed Branding Strategy. ADS 320 can be downloaded from following website: www.USAID.gov/policy/ads/300/320.pdf

VI. SUBMISSION DEADLINE AND OTHER INFORMATION

(1) Submission Deadline

All concept papers must be in English and shall be submitted electronically (signed, stamped and scanned) or hard copy (signed and stamped) no later than June 28, 2015 at 4:00 PM Afghanistan Time.

- (i) Email: radp_grants@radp-north.org, or
- (ii) Hard Copy: *USAID RADP-N* Grants Department, Marmul, Shahidi Street, Behind Sultan Razia High School, Mazar-e-Sharif, Afghanistan, Tel: +93 (0) 786 313735

Concept papers over seven (07) pages including annexes may not be considered for evaluation. Please include the name and contact details of your organization representative in the concept paper. In case the submitted concept paper meets *USAID RADP-N* criteria, the applicant will be notified of the results with the standard *USAID RADP-N* application templates attached for the applicant to complete. The applicant will be required to submit copy of the full application

(email or hardcopy) to the attention of *USAID RADP-N* Grants Department at the addresses listed above. The application submission deadline will be determined in the notification to the applicant.

(2) Other Information

Issuance of this APS does not constitute an award or commitment on the part of *USAID RADP-N*, nor does it commit *USAID RADP-N* to pay for costs incurred in the preparation and submission of a concept paper and an application.

***USAID RADP-N* reserves the right to fund any or none of the applications submitted. Further, *USAID RADP-N* reserves the right to make no awards as a result of this APS.**

GRANT CONCEPT PAPER FORMAT

| COMPANY INFORMATION | | |
|---|--|-----------------|
| 1. Company Name | | |
| 2. Company Lead Individual Contact Details | Name: _____; Position: _____; Phone # _____; Email: _____ | |
| 3. Company Address | | |
| 4. Company Telephone and Email | Telephone #: _____ Email: _____ | |
| 5. Year Established in Afghanistan | | |
| 6. Registration in Afghanistan Please state your current registration status (check all that apply) | <input type="checkbox"/> AISA # _____ <input type="checkbox"/> ACCI # _____ <input type="checkbox"/> Ministry of Justice # _____ <input type="checkbox"/> Ministry of Agriculture, Irrigation & Livestock # _____ <input type="checkbox"/> Other (specify entity name and #): _____ <input type="checkbox"/> Not registered Current Registration Status <input type="checkbox"/> Valid registration <input type="checkbox"/> Expired registration <input type="checkbox"/> Registration application pending approval | |
| 7. Company Nationality | | |
| 8. # of Employees in Afghanistan (including owner) | <input type="checkbox"/> 1 <input type="checkbox"/> 2 <input type="checkbox"/> 3-5 <input type="checkbox"/> 6-10 <input type="checkbox"/> 11-25 <input type="checkbox"/> 26-50 <input type="checkbox"/> Over 50 | |
| 9. Woman Owned Business? | <input type="checkbox"/> Yes <input type="checkbox"/> No | |
| 10. Geographic Area (<i>Tick all that apply</i>) | <input type="checkbox"/> Badakhshan <input type="checkbox"/> Baghlan <input type="checkbox"/> Balkh <input type="checkbox"/> Jowzjan <input type="checkbox"/> Kunduz <input type="checkbox"/> Samangan | |
| COMPANY BUSINESS INFORMATION | | |
| 1. Nature of Business (<i>Tick all that apply</i>) | <input type="checkbox"/> Food Processor <input type="checkbox"/> Agricultural Input Supplier <input type="checkbox"/> Agricultural Producer <input type="checkbox"/> Agricultural Trading Organization <input type="checkbox"/> Agricultural Input Wholesaler <input type="checkbox"/> Agricultural Services Provider <input type="checkbox"/> Other (specify) _____ | |
| COMPANY SALES/TURNOVER INFORMATION | | |
| Total Average Monthly Sales/Turnover | Monthly <input type="checkbox"/> Up to \$10,000 <input type="checkbox"/> \$10,001 to \$20,000 <input type="checkbox"/> Above \$20,000 | |
| CERTIFICATION | | |
| <i>I hereby certify that the information provided above is accurate to the best of my knowledge</i> | | |
| Name and Title | Stamp and Signature | Date |
| | | |
| FOR USAID RADP-N USE | | |
| Date Received: | Date Evaluated: | Concept Note #: |

| PROJECT DESCRIPTION |
|--|
| <p>Project Summary:</p> <p>Briefly describe the purpose of the proposed grant.</p> |
| <p>Project Goals and Objectives:</p> <p>Describe goals and objectives of the proposed grant activities for which USAID RADP-N funding is being requested.</p> |
| <p>Project Activities, Activities Implementation Schedule and Budget:</p> <p>What will be the roles and responsibilities of the grant applicant? Implementation plan (Annexure 1) and Budget (Annexure 2) must be prepared in line with this section and there should not be any contradiction between project activities, implementation plan and budget. All costs to be provided in AFN (Afghani – Local Currency)</p> |
| <p>Project Outcomes and Outputs:</p> <p>What new capacities will the grant recipient and the ultimate beneficiaries have because of the proposed grant activity? What other outcome(s) will be achieved?</p> |
| <p>Coordination with relevant Government Authorities and/or other Donor-funded Programs:</p> <p>Describe any coordination that will be required with relevant Government Authorities such as GIROA and/or other donor-funded programs during proposed grant activities.</p> |
| <p>Monitoring and Evaluation Procedures:</p> <p>How will you know that your project was successfully implemented? What criteria will you use to measure the achievements of your project? Please include the tools you will use to monitor project activities and evaluate project results.</p> |
| <p>Gender and nutrition considerations:</p> <p>How will you address the gender and nutrition in your project activities to ensure greater women participation?</p> |
| <p>Environmental Management and Mitigation Plan:</p> <p>How will you handle the proposed project activities which are likely to have adverse effect on the environment?</p> |
| <p>Potential Constraints:</p> <p>Describe any potential obstacles you may have identified, how they may affect implementation and how you plan to overcome them</p> |
| <p>Sustainability:</p> <p>Please explain how this activity is sustainable, i.e. how will the proposed grant activities continue after USAID RADP-N's funding support ends?</p> |

ANNEX I: IMPLEMENTATION SCHEDULE

Name of applicant:

| # | Activity | Location | Month 1 | | | | Month 2 | | | | Month 3 | | | | Month 4 | | | | Month 5 | | | | Month 6 | | | | |
|---|----------|----------|---------|---|---|---|---------|---|---|---|---------|---|---|---|---------|---|---|---|---------|---|---|---|---------|---|---|---|--|
| | | | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | 1 | 2 | 3 | 4 | |
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Note: More rows and columns can be added if required.

ANNEX 2: BUDGET

| No. | Line Item | Unit | Quantity | Unit Price (AFN) | USAID RADP-North Proposed Cost (AFN) | Applicant Proposed Cost Share (AFN) | Total Project Cost (AFN) | Budget Justification and Narrative |
|----------|------------------------------------|------|----------|------------------|--------------------------------------|-------------------------------------|--------------------------|------------------------------------|
| A | Labor | | | | | | | |
| 1 | | | | | | | | |
| 2 | | | | | | | | |
| | Sub-Total | | | | | | | |
| B | Office Equipment | | | | | | | |
| 1 | | | | | | | | |
| 2 | | | | | | | | |
| | Sub-Total | | | | | | | |
| C | Travel & Transportation | | | | | | | |
| 1 | | | | | | | | |
| 2 | | | | | | | | |
| | Sub-Total | | | | | | | |
| D | Communication | | | | | | | |
| 1 | | | | | | | | |
| 2 | | | | | | | | |
| | Sub-Total | | | | | | | |
| E | Other Direct Costs | | | | | | | |
| 1 | | | | | | | | |
| 2 | | | | | | | | |
| | Sub-Total | | | | | | | |
| | GRAND TOTAL | | | | | | | |

Note: More rows can be added as required. Use excel file for budget submission.

ANNEX 3: APPLICANT PAST PERFORMANCE

Please describe no more than five major projects in which your organization was involved over the past three years, using the table below.

| Project Name and Description | Project Location | Project Duration | Donor Name and Contact Information | Total Budget | Your Role (Lead/ Partner) |
|------------------------------|------------------|------------------|------------------------------------|--------------|---------------------------|
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