

in Attachment 3. The Ministry of Livestock, Forestry and Range (MoLFR) shall regularly consult with UNDP concerning the status and use of funds and shall promptly advise UNDP any time when the Ministry of Livestock, Forestry and Range (MoLFR) is aware that the budget to carry out these Activities is insufficient to fully implement the project in the manner set out in the Attachment 2. UNDP shall have no obligation to provide the Ministry of Livestock, Forestry and Range (MoLFR) with any funds or to make any reimbursement for expenses incurred by the Ministry of Livestock, Forestry and Range (MoLFR) in excess of the total budget as set forth in Attachment 3.

9. The Ministry of Livestock, Forestry and Range (MoLFR) shall submit a cumulative financial report each quarter (31 March, 30 June, 30 September and 31 December). The report will be submitted to UNDP through the UNDP Country Director or UNDP Resident Representative within 30 days following those dates. The format will follow the standard UNDP expenditure report [a model copy of which is provided as Attachment 4]. UNDP will include the financial report by the Ministry of Livestock, Forestry and Range (MoLFR) in the financial report for 00099525 UN Joint Programme for Sustainable Charcoal Reduction and Alternative Livelihoods (PROSCAL).

10. The Ministry of Livestock, Forestry and Range (MoLFR) shall submit such progress reports relating to the Activities as may reasonably be required by the project manager in the exercise of his or her duties.

11. The Ministry of Livestock, Forestry and Range (MoLFR) shall furnish a final report within 12 months after the completion or termination of the Activities, including a list of non-expendable equipment purchased by the Ministry of Livestock, Forestry and Range (MoLFR) and all relevant audited or certified financial statements and records related to such Activities, as appropriate, pursuant to its Financial Regulations and Rules.

12. Equipment and supplies that may be furnished by UNDP or procured through UNDP funds will be disposed as agreed, in writing, between UNDP and Ministry of Livestock, Forestry and Range (MoLFR).

13. Any changes to the Project Document which would affect the work being performed by Ministry of Livestock, Forestry and Range (MoLFR) in accordance with Attachment 2 shall be recommended only after consultation between the parties.

14. For any matters not specifically covered by this Letter, the Parties would ensure that those matters shall be resolved in accordance with the appropriate provisions of the Project Document and any revisions thereof and in accordance with the respective provisions of the Financial Regulations and Rules of the Ministry of Livestock, Forestry and Range (MoLFR) and UNDP.

15. The arrangements described in this Letter will remain in effect until the end of the project, or the completion of activities of the Ministry of Livestock, Forestry and Range (MoLFR) according to Attachment 2, or until terminated in writing (with 30 days notice) by either party. The schedule of payments specified in Attachment 3 remains in effect based on continued performance by the Ministry of Livestock, Forestry and Range (MoLFR) unless it receives written indication to the contrary from UNDP.

16. Any balance of funds that is undispersed and uncommitted after the conclusion of the Activities shall be returned within 90 days to UNDP. The balance of funds should also be returned in case the project is closed or is terminated early at the request of either of the parties.

17. Any amendment to this Letter shall be effected by mutual agreement, in writing,

18. All further correspondence regarding this Letter, other than signed letters of agreement or amendments thereto should be addressed to:

*George Conway,  
Country Director*



Jamhuuriyadda Federaalka  
Soomaaliya  
Wasaaradda Xanaanada  
Xoolaha, Dhirta & Daaqa

Xafiiska Wasiirka



The Federal Republic of Somalia  
Ministry of Livestock, Forestry and  
Range  
Office of the Minister

جمهورية الصومال الفيدرالية  
وزارة الثروة الحيوانية، الغابات  
والمراعي  
مكتب الوزير

Sumad: WXDH&D/XW/\_\_\_

April 11, 2016

To: Dahabshiil Management

Dear Sir/Madam,

**SUBJECT: AUTHORIZATION FOR UNDP SOMALIA RESTRICTED READ-ONLY  
ACCESS TO PROJECT SPECIAL ACCOUNT NO. 104103777 held by  
MINISTRY OF LIVESTOCK, FORESTRY & RANGE**

We would like to request you to provide UNDP Somalia with restricted read-only access rights to the Special Bank Account for the UNDP project FGS – UN Joint Program for Sustainable Charcoal Reduction and Alternative Livelihoods (PROSCAL) as detailed below through issuance of bank statements:

**Dahabshiil Account Name:** MINISTRY OF LIVESTOCK, FORESTRY &  
RANG W X. X, DHIRTA & D  
**Dahabshiil Account Number:** 104103777  
**Location of Dahabshiil Account:** Mogadishu, DahabshilBank International

Thanks in advance for Your assistance and cooperation.

Regards,

Dr.Said Hussein Iid  
Minister of Livestock Forestry and Range

Cc: UNDP-Somalia



Ministry of Livestock, Forestry & Range  
Mogadishu, Somalia  
Email: [saidciid@gmail.com](mailto:saidciid@gmail.com)  
Tel: +252 611 111044

*UNDP Somalia  
UN Common Compound, Airport Road,  
Mogadishu, Somalia*

19. The Ministry of Livestock, Forestry and Range (MoLFR) shall keep the UNDP Country Director/Resident Representative fully informed of all actions undertaken by them in carrying out this Letter.

20. UNDP may suspend this Agreement, in whole or in part, upon written notice, should circumstances arise which jeopardize successful completion of the Activities.

21. Any dispute between the UNDP and the Ministry of Livestock, Forestry and Range (MoLFR) arising out of or relating to this Letter which is not settled by negotiation or other agreed mode of settlement, shall, at the request of either party, be submitted to a Tribunal of three arbitrators. Each party shall appoint one arbitrator, and the two arbitrators so appointed shall appoint a third arbitrator, who shall be the chairperson of the Tribunal. If, within 15 days of the appointment of two arbitrators, the third arbitrator has not been appointed, either party may request the President of the International Court of Justice to appoint the arbitrator referred to. The Tribunal shall determine its own procedures, provided that any two arbitrators shall constitute a quorum for all purposes, and all decisions shall require the agreement of any two arbitrators. The expenses of the Tribunal shall be borne by the parties as assessed by the Tribunal. The arbitral award shall contain a statement of the reasons on which it is based and shall be final and binding on the parties.

22. UNDP has a zero tolerance policy against fraud and other corrupt practices that are inconsistent with the UN Standard of Conduct or involve a loss to UNDP funds. UNDP does not charge fees at any stage of a procurement/contracting/agreement process, whether supplier registration, bids/proposal submission, contract/agreement award, or payment issuance. UNDP takes all reports of alleged wrongdoing seriously. UNDP's Office of Audit and Investigations (OAI) has established an Investigations Hotline and other measures to ensure that persons wishing to report fraud may do so, free of charge, using a number of different options. Anyone with information regarding fraud against UNDP programmes or involving UNDP staff is strongly encouraged to report this information through the Investigations Hotline: [hotline@undp.org](mailto:hotline@undp.org). UNDP's Anti-Fraud Policy and other options for reporting wrongdoing are available at UNDP's website: [http://www.undp.org/content/undp/en/home/operations/accountability/audit/office\\_of\\_audit\\_and\\_investigation.html](http://www.undp.org/content/undp/en/home/operations/accountability/audit/office_of_audit_and_investigation.html)

23. If you are in agreement with the provisions set forth above, please sign and return to this office two copies of this Letter. Your acceptance shall thereby constitute the basis for your Ministry of Livestock, Forestry and Range (MoLFR) participation in the execution of the project.

Yours sincerely,  
Signed on behalf of UNDP



Digitally signed by George Conway  
DN: cn=George Conway, o=UNDP,  
ou=UNDP Somalia,  
email=george.conway@undp.org,  
c=SO  
Date: 2016.04.22 14:34:22 +03'00'

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George Conway, Country Director

Signed on behalf of the MOLFR



H.E. Dr. Said Hussein lid, Minister of Livestock, Forestry and Range  
Federal Government of Somalia (FGS)



**Attachment 1**  
**United Nations Development Programme**  
**Country: SOMALIA**

**Project Document Extract**

**Project Title:** UN Joint Programme for Sustainable Charcoal Reduction and Alternative Livelihoods (PROSCAL)

**PSG alignment:** PSG 4: Economic Foundations - Somali economy revitalized and expanded with a focus on livelihood enhancement, employment generation, and broad-based inclusive growth

**Priority 3:** Promote the sustainable development and management of natural resources by developing legal and regulatory frameworks and building capacity in key Natural Resources Management (NRM) institutions.

The specific objectives of the joint programme are:

- 1) Support government in Somalia as well as countries in the Horn of Africa and the region to produce pertinent legal instruments and strengthen enforcement mechanisms at national, regional and local levels;
- 2) Promote alternative sources of energy to reduce local charcoal consumption;
- 3) Provide alternative livelihoods to the Charcoal Value Chain Beneficiaries (CVCBs) involved in the charcoal production and trade; and,
- 4) Country wide reforestation and afforestation to regain the productive potential of the environmentally degraded lands.

**Short Description of the Joint Program for Sustainable Charcoal Reduction and Alternative Livelihoods (PROSCAL):**

Charcoal making and its export from Somalia have been in practice since pre-colonial times to meet local and regional energy requirements and provide livelihoods opportunities for Charcoal Value Chain Beneficiaries (CVCBs). However, the unscrupulous plunder of forest and range resources for charcoal production has been witnessed during the last two decades. The breakdown of state institutions in 1991, protracted conflict, weakening of traditional systems of decision-making, vague tenures or resource ownership, illegal imports of huge quantities of Somali charcoal by neighbouring countries of the region, absence of alternative sources of energy and limited livelihoods options for a large "warring & marginalised" population has led to unsustainable production, trade and use of charcoal. In recent years, charcoal became the most sought after commodity to fuel the war economy with militia groups generating revenue in excess of USD15 million per annum from illegal exports<sup>1</sup>. As such, a multitude of complex issues surround the production of charcoal in Somalia leading to triple threats - in the forms of irreversible environmental degradation, perpetual conflicts and dependence on short-term income from an unsustainable livelihood option. Realisation of these multifaceted issues resulted in imposition of a ban on the import of Charcoal from Somalia by the UN Security Council<sup>2</sup>

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<sup>1</sup>"Report of the Monitoring Group on Somalia and Eritrea", in response to UN Security Council Resolution 1916(2012) SC/2011/433 - 18 July 2011.

<sup>2</sup> UN Security Council Resolution 2036(2012).



in February 2012.

Understanding the peculiar context of charcoal problems in Somalia is as important as coming up with a response strategy to address these problems. The major problems can be grouped into five main areas that broadly provide the basis to contextualise the enormity of charcoal challenges in Somalia. These are:

- i) *Environmental un-sustainability challenge;*
- ii) *Volatile political situation, insecurity, enforcement and institutional decay challenge;*
- iii) *Outstripping Regional demand challenge;*
- iv) *Rampant Poverty and lack of livelihoods challenge; and*
- v) *Skewed energy mix and outstripping local charcoal demand challenge.*

These five challenges are the major impediments to effective enforcement of the ban on charcoal trade and production in Somalia. The diagnosis of earlier attempts to enforce a ban suggest that these were partial and did not consider all elements surrounding the unsustainable charcoal trade and production. These attempts exclusively focused on issuing legal instruments banning the trade and production with absolutely no provisions to holistically support the enforcement mechanisms, particularly, in a crisis context prevailing in Somalia. This consequently resulted in an increase in illegal exports of charcoal from Somalia that has become a **regional issue** with major part of the trade volumes ending up in neighbouring countries accessible by sea and land routes. Furthermore, the livelihood of CVCBs was not taken into account, nor were alternative sources of energy provided for the poor communities, particularly women in urban and rural areas who are using charcoal for cooking. There are obvious lessons from the failures of the past, which require a move away from a fragmented approach of imposing bans, to an integrated approach that addresses the root causes of charcoal production at national and regional levels.

Given the complexity of the challenges, Federal Government of Somalia and there UN agencies (UNDP, FAO and UNEP) developed this joint program led by the Ministry of Livestock, Forestry and Range from the government side and come up with a comprehensive set of interventions that are strategic and mutually supportive for reducing charcoal production while promoting improved livelihoods opportunities and natural resource management.

These interventions are intend to comprehensively address the charcoal challenges and contribute to the program overall objectives.

The overall goal of the program is to promote energy security and more resilient livelihoods through a gradual reduction of unsustainable charcoal production, trade and use. The program has four major objectives, namely:

- To mobilize key stakeholders in the region and build institutional capacity among government entities across Somalia for the effective monitoring and enforcement of the charcoal trade ban, the development of an enabling policy environment for energy security and natural resources management;
- To support the development of alternative energy resources; and,
- To facilitate – for stakeholders in the charcoal value chain – transition towards livelihood options that are sustainable, reliable and more profitable than charcoal production.



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## Attachment 2

### DESCRIPTION OF ACTIVITIES

Project number: 00099525

Project title: UN Joint Programme for Sustainable Charcoal Reduction and Alternative Livelihoods (PROSCAL)

**Duration: 1<sup>st</sup> April 2016 – 30<sup>th</sup> November 2016**

**Results to be achieved by *MoLFR***

The overall aim is to strengthen national ownership, coordination and leadership of the implementation of the FGS and UN Joint Programme for Sustainable Charcoal Reduction and Alternative Livelihoods (PROSCAL) in Somalia.

The specific results that the MOLFR is expected to achieve are:

1. Establish strong government ownership, oversight and leadership of the program;
2. Promote program coordination and alignment of the programs and projects in Somalia
3. Streamline existing support related to the charcoal programs to avoid duplication and overlap and promote aid effectiveness;
4. Foster relationship and partnerships between stakeholders (within FGS and between federal states, administrations, UN agencies and donors) in line with the program priorities.

Work to be performed by *MOLFR*

The work of the MOLFR will perform is mainly:-

Coordination and national leadership:

- Establish an office for the project coordination at the MoLFR.
- Properly staff the project coordination unit at the ministry with appropriate office equipment, technical staff including project coordinator.
- Gather and share information with relevant stakeholders including line-ministries, regional states and target districts.
- Conduct and facilitate coordination meetings
- Invite stakeholders and provide logistic and administrative support to national counterparts.
- Providing support to the technical team and the steering committee/project board, promoting inter-ministerial coordination and engagement in the implementation, strengthening dialogue and engaging regions and emerging states in to the charcoal program.
- Chair or Co-chair the Program Board and/or Steering Committee Meetings.
- Provide information and insights to the Board/Steering Committee Members.

Participatory Monitoring:

- After the program activities is rolled out, the ministry in collaboration with UN participating agencies, regional states and district authorities will conduct project activities monitoring and measure progress.

Engagement of regions in the implementation of the Program

- Ensure the inclusive engagement of regions in the program implementation through information sharing and consultation to make the program inclusive, deepen outreach and consultations to ensure effective program implementation and delivery.



Description of inputs:

UNDP will provide the financial, technical and advisory support to carry out this agreement enabling the ministry to coordinate FGS and UN Joint Programme for Sustainable Charcoal Reduction and Alternative Livelihoods (PROSCAL) with UN counterpart. The following are the key support that UNDP will provide to the ministry:

- Operational costs including communications specific to the program coordination.
- Technical advisors and assistant.
- Facilitate the engagement of the regions and other stakeholders in the program implementation through coordination meetings and consultations.
- Provide operational cost support for the ministry specific to the FGS and UN Joint Programme for Sustainable Charcoal Reduction and Alternative Livelihoods (PROSCAL).
- Support office ministry offices renovation and refurbishment including the program coordination unit section.

**NB:** As part of this LOA, UNDP will independently and directly do the following:

1. Directly procure the follow:-
  - Office IT equipment including laptop computers, docking stations and printers
2. Directly pay the salaries for staff including the technical advisers and assistant adviser working and supporting the charcoal initiative.
3. Directly pay the vendor undertaking the ministry offices renovation.
4. Directly cover the travel and accommodation cost for facilitation coordination and consultation meetings for engaging different project stakeholders. This includes travel and logistic costs and accommodation only for participants coming outside Mogadishu.

**Release of Funds and Payment Modalities - Notes:**

- UNDP will only pay for works or services that are specified in this LOA or that have been added with UNDP advance approval, that do adhere to UNDP rules, and that are in line with the available budget under this LOA;
- When requesting for release of funds, the Ministry will submit an official letter to UNDP signed by the minister, deputy minister or appointed official, together with duly authorized receipts (in the case of goods), certification of service (in the case of contribution to salaries), or copy of personnel contract and certification of service (in the case of personnel) for the funds previously received;
- For all recruitments and soliciting of services by the MOLFR, UNDP PREP staff will be involved in the development of specifications, TORs, and in the evaluation of the bids and recruitment of consultants/vendors. TORs for advisors should clearly state deliverables, duration of assignment and rate of payment.
- Adjustments within each of the sections (beyond 10%) may be made in consultation between UNDP and MOLFR. Such adjustments may be made if they are in keeping with the provisions of the Programme Support/Project Document and if they are found to be in the best interest of the project;
- Shifts between budget lines of less than 10 % will be accepted as long as the total amount of the budget is not exceeded;
- Payments for national consultants embedded in Ministry will be paid directly to the consultant following certification of work done and request from MoLFR.



## Attachment 2

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- Providing support to the technical team and the steering committee/project board, promoting inter-ministerial coordination and engagement in the implementation, strengthening dialogue and engaging regions and emerging states in to the charcoal program.
- Chair or Co-chair the Program Board and/or Steering Committee Meetings.
- Provide information and insights to the Board/Steering Committee Members.

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- Adjustments within each of the sections (beyond 10%) may be made in consultation between UNDP and MOLFR. Such adjustments may be made if they are in keeping with the provisions of the Programme Support/Project Document and if they are found to be in the best interest of the project;
- Shifts between budget lines of less than 10 % will be accepted as long as the total amount of the budget is not exceeded;
- Payments for national consultants embedded in Ministry will be paid directly to the consultant following certification of work done and request from MoLFR.



**Attachment 3  
Schedule of Activities, Facilities and Payments**

Year 2016

EXPECTED CP OUTPUTS and Indicators including annual targets	PLANNED ACTIVITIES <i>List all activities to be undertaken during the year towards stated outputs</i>	Timeframe			Planned Budget		2016 Schedule of payments by UNDP		
		Q2	Q3	Q4	Budget Description	Amount	Direct	Advance	
<p>Ministry's coordination functionality of charcoal program strengthened.</p> <p><b>Baseline:</b> Limited coordination on charcoal and related environment issues. Limited advocacy and mainstreaming on charcoal issues. 1 focal point for coordination Zero TAs</p> <p><b>Indicator:</b> # of coordination activities including consultations, meetings, workshops and engagements made. # of initiatives and policies aligned environment and charcoal program # of offices equipped with office equipment &amp; furniture # of TA and staff hired for the coordination unit (gender disaggregated)</p> <p><b>Target:</b> At least 6 coordination and outreach activities undertaken. At least 2 national policies and initiatives aligned with the PROSCAL. 4 TAs, 1 assistant and 1 coordinator Engagement of program stakeholders including regional</p>	Renovation and refurbishment of ministry of livestock.				Refurbishment	22,000	22,000		
	Procure of vehicle, office equipment and furniture for offices				Office Equipment	8,000		8,000	
					Office Furniture	5,000		5,000	
	Provide operational costs including communications specific to the program coordination.				Pick-up HILUX vehicle with 2 cabins	26,000	26,000		
					Communications lump sum per month (\$1000*6Months)	6,000		6,000	
	Provide technical advisors for the ministry to support Charcoal Coordination and implementation				Operations expenses (including office supplies, stationaries and utilities)	15,000		15,000	
					Technical advisers (2*6Months*\$2,000)	42,000	42,000		
					(2*6Months*\$1,500)				
					Assistant adviser (1*6Months*1000)	6,000	6,000		
					Women intern (1*6Months*500)	3,000	3,000		
Facilitate coordination and consultation meetings				Lump sum; Meeting Cost per month (6Months*\$2000)	12,000		12,000		

ates, target districts, PUNA, donors and line ministries promoted and facilitated.	Facilitate the engagement of the regions in the program implementation process.				Lump sum for travel and accommodation	12,000		12,000
baseline: Zero by MOLFR Zero report and briefings dicator: # of coordination and consultation meetings # of meetings facilitated. Number of reports produced and distributed # of missions conducted. arget: Regular coordination and consultation meeting. Facilitation of at least monthly meetings (6) Regional outreach and consultation in each member state (7) Monthly update/progress report and briefing.	Undertake missions to monitor progress of project							
					<b>Total</b>	<b>157,000</b>	<b>99,000</b>	<b>58,000</b>

**Note:**

- Payments in this LoA will be subject to having received funds from the donors.
- Adjustments within each of the outputs may be made in consultation between UNDP and MOLFR. Such adjustments may be made if they are in keeping with the provisions of the Program and Project Document and if they are found to be in the best interest of the project.
- **Monitoring, Evaluation and Reporting:**  
The IP is responsible to undertake monitoring activities, including baseline data collection prior to the start of the project, monitoring to assess progress towards intended outputs, reviews or studies if required to measure effect of project, field visits, etc. The IP is expected to provide a complete list of beneficiaries with names, contact details and baseline information as relevant to the project, as well as attendance sheets with participants' names and signatures for activities such as trainings, workshops etc. The IP is also expected to provide, to the extent possible, photographic evidence of the activities undertaken and case studies (including, contact information, quotes, photographs, impact etc.) in the programmatic narrative reports. UNDP and partners will conduct programmatic monitoring and use approaches that involve the community and government, and enable women and children to benefit from the process.

**DETAILED PAYMENT SCHEDULE**

Payment	Max Amount	Details	Indicative Date	Deliverables
Direct Payment by UNDP	\$99,000 (63%)	<ul style="list-style-type: none"> <li>- 100% Offices renovation/ refurbishment</li> <li>- 100% Consultancies salaries (TAs)</li> <li>- 100% MOLFR pick-up vehicle and ICT Equipment</li> </ul>	As Required	<ul style="list-style-type: none"> <li>- Office for the project coordination at the MOLFR established.</li> <li>- Project coordination unit at the ministry staffed with appropriate technical staff.</li> <li>- Information gathered and shared with relevant stakeholders including line-ministries, regional states and target districts.</li> <li>- Facilitate coordination meetings conducted regularly</li> <li>- Stakeholders invited and provided with administrative support they need particularly the national counterparts.</li> <li>- Support provided to the technical team and the steering committee in promoting inter-ministerial coordination and engagement in program formulation and implementation, strengthening dialogue and engaging regions and emerging states in to the Charcoal Program.</li> <li>- Program Board/Steering Committee chaired or co-chaired and information and insights provided to the Steering Committee Members.</li> <li>- Participatory Monitoring conducted in collaboration with UN participating agencies, regional states and district authorities for monitoring activities and measure progress.</li> </ul>
Advance to MOLFR	\$58,000 (37%)	<ul style="list-style-type: none"> <li>- 100% Operational cost including communications and transport, specific to the project.</li> <li>- 100% logistics and accommodation</li> <li>- 100% Coordination meeting (Venue, refreshment, stationeries and lunch)</li> <li>- 100% Assistant for TAs salary</li> </ul>	Upon Request	<ul style="list-style-type: none"> <li>- Regions engaged to ensure the inclusive engagement of regions in the program implementation through information sharing and consultation to make the program inclusive, deepen outreach and consultations to ensure effective program implementation and delivery.</li> <li>- Awareness created on charcoal and closer engagement with regional states facilitated.</li> </ul>
Total	\$157,000			



**Cash Advance payment process and schedule**

- The cash advance of USD 58,000 will be split into FOUR tranches with specific deliverable.

Tranche	Amount (USD)	Deliverable
1 <sup>st</sup>	14,000	Upon signature
2 <sup>nd</sup>	15,000	✓ Upon submission and UNDP acceptance of progress report (narrative and financial report) ✓ The reported expenditure shows at least 80% fund utilization of the earlier cash advance.
3 <sup>rd</sup>	15,000	✓ Upon submission and UNDP acceptance of progress report (narrative and financial report) ✓ The reported expenditure shows at least 80% fund utilization of the earlier cash advance.
4 <sup>th</sup>	14,000	✓ Upon submission and UNDP acceptance of progress report (narrative and financial report) ✓ The reported expenditure shows at least 80% fund utilization of the earlier cash advance.
<b>Total</b>	<b>58,000</b>	

**Cash Transfer Modality (CTM)**

S. No	Cost type Budget Description	Budget		CTM		UNDP Direct Implementation
		Amount	%	Direct Payment	Advance	
1	Refurbishment	22,000	14%	22,000		
2	Office Equipment	8,000	5%		8,000	
3	Office Furniture	5,000	3%		5,000	
4	Pick-up HILUX vehicle with 2 cabins	26,000	17%			26,000
5	Operations support expenses and communications	21,000	13%		21,000	
6	Technical advisers	42,000	27%	42,000		
7	Assistant adviser	9,000	6%	9,000		
8	Coordination and facilitation of workshops, consultation meetings and etc.	24,000	15%		24,000	
	<b>Total</b>	<b>157,000</b>	<b>100%</b>	<b>73,000</b>	<b>58,000</b>	<b>26,000</b>

