

## 1. Project Summary

Program Area	AS/P
Country/ US State	China
Project Number	22-0017-86
Project Name	<b>Weichang Yan'gebo Holistic Community Development Project (Elanco)</b>
Phase	I
Project Holder Name	Sichuan Haihui Poverty Alleviation Service Center
Project Holder Address	C-5, Shanghuanjing, Wuhou Science & Technology Park, No.8, Wuxing 2 Road, Chengdu, Sichuan 610041 CHINA
Date Approved	9/29/2011
Approval Body	PAC
Total Budget	\$609,565 USD
Funding source(s)	Elanco Restricted funds coming through Heifer HQ

The Weichang Yan'gebo Holistic Community Development Project will assist 400 families in four villages in Weichang County, Hebei Province. The families will each receive one high quality beef cow. Another 608 families will be assisted through Heifer's Pass on the Gift model. The project participants will form self-help groups (SHG) and attend intensive technical training and a variety of activities as groups. They will also improve their crop farming technology and tackle the local deforestation problem.

Within five years, the project communities will have improved the environment and their environment facilities, established an environment-friendly beef-cattle industry, and achieved happy, harmonious and sustainable lives.

## 2. Description of Project Population and Location



Weichang Man and Mongolia Autonomous County, located in the north part of Hebei, lying on Inner Mongolia at east, west and north. On the Inner Mongolia Plateau, Weichang County has only 120 days as frost free period in a year, with a year-round average temperature of 3.2 degrees Celsius. Weichang County is a poor county in Hebei Province. Located in Yan'gebo Township, Weichang County, the four target villages, Yanzhong, Yanshang, Amo and Tianqiao Villages, are nationally-recognized poor villages.

Yan'gebo Township is in the northwest of Weichang County, 50 kilometers from the county seat. The four target villages cover a total area of 200,000 mu (32,922 acres). 60% of inhabitants are Man and Mongolia ethnic. They share 6,923 mu (1,140 acres) of cultivated land, 58,900 mu (9,695 acres) of forest, and 130,000 mu (21,399 acres) of grassland. The total population is 3,710 (1,089 families), of which 1,817 are laborers (1,008 men and 809 women). The average per capita income of 2010 was 1,400 yuan (215 USD).

### **3.1 Problems and Difficulties**

#### **Harmonious Society Building**

China is a country with 55 minority ethnic groups, many of which live in remote rural areas with their own cultures and customs. There are 25 ethnic groups in Yunnan Province, making it a province with most ethnic groups of different kinds. Since the foundation of People's Republic of China, governments at all levels have issued policies in favor of ethnic groups to reach solidarity and equity in the nation.

China's recent fast economic development which draws the world's attention does not necessarily translate into smooth economic growth and steady social development. As it is turning from a planned economy to a market economy with its social structure and ideological setup also in major shake-up, it has been going through a crucial stage for the economic and social development in the process of modernization.

Under such circumstances, in 2005, Chinese central government set "building a harmonious society" as the key strategy for China's development. Sound economic growth and increasing abundance of social wealth are the material foundation for a harmonious society, and the well-being of the country's rural population plays a decisive role.

#### **Poverty situation**

The target villages are confronted with the following problems: firstly, most of the cultivated land is on barren slopes. The local climate is cold. Crops have a growth period of only 90-105 days. People can harvest only one season of crops, with corn being the major one. Its yield is around 300 kg per mu, and is even zero in time of bad drought; Secondly, the poor farmers in Weichang suffer from severe malnutrition. They can only have meat once a month on average. Due to the harsh environment, Weichang is greatly short of fruit and vegetable. In seven months out of a year farmers can't have any fresh fruit and vegetable. The coming problem after malnutrition is the health problem. Because of the lack of fresh fruits and vegetable, the farmers' intake of salt is quite high, resulting in a great number of farmers having high blood pressure. All of these make the farmers' life harder. Thirdly, people let their cattle graze freely outside. Their cattle are mostly local breeds, which are lowly productive. There are 2,000 cattle at present in the target villages, but most of them are owned by large raisers. Over 60% of the villagers want to raise cattle but do not have money to buy breeding cattle; thirdly, the target villages are all in remote areas, with difficult transportation. Their houses are quite scattered. There are no paved roads in the villages.

#### **Fragile environment**

In recent years, with economic and natural resource abuse, the natural vegetation coverage rate is decreasing and the biodiversity of the area is dwindling as native habitats are converted to land for human use. Excessive grazing has caused deforestation in some of the grassland. Water and soil erosion is quite serious. Floods of previous years have also severely damaged the land, and jammed waterway in local rivers. The project will educate the target farmers on the importance of living in harmony with other creatures and how to protect the environment in their daily lives.

### **Poor community management capacity towards sustainability**

In the market economic environment, individual and scattered small-holder farmers face high market risk and stand in a disadvantaged situation. Support for cooperatives has since become the new weapon of choice in the government's ongoing fight against poverty. Cooperatives can now be legally registered and are able to obtain considerable subsidies from the government. However, the government has yet to experience enough successful cases to warrant advocacy for this method. In many cases, a cooperative exists only in name in order to receive government funds and does not really base itself upon local farming. Rural farmers separately doing family farming for a long time could not cooperate easily today. They lack of enough social capital and the knowledge of group management.

Likewise, building cooperatives by combining mature SHGs is the new trend for Heifer projects. Following two years of test trials, Heifer has discovered that both organizing farmers into SHGs and promoting continuous capacity building play an important role in the future development of next levels. As required by this methodology, Heifer helps to cultivate SHGs for the first 2-3 years by supporting project activities in an effort to cultivate local social capital and provide group management training. As an SHG matures, it is merged with other SHGs in close proximity to form a cooperative. By utilizing this process, many of the problems that the government projects have failed to address can be remedied.

### **3.2 Linkages with the host government, donors and other stakeholders**

This project will work with clusters of communities, to motivate community members to form self-help groups and later on move to cooperatives when they are ready both economically and spiritually to build up social capital so that vulnerable poor farmers can be more resilient, sustainable and linked to markets in project life. This proposed project will be implemented in Weichang County.

The local government has promised that they will match one hundred and fifty thousand dollars to improve local infrastructure during project life for all the project sites of Heifer.

#### **Information on Specific Implementing Partners:**

Sichuan Haihui Poverty Alleviation Service Center is a legally registered NGO, and owns sole responsibility for Heifer International Program implementation in China. It is fully operational with 38 full-time staff and over 100 volunteers nationwide.

Heifer China Program began in 1984 with three projects. Over the past 27 years, it has expanded to include 17 provinces with 131 total projects. Heifer China Program has been in close working contact with local governmental and non-governmental development institutions to implement projects.

Since 1985 Heifer China Program has made numerous significant achievements. By 2010, more than 60,000 households have been provided with over 4.5 million animals, including cattle, yaks, dzos (yak cattle), sheep, goats, pigs, rabbits, chickens, ducks, silkworms, pigeons and geese. The program has received nationwide recognition.

### **4.1 Goals and Objectives**

**Project Goal:** The target poor communities in Weichang County will have improved income, nutrition and health care, addressed desertification, improved their living environment, and achieved holistic development on a sustainable basis.

#### **Objective #1:**

By the end of FY17, 1008 families in target communities will have solidarity and social harmony through effective and efficient application of the VBHCD tools.

#### **Objective #2:**

Target communities will increase income within five years

**Objective #3:**

The project families will improve their nutrition and health condition by the end of the project.

**Objective #4:**

The participating families will have established sustainable agricultural practices to protect and improve community ecological environment

## **4.2 Technical Strategy**

### **Heifer Project Approach**

Starting from 2007, Heifer projects in China has applied “Values-based Holistic Community Development” model in all project sites. The main focus of it is to build Self-help Groups (SHGs) in target rural communities, and group activities enable full participation of each group member and joint decision making of all, through which personal leadership and participatory management can be improved. SHGs are set up in every project community, and series of capacity building sessions with targeted objectives are conducted, and as a result, each SHG and project community start to show transformation toward good self-governance and sustainable development.

Through local Self-help Groups’ (SHG) working on their participatory development planning, different project resources (such as villagers’ input, government project, and Haihui), will go together to achieve income generation, attitude and awareness improvement and social recognition. As a result, not only income increase of these rural vulnerable is to be generated by the project and their own efforts, but with self-initiated group activities and continuous self-management practices, their capacity and cooperation spirit are to be lifted. It will definitely benefit the target communities in the long run.

### **Poverty alleviation and nutrition improvement**

This project will provide target communities with fine breeding cattle. Project partners will conduct highly intensive technical training and services to improve farmers’ animal management level both in quality and quantity. In addition, formation of SHG will bring farmers together to face and tackle the market issue to get more cash income, which will result in more and better food consumption. Based on our previous experiences, women’s participation in farming can significantly improve the whole family’s nutrition level; therefore, this project will have animal raising, market development and women participation as components to improve local nutrition situation.

To tackle poverty, the income increase of an individual is not enough. The improvement of community public facilities is also of high importance, which needs full participation of all community members. Self-help Groups will be formed and training on group management will be given to members to enhance group leadership and planning capacity. All members will follow plans they make and through Participatory Self-review and Planning, conduct activities to improve their infrastructure with resources they can channel.

### **Environment education**

This project, through PRA, will jointly make community holistic planning with community members, through which, a more specific current environment state will be realized, analyzed and activities to respond to the issue will be further discussed by the communities with project staff’s facilitation. Training on rational use and protection of natural resources, disaster preparedness and mitigation will also be provided to target groups. With continuous effort on environment protection awareness training and natural disaster reduction skills provision, target communities will be able to develop a mechanism by themselves to proactively conduct environment-friendly activities to mitigate natural disasters. In addition, in the case natural disaster does happen, they will be able to reduce the risk of getting affected.

### **Community capacity building**

Poverty recurrence is frequently a serious hurdle in the poverty alleviation process. Major reasons which often lead to this phenomenon are natural disaster and market fluctuation. To address the problems, Haihui plans to conduct additional training, focusing on marketing and natural disaster prevention, in

hopes that this additional knowledge will help to better prepare SHGs for these types of unexpected setbacks.

Therefore, this project will work in close cooperation with each local government project to support the development of farmers' associations in three ways: 1) build SHGs on each project site, and provide support capacity building; 2) set up PMCs (Project Management Committees), involving government participation during project implementation to ensure maturation of the SHGs; 3) upon maturation of SHGs, build farmers' associations with support from government projects.

In conclusion, livelihood improvement, community organizing and management enhancement and environment improvement are main objectives of this project for rural community poverty alleviation and sustainability.

### 4.3 Training Plan

All the potential project partners will be provided with the following training from Heifer China Project Partner VBHCD Model Capacity Building Project:

Name of training	Duration per training (days)	No of training	Total training days
ToT on Heifer Cornerstones and VBHCD model	3	3	9
ToT on group management	2	2	4
Project management	1	1	1
Leadership	2	1	2
TOT on HIV/AIDS knowledge	1	6	6
Exchange visit to other Heifer programs	3	1	3
Total	12	14	25

The CAHW will receive the following training:

Name of training	Duration per training (days)	No of training	Total training days
VBHCD Model	2	1	2
Heifer Cornerstones	3	1	3
Animal management and health	1	8	8
Total	6	10	13

The partners will provide the following training to all the project participants:

Name of training	Duration per training (days)	No of training	Total training days
Leadership	2	4	8
Group management	2	3	6
Cornerstones	3	3	9
Animal management	1	8	8
Animal nutrition	1	1	1
PSRP	1	4	4
Community holistic planning	2	2	4

Human nutrition and health	2	3	6
Soil conservation	1	4	4
Farmer exchange	4	1	4
Environmental protection	1	4	4
Cooperative Organization knowledge	3	1	3
<b>Total</b>	<b>23</b>	<b>38</b>	<b>61</b>

#### 4.4 Evaluation and Monitoring Plan

<b>What type</b>	<b>When (year)</b>
Baseline survey at community level and end-line survey	At beginning and the end of the project
PSRP at SHGs level	Every 3 months
PSRP at PPs level	Every 6 months
Project Progress reports	Quarterly and semester
Financial reports	Quarterly, semester, and annually
External financial audit	Annually
SHG meeting	Monthly
Field trip reports	Regular basis
Final Evaluation	End of project

#### 4.5 Sustainability Plan

#### Animal Placement and POG Chart

Original Families	FY12		FY13		FY14		FY15		FY16		FY17		TOTAL	
	Fami	Anim	Fami	Anim	Fami	Anim	Fami	Anim	Fami	Anim	Fami	Anim	FAMI	ANIM
Beef cattle	200	200	200	200									400	400
<b>TOTAL ORIGINAL</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>									<b>400</b>	<b>400</b>
<b>POG1 Families</b>														
	Fami	Anim	Fami	Anim	Fami	Anim	Fami	Anim	Fami	Anim	Fami	Anim	FAMI	ANIM
Beef cattle			33	33	99	99	167	167	101	101			400	400
<b>POG2 Families</b>														
	Fami	Anim	Fami	Anim	Fami	Anim	Fami	Anim	Fami	Anim	Fami	Anim	FAMI	ANIM
Beef cattle					5	5	25	25	76	76	102	102	208	208
<b>TOTAL POG</b>			33	33	104	104	192	192	177	177	102	102	608	608

- a. Financial sustainability. The action is designed in such a way that communities continue to pass on animals, knowledge and skills beyond the funding life of the project. The activities during the life of the project will include the acquisition and development of entrepreneurial skills for participating households. Farmers will be given entrepreneurial skills and encouraged to reinvest their earnings into the project. Heifer's experience is that most community groups already have established savings. This practice will ensure cash availability in target groups for acquiring agricultural inputs such as seed and veterinary drugs, and supporting other operational costs. A deliberate effort will be made to link the communities to support service providers such as extension services and materials suppliers.
- b. Institutional sustainability. The action will work with and promote the strategies of local government agencies to achieve their development goals. The involvement of stakeholders at all levels from national government to rural communities in the design and implementation of activities minimized the involvement and influences of the implementing partners, ensures community ownership and increases the potential for adoption and sustainability of the action's outcomes after the project expires.
- c. Policy level sustainability. Government, from the central level down to the county level, has preferential policies and provides know-how to farmers' associations and cooperatives as incentives to farmers' alliance for economic development. As this project will have already laid a strong foundation by the end of project, government will incorporate Heifer farmers' association into their strategic plan till these associations are capable of running independently.  
In addition, as cooperatives and farmers associations have been given strong attention in Heifer China Program ever since 2009 to align with both Chinese government incentive and sustainability of Heifer projects, a cooperative study was conducted jointly by internal staff and external expert from local academy of social sciences, how to develop SHGs to cooperatives or farmers' associations have been discussed and piloted in each region. A focal point of farmers' association or cooperative development was assigned among Heifer China. Rich experiences including formation, identification of management, capacity building to key personnel, operation and marketing have been accumulated.
- d. Environmental sustainability: The design and utilization of locally sourced and renewable materials is an important element of project sustainability. Additionally, Heifer will discourage the utilization of chemical fertilizers in favor of organic fertilizer (manure) in crop cultivation, which has restorative benefits to the soil.

## 5. Management Plan

Weichang Yan'gebo Holistic Community Development Project will be implemented by Beijing Regional Program of Sichuan Haihui Poverty Alleviation Service Center (SHPASC). Headed by an Executive director, SHPASC is the sole representative in China to implement Heifer projects for over 26 years. The Beijing Regional Manager will be responsible for project implementation. The current Regional Manager has over ten years' rural development field experience and has a team to partner with 5 government or non-government organizations to oversee 6 existing Heifer projects in Beijing and Hebei Province. One full-time staff is planned to be recruited for this project reporting to the regional manager. Financially, this project will be supported by SHPASC's Finance Manager, and programmatically, it will be supervised by the Senior Program Manager for Field and supported by the Planning, Monitoring & Evaluation Manager. The team will meet monthly to ensure regular training and accompanying gifts of livestock reach recipients in a timely manner, provide program quality assurance, and coordinate other project related activities in an integrated fashion. It will also be responsible for collecting critical monitoring and evaluation data, and reporting it to Heifer headquarters and donors.

The Regional Program has over 10 years' experience of Heifer project implementation. It has accumulated a pool of capable and loyal project partners during the decade. The project partner will be responsible for recruiting capable Community Facilitators (CF) to mobilize community and SHG activities and provide ToT training and other backstopping services to them if needed. It will also be responsible for identifying Community Animal Health Worker (CAHW) from the project sites and training them on technique knowledge and skills to serve the target groups to ensure target communities' animal management



capability. A Project Management Committee (PMC) consisting SHPASC related project staff, project partners' responsible persons, CFs, SHG representatives, local government representatives will be formed in the first 6 months of the project and members will meet every quarter to review project progress and discuss about important project issues to ensure participatory and transparent project management.

#### **Implementation Plan**

<b>Task/Activities</b>	<b>Time</b>	<b>Responsible Party</b>
Agreement signing with all 6 project partners	Within 2 months after being approved	RP
Recruit one staff	Within 2 months after being approved	RP
Baseline survey	Within 1 <sup>st</sup> 3 months	RP, PP
Operation/ implementation plan and cash flow	Within 1 <sup>st</sup> 2 months	RP
Ceremony/workshop on project kick off	Within 1 <sup>st</sup> 2 months	RP
Orientation and training for all new PPs	Within 1 <sup>st</sup> 2 months	RP, PME, Fin.
Recruit CFs	Within 1 <sup>st</sup> 3 months	RP, PP
Livestock placement and technical training/ service for first batch of families	Within 1 <sup>st</sup> 3 months	RP, PP
Orientation and training for Community facilitator(CF)s	1 <sup>st</sup> 4 months	RP
VBHCD Series Training Project partners (PP) and Self-help Group(SHG)s.	Whole first year and as needed afterwards	PR and Training Team
ToT training to PPs and CFs	1 <sup>st</sup> 6 months and on-going as needed	PR and Training Team
CAHW training	1 <sup>st</sup> 6 months and once every following year	RP and PP
Participatory planning and group management training for SHGs	1 <sup>st</sup> 6 months and on-going	RP
PMC set up	1 <sup>st</sup> 6 months	RP
Regular PMC meeting	Every quarter	RP
PSRP of SHGs	Every quarter	PP and CF
Environment protection and disaster preparedness training to PP and communities	6-12th months	PR and Training Team
Assessment of PPs and CFs	Every quarter	PR
SHG assessment	Every 6 months	PO
Finance check	Once a year	Fin. and RP
External audit	Once a year	Fin.
PSRP of PP and semi-annual work review meeting	Every 6 month	RP, PP
Operation/ implementation plan and cash flow (2nd year onwards)	12th month, 23rd month, 35th month	RP, PP
Livestock placement and technical training/ service for second batch of families	13-24th months	RP, PP
Environment protection and disaster preparedness training to PP and communities	On-going	PR and Training Team

Gender training	On-going	RP and PP
Other training at communities as needed	On-going	PP and CF
Exchange visits between communities	Every quarter	CF and PP
Exchange visits between counties	Once a year	RP and PP
Monitoring trip	Once a year	SPMF/PME
POG plan	18-36th month	RP and PP and CF
Cooperative and farmer association training	13-40th month	PR and Training Team
Final evaluation	46th month	PME and PR

## 6. Project Plan

Project (Impact) Goal	The target poor communities in Weichang County will have improved income, nutrition and health care, addressed desertification, improved their living environment, and achieved holistic development on a sustainable basis.		
Plan Detail	Indicators	Means of Verification	Assumptions (External factors that may positively or negatively affect the project)
<b>Objective #1</b> By the end of FY17, 1008 families in target communities will achieve solidarity and social harmony.	* The participants will have attended Cornerstones training at least three times a year * Number of SHG members that practice CS and PSRP at least 4 times a year * Communities will have had development goal and plans for group activities * Number and quality of initiatives implemented by SHGs * 100% of the project families will have passed on the gift to other families	* Baseline Survey * Field visit * Progress report * PSRP * Use of group fund	None
<b>Outputs</b> * The project SHGs founded and empowered based on common values; * Group decision-making enhanced; * The consciousness of cooperation with each other has been enhanced;	* Project communities are set up and empowered for group decision making and discussion to solve other public issues; * SHGs are established and hold meetings regularly * Gift animals, knowledge and skills are passed on to 608 more families.	* Baseline Survey * Field visit * Progress report * PSRP * Participation of communities and SHGs	None
<b>Activities</b> * Formation of self-help groups * Passing on the Gift ceremonies * Heifer Cornerstones/PSRP training * PSRP every three months * Training on group fund management & utilization, group management, leadership, CF			N/A

capacity building, gender equity, participatory community planning. * Regular group activities			
<b>Inputs</b> Budget and human resources			N/A
<b>Objective #2</b> *Target communities will increase income within five years	*100% SHG members will have production and marketing plans in place to deal with market fluctuation * 60% of the participants will have purchased new domestic appliances. *100% Group funds are utilized	* Baseline survey * small group discussion/observation and verification * Progress report * PSRP * Farmer records.	* No major market price fluctuations * No serious animal disease outbreaks * No other Force Majeure
<b>Outputs</b> * 400 families receive animals * 608 families assisted through passed-on gift animals in six years * Project families will have increased their income and living standard in an environmentally friendly way * Project families increase nutrition levels and living standard.	*The number of families receiving original animal placements * The number of families receiving pass-on animal placements * The participants increase income with each passing year. *Sources of food consumed	* Baseline survey * small group discussion/observation and verification * Progress report * PSRP	* No major market price fluctuations * No serious animal disease outbreaks * No other Force Majeure
<b>Activities</b> * 400 families selected as original placement families * 608 families selected as pass-on recipient families * Group saving and credit * Conduct baseline survey * Sign contract of passing on the gift * Delivering gift animals * Training on animal feeding and management, disease control, grass planting, natural disasters resistance, marketing, etc. * Technical consultancy and services *Training on Human Health and			

<b>Nutrition</b> *PSRPs and market information sharing during PSRP meeting * group action to sell farming products and buy producing materials *Connection of farmers to markets			
<b>Inputs</b> Budget for livestock, training, and activities; Human resources to manage project and to provide training			
<b>Objective #3</b> The project families will improve their nutrition and health condition by the end of the project.	*100% of the recipient families increase protein consumption by 50% *100% of families will increase their nutrition levels and food consumption from diverse sources by the end of the 4th year	* Baseline survey * Field visit * Group discussing * Progress report * Monitoring * Evaluation	* No major market price fluctuations * No serious animal disease outbreaks * No serious epidemic outbreaks
*Project families have an increase understanding of human nutrition and consume food from varied sources *Improved health condition of the project families	*Number of women improved their knowledge of health care for women and infants; *Number of families improved personal hygiene; *Common disease get treated or controlled	* Gift livestock identified system * Field visit record * Group discussing * Progress report * Evaluation	* No major market price fluctuations * No serious animal disease outbreaks * No serious epidemic outbreaks
<b>Activities:</b> * Health check * Training on human nutrition * Training on personal hygienic behavior * Training on diet balance * Training on human health care * Further training to community health workers			

<b><u>Inputs:</u></b> 1) Budget 2) Human resources to manage project and to provide training			
<b><u>Objective #4</u></b> * The participating families will have established sustainable agricultural practices to protect and improve community ecological environment	*100% of the project participants will have used animal manure and bio-gas residue as crop fertilizer. *100% of the project participants will have attended training on environmental protection and natural resources management. * A waterway of 8,000 meters will have been cleaned and maintained	* PSRP * Progress report * Evaluation Report * On-site verification * Farmer record.	None
<b><u>Outputs:</u></b> * The participants will have realized the importance of environmental protection * Animal manure processed before application on crops. * A mechanism to improve and maintain community sanitation developed by SHGs	*The number of project participants that attend training on environmental protection * Restoration of 1,000 mu (164 acre) desertified cultivated land * Restoration of 1,000 mu (164 acres) desertified grassland	* Baseline Survey * PSRP * Community visits by Heifer staff * PSRP * Progress report * Farmer Records	None
<b><u>Activities:</u></b> * Training needs assessment * Training on animal well-being, organic animal raising, organic farming, health care, and environmental protection. * Plantation and management of the waterway * SHGs conduct group activities to			N/A

improve environment and develop a mechanism to maintain it			
<u><b>Inputs:</b></u> 1) Budget 2) Human resources to manage project and to provide training			N/A

## 7. Budget Justification for Project Proposal Form USD

Categories	FY 2012	FY 2013	FY 2014	FY 2015-17	TOTAL
1. Livestock & Freight (including number/cost per type of animal)	\$190,174.00	\$196,056.00	\$0.00	\$0.00	\$386,230.00
Details: FY12 200 families x 951 for cattle; FY13 200 families x 980 for cattle					
2. Horticulture & Freight	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Details:					
3. Agriculture Equipment & Supplies	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Details:					
4. Travel & Vehicle Operations	\$6,181.00	\$7,025.00	\$7,916.00	\$8,856.00	\$29,978.00
Details: covers vehicle, project partners, and community facilitators' regular travels to implement the project.					
5. Training	\$13,788.00	\$21,239.00	\$13,980.00	\$22,573.00	\$71,580.00
Details: covers Heifer's 12 Cornerstones and PSRP, group management, community holistic planning, animal management and health, human health and sanitation, ecological conservation education, exchange visit, and other related trainings.					
6. Technical Services & Evaluation	\$6,656.00	\$6,862.00	\$7,074.00	\$9,377.00	\$29,969.00
Details: covers baseline surveys, technical service given by project partners and external experts					
7. Personnel & Benefits (7.a. & 7.b. combined)	\$22,821.00	\$24,178.00	\$25,623.00	\$5,990.00	\$78,612.00
Details: refer to separate table below					
8. Office Expenses & Services	\$4,548.00	\$3,431.00	\$3,133.00	\$2,084.00	\$13,196.00
Details: covers project partner's office cost such as electricity, telephone, mailing, office supplies for the project every year. It also covers 1 computer, 1 camera and 1 printer for PP in FY12					
9. Capital Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Details:					
10. Other	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Details:					
<b>TOTAL</b>	<b>\$244,168.00</b>	<b>\$258,791.00</b>	<b>\$57,726.00</b>	<b>\$48,880.00</b>	<b>\$609,565.00</b>



					TOTAL
7.a. Community Facilitators	\$5,325.00	\$5,490.00	\$5,659.00	\$5,834.00	\$22,308.00
Details: FY12 1331x4CFs; FY13 1372x 4CFs; FY14 1415x 4CFs; FY15 1459x4 CFs					
7.b. All Other Staff	\$17,496.00	\$18,688.00	\$19,964.00	\$156.00	\$56,304.00
Details: Subsidy for the executive staff of PP and a project based program assistant for first 3 years					