RFA 07-001 APPLICATION INSTRUCTIONS AND PREPARATION GUIDE

This Application Guide Details how to apply for a grant under RFA 07-001. It has 4 sections:

I Application Instructions
II Application Review
III Technical Proposal Guide
IV Cost Proposal Guide

I APPLICATION INSTRUCTIONS

Applications must be submitted no later than 3:00 pm on Friday, March 23rd, 2007 at the following address:

Ministry of Gender, Labour and Social Development
OVC Secretariat
3rd Floor Simbamanyo House
Plot 2 Lumumba Avenue,
P.O. Box 7136
Kampala
Attention: RFA# 07-001

Applications consist of a technical proposal and a cost proposal. Technical Proposals include a cover sheet, the project proposal, and all required appendices. The cost proposal consists of the proposed budget and budget notes. A full description of the expected contents of each is provided in sections below.

Two copies of the technical proposal and two copies of the cost proposal, in separate envelopes, must be submitted.

Applicants should obtain a signed receipt for delivery of their application.

The body of the Technical Proposal should not exceed 15 pages, excluding the cover sheet, and appendices. Applications must be in a 12 point font for the text of the proposal and use size A4 paper with one inch margins.

There are no page limits associated with the cost proposal.

Applicants must provide one COMPLETE application for each zone in which they propose serving as MGLSD’s TSO.

Applicants are requested to provide electronic copies of both the technical proposal and the cost proposal on a CD or floppy disk. Electronic copies are requested in Microsoft Office compatible formats (Word and Excel).

No responses will be accepted after the deadline above. Proposals that are incomplete, or do not follow instructions in the proposal and budget guidelines, will be regarded as non-responsive to the solicitation. Proposals submitted in response to this RFA will become the property of the MGLSD and will not be returned.
Questions related to this RFA must be sent via email to mglsd@coreinitiative.org by 4PM Friday, March 9th, 2007. Questions should be written in the body of the email message and not submitted as attachments. Printed responses to received questions will be available at the MGLSD address above by 9AM Wednesday March 14th, 2007. Responses will also be posted on the MGLSD website (www.mglsd.go.ug) and the CORE Initiative web site (www.coreinitiative.org).

II APPLICATION REVIEW

Proposals submitted before the deadline will pass through an Administrative Compliance Review that will test the application for compliance with all stated requirements in this RFA and for completeness of the submission. Applicants that do not pass this stage will be notified individually with the reason for which their application did not proceed further.

Applicants are advised that failure to comply with ANY stated requirement in this RFA, including submission instructions in the above section, applicant criteria on page 3, and specific instructions or conditions contained in the application guidelines, could result in failure during the Administrative Compliance Review and will not be further reviewed.

Applications that pass the Administrative Compliance Review will be forwarded to a Technical Review Committee (TRC) for scoring. How proposals will be scored is detailed in full below. The TRC consists of independent and neutral experts appointed to guarantee the integrity and consistency of a clear review process. After the TRC has reviewed and scored the technical, managerial, and financial viability of the proposed project, recommended applications will be forwarded to the Grants Steering Committee (GSC) for final approval. Applicants that do not pass either the TRC stage or the GSC stage will be notified individually with their score and the reason for which their application did not proceed further.

III Technical Proposal Guidelines and Scoring

Technical Proposals are expected to contain the following sections

III.A Cover Page
III.B Problem Statement and Proposed Solution
III.C Program Description
III.D Implementation Plan
III.E Monitoring and Evaluation Plan
III.F Organizational Background and History
III.G Management Plan
III.H Appendices

The expected contents of each section, and the points available for each section, are detailed below.

III.A Cover Page

On the cover page, please include the following information:
Project Title
Zone Supported
Organization Name
Physical Location of Organization’s Main Office in Uganda
Physical Location of Organization’s offices in the proposed zone (if any)
Name, Title, Telephone Number, and Email address of the applicant’s primary contact regarding this proposal

III.B Problem Statement and Proposed Solution

III.B.1 Content

TSOs are expected to serve two main functions in the proposed zones:

- Assisting MGLSD with rolling out national level policies, strategies, standards, principles, guidelines, quality assurance systems, and data collection systems
- Providing technical support to districts building capacity to plan, manage, supervise, strengthen, monitor, and evaluate OVC service provision

In this section, applicants should thus describe:

- the status of the national response in the proposed zone
- the capacity of the districts in the proposed zone to plan, provide, manage and support OVC programs

For each area, applicants should provide a brief description of the key problems they will address in the proposed zone and summarize how the proposed project will address or mitigate the identified problems.

Applicants should describe any efforts to ensure district involvement in program design and implementation, as well as any partnerships with other institutions or organizations that will be involved in achieving program results. Applicants should also describe, where applicable, how the proposed project will complement the activities of other projects and donors addressing this problem.

MGLSD strongly encourages applicants to confine their problem statement to the zone which the applicant will support and to problems their proposed project will specifically address. General overviews of the HIV/AIDS situation in Uganda, the plight of Uganda’s orphans and other vulnerable children, and the general merits of the areas of intervention are neither necessary nor desired.

III.B.2 Scoring (5 Points)

Five points are available for this section. Points will be determined based on the extent to which applicants:

- Demonstrate familiarity with the status of the national response in the proposed zone and its critical gaps
• Demonstrate prioritization of essential gaps in the national response that need to be addressed
• Demonstrate awareness of district capabilities in the proposed zone
• Demonstrate prioritization of the gaps in district capability that need to be addressed
• Propose realistic and achievable solutions to the identified problems

III.C Program Description

III.C.1 Contents

This section of the proposal should describe the proposed grant itself. Applicants should present the overall goal(s) of the grant, related to the two main functions all TSOs will fulfill. Where needed in relationship to the goals statement, applicants should articulate the beneficiaries of the grant achieving its goal.

Applicants should describe the strategies that will be used to achieve the stated goals of the project. Applicant’s should also detail the grant’s specific objectives, and for each objective, describe the activities that this grant will support and/or implement.

Under each objective, the applicant should provide a brief narrative of the activities that will be supported in order to achieve the objective. The description should present the work that will be conducted (who it will be conducted by, what will be done, how long the activity will take, when it will be completed, and any outputs resulting from the activity that will directly contribute to its specific objective).

Presented activities are expected to directly result in the stated objectives

III.C.2 Scoring (25 points)

The program description can contribute up to 30 points. Points awarded will be determined by the extent to which applicants:

• Identify clear strategies for strengthening the national response in the proposed zone
• Present clear objectives associated with strengthening the national response
• Present clear and desired inputs to strengthen the implementation of policies, strategies, principles, guidelines, and standards
• Clearly articulate objectives and proposed activities related to strengthening district implementation of the national response
• Clearly articulate objectives and proposed activities relating to strengthening district OVC plans
• Clearly articulate objectives and proposed activities to strengthen district level management of OVC service provision
• Clearly articulate objectives and proposed activities to strengthen district OVC technical skills
• Propose objectives that are realistic, measurable, achievable, and time-bound
• Present activities that directly result in the stated objectives

III.D Implementation plan

III.D.1 Content
This section consists of a tabular presentation of:

- Objectives
- the activities to be conducted under each objective
- the month(s) in which the activities will occur (as in a chronogram)
- the resultant outputs of each activity
- the expected outcomes associated with the accomplishment of each objective

III.D.2 Scoring (10 points)

Five points are available in this section. These will be awarded based on the extent to which

- Activities are logically linked, sequenced, and with reasonable time frames
- Resources to conduct activities are available and taken into account
- Activities contribute to desired results
- Activities clearly presented in tabular format with reference to timing, process indicators and results

III.E Monitoring and Evaluation Plan

III.E.1 Content

This section should contain a brief narrative concerning how the applicant will monitor the overall progress and assess the overall achievements of the grant, including methods and procedures for assessing the quality of the proposed interventions. If baseline assessments are required in order to assess the achievement of the stated objectives, describe the plans for the assessment, the nature of the assessment activities, staff responsible for the assessment, and the amount of time required.

Applicants should review how they will assess whether project activities are progressing according to plan, and whether progress is being made towards each of the specific objectives. Where applicable, applicants should review how they will obtain the information required (means of verification); the frequency and nature of each monitoring activity, who specifically will carry out monitoring activities; and how the applicant will document project progress and results.

Applicants should also describe what activities will be undertaken at the end of the project to directly assess the achievement of the objectives. Specifically, describe plans for involving beneficiaries and stakeholders in the overall assessment of the grant and how it has or has not met their goals. Describe data collection tools/forms that may be used for the baseline or final assessment for data gathering, aggregation, and analysis. Describe impact or behaviour change indicators that will be compared between the start and end of the project, if applicable.

III.E.2 Scoring (5 points)

Five points are available in this section. These will be awarded based on the extent to which:
• Applicants outline the procedures they will use to assess the extent to which they are supporting the promulgation of national level policies, strategies, standards and guidelines at the district level, the results they hope to achieve, and the indicators they will use to assess the extent to which the proposed results are realized.

• Applicants outline the procedures they will use to assess the extent to which they are strengthening district capacity to plan, manage, supervise, implement, monitor and evaluate OVC services, the results they hope to achieve, and the indicators they will use to assess the extent to which the proposed results are realized.

III.F Organizational Background and History

III.F.1 Content

Applicants must include with their application an organizational capability statement highlighting their organizational experience in relevant areas (past performance) and their current capacity to implement the proposed award (management plan, and key personnel).

In this section, the applicant should provide reviewing the applicant’s mission, vision, and values, the applicant’s history, and the applicant’s governance structure, management structure, and size. Applicants must also present a brief summary of their current portfolio and major relevant projects implemented in the past three years (in an appendix).

If the applicant is proposing to include subpartners in its application, the applicant must briefly describe its partner agencies. Describe the nature of the relationship between the institutions involved, the roles of the other organizations, and the value added by the partnership.

Expected information to be presented in this section includes the following:

• Description of the type of organization (faith based organization, community based organization, NGO, INGO, private company, etc)
• The applicant’s mission statement and any relevant vision or values statements
• A brief overview of the applicant’s history (when and why it was established, key aspects of its growth and development)
• An overview, in an appendix, of the applicant’s major projects implemented within the last three (3) years, their key achievements, and sources of support. This should include:
  – Donor and Project Name
  – Amount received
  – Project Duration
  – Key achievements
• A description of the applicant’s governance structure (board of directors, volunteers etc)
• A description of the applicant’s management structure (include an organizational chart as an appendix)
• A brief description of the applicant’s current size (in terms of personnel, finances, and geographic coverage)
In evaluating past performance, MGLSD may contact the references provided by the applicant and consult other sources of information, including but not limited to donors, local government agencies, program implementation partners (if any), and local or international clients. MGLSD reserves the right to verify past performance and evaluate any past performance information gathered from sources listed above. MGLSD and CORE Initiative may also carry out an organizational assessment of the applicant before deciding on the points given for this component.

III.F.2 Scoring (20 points)

MGLSD expects that applicants will have demonstrated experience and involvement with the national response to OVC and have demonstrated experience in strengthening the organizational and technical capacity of service delivery and/or public sector agencies (civil society partners, public sector, or both). It is expected that applicants will have demonstrated experience with the planning, implementation, management, monitoring and evaluation of service delivery programs, and demonstrated experience building the capacity of service delivery partners to plan, supervise, monitor and evaluate their portfolios.

Points will be assessed using the following criteria

- Applicant’s responsiveness to requested information in this section (organizational capability)
- Experience with OVC service delivery programs in Uganda
- Demonstrated expertise in OVC service delivery issues
- Experience and/or presence in proposed zone
- Experience strengthening the technical capacity of civil society or public sector institutions
- Experience strengthening the management capacity of civil society or public sector institutions (governance, planning, management, administration, supervision, monitoring and evaluation)

III.G Management Plan

III.G.1 Content

This section should establish the applicant’s readiness to handle the project’s management and technical requirements. Applicants should highlight the status of their current management policies and procedures and establish the extent to which the applicant is prepared to absorb the project’s management, technical and administrative support requirements.

Copies of the applicant’s policies and procedures regarding Human Resources, travel, Procurement and Finance & Administration may be provided as appendices in support of the applicant’s management capacity.

Applicants must also discuss the project’s human resource requirements, and present the management, technical, and support staff the applicant will assign to the project on either a full or part time basis. Applicant’s are specifically requested to provide an
organizational chart (as an appendix) detailing the applicants organizational and management structure. Applicants are expected to provide the following:

- A description of the key management personnel to be supported by the project, including their qualifications and experience
- A description of the key technical personnel to be supported by the project, including their qualifications and experience
- A level of effort table showing each position supported by the grant and the level of effort each position will dedicate to the grant in terms of percentage of time.

III.G.2 Scoring (20 points)

Reviewers will assess the management of the proposed project and the personnel that will support the project, awarding a maximum of 20 points. The assessment will include, but not be limited to, the following:

- Applicant’s responsiveness to requested information in this section (Management Plan)
- Adequate human resource, travel, procurement, and finance & administration procedures
- Ability and capacity of the proposed personnel to manage and implement the project
- Clarity of overall management plan and administrative arrangement for the implementation of proposed project

III.H Required Appendices

All applicants are required to provide the following appendices:

III.H.1 Copy of applicant’s registration certificate or similar proof of the GOU’s approval that the recipient may conduct business in Uganda
III.H.2 Names of the applicant’s Board of Directors and their current positions, roles and qualifications
III.H.3 A copy of the applicant’s organization chart
III.H.4 An overview, in an appendix, of the applicant’s major projects implemented within the last three (3) years, their key achievements, and sources of support. This should include:
  - Donor and Project Name
  - Amount received
  - Project Duration
  - Key achievements
III.H.5 The CV (preferably one page) of the applicant’s Chief Executive Officer and the proposed project’s Project Manager
III.H.6 Copy of the applicant’s most recent annual program report, reviewing the applicant’s current portfolio
III.H.7 Copy of the applicant’s most recent audit report or certified financial statement
IV  COST PROPOSAL GUIDELINES, INSTRUCTIONS AND SCORING

The applicant’s cost proposal can contribute up to 15 points of the total score. Proposals will be assessed based on the extent to which applicants:

- Adhere to budget guidelines included with the RFA Program description
- Adhere to budget guidance and instructions included in this Application Guide
- Propose reasonable unit prices and quantities in the Uganda and zonal context
- Propose costs consistent with the proposed project activities
- Propose costs that are reasonable, realistic and allowable
- Prepare a complete set of budget notes
- Demonstrate any cost sharing or leveraging of additional resources (not required)

A complete set of instructions and guidelines for preparing the cost proposal follows

IV.A  Overview and Guidance

The budget must present, different cost categories, the detailed line item costs that the recipient expects to incur in implementing the proposed program description. The applicant’s budget submission accounts for a total of 15 points (out of 100 total).

For budget purposes, costs incurred in US Dollars should be budgeted in Uganda Shillings (at a rate of 1800 Uganda Shillings per $1)

The following cost categories are expected to contain all the costs that TSOs can expect to encounter in implementing this award:

IV.A.1 Personnel
IV.A.2 Fringe Benefits
IV.A.3 Consultants
IV.A.4 Travel
IV.A.5 Equipment and Supplies
IV.A.6 Training
IV.A.7 Sub-grants/Sub-contracts
IV.A.8 Other Direct Costs
IV.A.9 Indirect Costs

Budget submissions must include:

- A detailed budget
- A summary budget, presenting itemized costs incurred in support of the proposed project,
- Budget notes, within which applicants are expected to provide narrative support and explanations for the proposed costs.

Applicants are strongly encouraged to categorize project costs within the categories noted above. Specific line item costs to be included in each category are fully detailed below. The summary budget should present the total cost within each of the above
categories. The detailed budget should present the individual line item costs contributing to the total cost of each category above. A budget template is provided in Section IV.D.

The budget notes should provide a thorough explanation for each line item and assist MGLSD in understanding the different costs needed to implement the proposed project. In support of these notes, applicants are encouraged to provide copies of relevant human resource, travel, procurement and finance and administration policies. The budget notes should also include any assumptions underlying the budget, and describe any grantee financial and administrative policies that affect the budget.

All MGLSD grants under this RFA will be funded by the U.S. Agency for International Development (USAID) through the Emergency Plan for AIDS Relief, and are therefore subject to all applicable US Government policies and guidelines. MGLSD reserves the right to amend, or reject some or all line items presented in the budget proposal. All cost proposals will be subject to investigation and verification.

IV.B Major Cost Categories

IV.B.1 Personnel

This category includes salaries and wages of personnel supporting the project. The Personnel category includes only staff salaried by the grant recipient, which may support the project on a full time or part time basis. Personnel does not include consultants or fees paid for any other professional service. The detailed budget should include one line for each position funded on a full or part time basis by the project. It should list the position, the basis on which salary costs are prepared (daily, monthly or annual salary rates), the level of effort expected from the position for the project (number of days, number of months or percent of a year) and the total cost for the position on the project.

Budgeted salaries must reflect the current salary of existing staff, or proposed salary for new staff. Part time staff may not receive one rate of pay for the project and another rate for their remaining time with the recipient.

In the budget notes for Personnel, applicants should provide a brief description of the roles & responsibilities of each position listed. The notes should include a table presenting the level of effort for all staff working on the project, full or part time. In addition, if applicants propose a part time level of effort for certain positions, applicants must also describe the procedures in place to verify the level of effort provided by the position in support of the project, such as time sheets. Applicants should indicate whether the salaries proposed are based on Personnel or Human Resource Policies and whether they are verifiable through payroll records.

IV.B.2 Fringe Benefits

Fringe Benefits include pension (NSSF) payments, health insurance, and any other benefits routinely provided by the applicant to their staff. The costs of each benefit must be itemized separately in the detailed budget.
The budget narrative for this section should list the benefits provided to staff and the basis on which their costs are calculated (for example, as fixed costs or as a percentage of salary). Applicants that have human resource policies governing their overall compensation packages are encouraged to provide them as evidence of their ability to effectively manage staff compensation for the project.

**IV.B.3 Consultants**

The Consultants category includes fees paid for professional services provided by individuals not directly employed by the applicant. The detailed budget should present the activity for which the consultant is needed, the daily rate to be paid the consultant, the duration of the consultancy (in days), and the total amount, for each consultancy. This category also includes the travel costs the proposed consultants will incur in implementing the consultancy (consultant lodging, meals and transport). See the description of Travel for additional information.

The budget narrative for this section should provide a brief description of the work for which consultants are needed, the number of days the consultants will work, and the cost per day.

**IV.B.4 Travel**

This section includes all costs incurred by staff (personnel) traveling within or to Uganda in support of project activities. Travel costs may include travel fares, lodging, meals, related incidental expenses, and local transport. Applicants are expected to ensure that travel costs charged to the project reflect the actual costs of travel undertaken in support of project activities. Travel is not regarded as supplemental income, and recipients must be prepared to support lodging and transport costs with receipts.

Proposed travel costs must be supported by the applicant’s travel policies, and if these are not available, must be fully documented in the budget narrative. The budget narrative for Travel should describe the purpose of the travel (with clear reference to specific project activities), the length of travel, and the basis on which costs for transport, lodging, meals and incidental expenses are calculated.

**IV.B.5 Equipment and Supplies**

This category includes office equipment, office furniture, and office supplies, as well as the costs of insuring, maintaining and/or repairing office equipment. The budget detail should contain one line for each type of equipment budgeted, along with the number of units needed and the budgeted unit price.

The budget narrative for equipment and supplies must clearly explain and justify the project’s need for the proposed equipment and supplies. Applicants should describe the equipment to be purchased, and its intended use and purpose. Link the required equipment to specific activities in the proposal and provide an explanation of why the equipment is required. Also indicate the basis on which the costs are presented.

**IV.B.6 Training**
The Training category includes the costs of all workshops, meetings, conferences, seminars, and other events organized and supported for the purposes of disseminating knowledge, skills, or practices from the recipient to the project’s beneficiaries and stakeholders. These costs may include venue fees, participant travel costs (including participant lodging, meals allowances and transport), training materials and facilitator fees.

In the budget notes for Training, applicants should describe the types of training needed, providing a brief explanation of the purpose of the training and its desired outcomes. Include explanations of all associated costs, including facilitators if needed, venue, location, number of participants, materials needed and any associated participant travel.

IV.B.7 Subgrants/Subcontracts

This category includes all funds that the applicant anticipates providing to partners, and all funds that the applicant anticipates paying to firms and institutions providing professional services to the applicant in support of the project.

In the budget narrative for this section, fully describe the subgrants or subcontracts the applicant intends to award in fulfillment of the program description, including an explanation of the role of each funded partner and the costs associated with their involvement in the project. Where possible, applicants should include detailed budgets and notes for each proposed subgrant.

IV.B.8 Other direct costs

This category includes, as the label suggests, those costs the applicant expects to incur in direct support of the project that are not captured under Personnel, Fringe, Consultants, Travel, Equipment and Supplies, Training, and Subgrants/SubContracts. Such costs might include communication expenses (telephone, fax, courier, and/or internet charges), office rent, utilities, office repairs and maintenance, bank charges, printing, fuel, insurance, vehicle maintenance and repair, and subproject audit costs.

Applicants are expected to ensure that proposed costs in this category consist only of those costs incurred in direct support of the proposed project.

In the budget narrative for Other Direct Costs, applicants are required to describe how such costs will be allocated to the proposed project in a manner that ensures the project is supporting no more than its “fair share” of such costs. The notes should explain the basis of the unit cost and number of units in the budget, for each type of other direct cost incurred (for example, project related communications, printing, utility expenses, repair and maintenance, rent and bank services).

IV.B.9 Indirect Costs

It is understood that applicants may incur costs managing and administering the proposed project that are, in fact, difficult to allocate to the project. Such costs might include rent, utilities, supplies, and financial/administrative personnel, if, for example, the applicant is also implementing other projects with other donor resources.
If the applicant can demonstrate how such costs will be attributed to the proposed project, applicants are requested to itemize these costs in Section H (Other Direct Costs). If the applicant cannot directly attribute such costs to the proposed project, these costs may be treated as indirect costs.

Costs included in this section must be justified with a statement in the budget narrative regarding how such costs are estimated and supported.

**IV.C Restricted Costs**

None of the following will be regarded as pertinent to supported grant activities, and therefore none of the following costs will be allowed:

- Promotion of religious beliefs, including proselytizing/conversion or denying services to individuals who do not practice a specific religion
- Funding of political parties or campaigns
- Building construction
- Supporting activities already paid for by other donors
- The purchase of military, surveillance, or police related commodities, services, or equipment
- The purchase of abortion equipment and services, luxury goods, gambling equipment, and weather modification equipment
- The purchase of Agricultural commodities, Motor vehicles, Pharmaceuticals, Pesticides, Used Equipment, or US Government-owned excess property
## IV.D Budget Template

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