

# Appeal 2005



International Federation  
of Red Cross and Red Crescent Societies

## ERITREA

### Appeal no. 05AA001

*The International Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. The Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 180 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.*

*This document reflects a range of programmes, objectives, and related activities to be implemented in 2005, and the corresponding funding requirements. These are based upon the broader, multi-year framework of the Federation's Project Planning Process (PPP). The PPP products are either available through hyperlinks in the text, or can be requested through the respective regional department.*

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*Click on the title below to go to the relevant text; click on the figure to go to the programme budget*

	2005
Programme title	in CHF
<b>Strengthening the National Society</b>	
Organizational Development	308,641
<b>Total</b>	<b>308,641<sup>1</sup></b>

*The following programmes are included in this Appeal narrative; however, their associated budgets are integrated within other programme budgets. Click the title to go to the narrative text: [Coordination – Representation – Delegation Management](#)*

<sup>1</sup> USD 245,100 or EUR 198,800.

## National Context

Eritrea gained its independence in 1991 after a 30-year liberation war with Ethiopia. It is rated among the poorest countries in the world with both its infrastructure and economy in ruins. The new government has pursued policies and investment which promoted rapid and equitable economic growth, making Eritrea one of the most promising fast developing countries in Africa.

A border conflict with Ethiopia that degenerated into full-scale war in 1988 however took the country several steps behind in terms of development, causing loss of human lives, damage to physical infrastructure, and the displacement of nearly one-third of the total population.

The war eventually stopped through a peace agreement in December 2000 in Algiers in which the UN Mission for Ethiopia and Eritrea (UNMEE) was deployed to observe peace along the common border. However, a verdict by the Ethiopia-Eritrea Border Commission on the demarcation of the contended 1,000 km border stretch in April 2002 has yet to be implemented due to dissatisfaction from both countries.

Eritrea is now faced with many post-war recovery challenges; among them the need to rehabilitate and reconstruct the damaged social and economic infrastructure in the war affected regions. Assistance is still needed for the remaining 45,000 internally displaced persons (IDP) to help them return to their homes and restore their means of livelihood.

Whereas the unification of an estimated 120,000 refugees from the Sudan was expected to have been completed by the end of 2004, the resettlement of around 60,000 refugees from Djibouti and Yemen as well as approximately 75,000 expellees of Eritrean origin from Ethiopia remain pressing issues.



## Human Development Indicators at a Glance

Category	Eritrea	Sub-Saharan Africa	World
Total population (millions)	4.0	641.0	6,225.0
GDP per capita (USD)	150	469	5,174
Life expectancy at birth (years): Female - Male	54.2 - 51.1	n.a.	n.a.
Infant mortality rate, per 1,000 live births	47	108	56
Maternal mortality per 100,000 live births (adjusted ratio)(2000)	630	n.a	n.a
Population (%) with sustainable access to an improved water source (2000)	46	57	82
HIV prevalence (% , ages 15-49) (2003)	2.7	7.7	1.1
Adult literacy rate (% , ages 15 and above): Female – Male	45.6 - 68.2	n.a	n.a

Source: UNDP Human Development Report, July 2004: Human Development Index (pages 139-250). Refer to [http://hdr.undp.org/reports/global/2004/pdf/hdr04\\_HDI.pdf](http://hdr.undp.org/reports/global/2004/pdf/hdr04_HDI.pdf) Note: Data is 2002 unless noted above.

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Land is almost the sole source of income for more than 80% of the population and the economy is dominated by traditional agriculture; industry is still at an infant stage. The country's 1,200 km Red Sea coastline offers high potential in fisheries, sea trade, tourism and salt extraction. Currently, however, Eritrea's dependence on income from its two ports, which were extensively used by Ethiopia before the last conflict, and its small agricultural base weakened by soil erosion and four consecutive years of drought, has resulted in the current weak food security situation. The country and people are therefore heavily dependent on international aid; massive relief operations from the UN and many non-governmental as well as international organizations took place throughout 2003 and 2004.

Very limited donor response to the 2004 Federation Annual Appeal – 20% - has resulted in the national society not having sufficient financial resources to implement most of its planned activities under the Federation supported health and care as well as WatSan programmes. This current (2005) Annual Appeal is therefore tailored specifically to cater for the national society's most pressing needs in terms of organizational development and capacity building.

For ease of reference, the table below lists the standard abbreviations and references used in this Appeal.

CAS – Cooperation Agreement Strategies	PLWHA - Persons living with HIV/AIDS
ERREC - Eritrean Relief and Refugee Commission	PNS - Partner National Society(ies)
IDP – Internally-displaced persons	RC-Net – Red Cross Red Crescent Network for East Africa
Movement - International Red Cross and Red Crescent Movement.	VCA – Vulnerability and capacity assessment
ONS – Operating national societies	WatSan – Water and sanitation
ARCHI 2010 – refer to <a href="http://www.ifrc.org/what/health/archi/">http://www.ifrc.org/what/health/archi/</a>	
ERU – Emergency Response Unit(s) Refer to <a href="http://www.ifrc.org/what/disasters/eru/">http://www.ifrc.org/what/disasters/eru/</a>	
FACT – Field Assessment and Coordination Team(s). Refer to <a href="http://www.ifrc.org/what/disasters/fact/">http://www.ifrc.org/what/disasters/fact/</a>	
Strategy 2010 – refer to <a href="http://www.ifrc.org/who/strategy.asp">http://www.ifrc.org/who/strategy.asp</a>	
Ouagadougou Declaration – refer to <a href="http://www.ifrc.org/meetings/regional/africa/5thpac/5thpacde.asp">http://www.ifrc.org/meetings/regional/africa/5thpac/5thpacde.asp</a>	
Seville Agreement – refer to <a href="http://www.ifrc.org/meetings/statutory/ga/ga97/ga_97_8.asp">http://www.ifrc.org/meetings/statutory/ga/ga97/ga_97_8.asp</a>	

## Red Cross and Red Crescent Priorities

### National Society Strategy / Programme Priorities

The Red Cross Society of Eritrea<sup>2</sup> is one of the main humanitarian organizations in the country that has a nationwide organizational network. The formal recognition of the national society by the government has been expected for a long time but is yet to become a reality. Preparation and translation of documents and statutes has continued, and there are strong hopes that this important issue will soon be settled. The national society is nevertheless enjoying a great deal of support from the government, and in the interim, operates under written agreements with the Ministry of Health and with the Eritrean Relief and Refugee Commission (ERREC), the body responsible for registration and coordination of voluntary organizations.

Due to lack of official recognition by the government, the national society has not yet been admitted as a full member of the International Red Cross and Red Crescent Movement. However, it has an observer status and is invited to participate in all major statutory meetings and events of the Movement. In the domestic context, however, the absence of a formal legal base has a limiting impact on the national society's governance and management, formal relations with authorities, and resource development.

<sup>2</sup> The Red Cross Society of Eritrea - <http://www.ifrc.org/where/country/check.asp?countryid=188>

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### At a Glance

Topics	Year	Comment
Recognition	2003	Slow progress in formal recognition of the Red Cross Society of Eritrea by the national government, although recognition was pledged in 1999.
Strategic development plan	2004 - 2007	The national society's new 'Strategy Plan 2004–2007' has been prepared and presented to the partners.
Appeal	Yearly	The Red Cross Society of Eritrea issues an Annual Appeal. An emergency drought Appeal was launched late 2002, another in the middle of 2004.
Country agreement strategy	2003	CAS draft to be finalized early 2005.
Self-assessment	2002	The first phase of the self-assessment process was completed in July 2002, and the second phase in mid-2004.
Integrated development plan	2004	Recognized by the whole national society as the most important working tool.
Elections	N/A	Awaiting recognition
Audit	Yearly	External audit according to Federation standards. The national society is following Federation accounting procedures

The development activities and the change process of the national society regained momentum after the recent focus on the relief activities related to the latest border conflict and the drought relief operations in 2003 and 2004. Current priorities include the ongoing development of a volunteer management system in the branches and villages in their catchment areas, focus on activities based at the community level, accelerating and including HIV/AIDS activities in the ongoing health programme, and organizational restructuring both at headquarters and branch level to accommodate the above.

Furthermore, due to the large number of water facilities destroyed during the war and the drying up of water sources in drought-affected areas, provision of WatSan is another priority for the national society. The interventions are in line with the Ministry of Health's approach in primary health care focusing on health promotion and prevention of illness as the first line of action, linked with the provision of affordable basic health services in the periphery and a viable referral mechanism between different levels of care.

The competitive advantage of the national society is its network of branches and volunteers, its close collaboration at community and village level, and its integrated health approach. The national society is taking part in coordinating meetings arranged by different actors in the humanitarian field, and is an important contributor to interventions at national and regional levels

Guided by its mission statement, its self-assessment results, Strategy 2010, ARCHI 2010, and the Ouagadougou Declaration, the Red Cross Society of Eritrea has identified the following strategic goals:

- Community based health: To provide essential preventive health care services and self reliance programmes to community members at grassroots level; to provide HIV/AIDS awareness information, education and care to the general public; to help in providing clean and adequate potable water within a reasonable distance for an increasing number of people in rural areas, and develop relevant knowledge and good practice about hygiene.
- Disaster management: To encourage the development of a national disaster preparedness and response plan; to improve the national society's disaster management structure and capacity at all levels, from the community to the headquarters.
- Organizational development: To be a well-functioning national society within the framework of Strategy 2010; to obtain full membership in the International Federation of Red Cross and Red Crescent Societies; to strengthen the national society's communications and reporting systems; to explore various options for fund raising and income generating systems; branch development.

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- Humanitarian values: To further develop the capacity of the national society's staff and volunteers to disseminate the fundamental principles and ideals of the International Red Cross and Red Crescent Movement, including International Humanitarian Law, emblem awareness, image campaign and mine awareness; to run tracing and separated family re-union services as part of the international tracing network.

### **Movement Context**

Support from the International Red Cross and Red Crescent Movement has been channelled through bilateral PNS, the Federation and the ICRC. Very close and good bilateral cooperation has existed between the Red Cross Society of Eritrea and Danish Red Cross, Netherlands Red Cross, Norwegian Red Cross and Swedish Red Cross for several years. Recently, direct working relationships have been established with the American Red Cross, British Red Cross, German Red Cross, Italian Red Cross, Spanish Red Cross and Swiss Red Cross. In general, the bilateral agreements focus on capacity building, in particular at branch level; while some branches are receiving specific support, several projects are also implemented countrywide.

The ICRC Delegation in Asmara continues to provide substantial capacity building support to the national society in conflict related issues such as conflict preparedness and response (especially with emergency medical service and first aid), dissemination and tracing. Red Cross Action Teams have received regular training in disaster and conflict preparedness and response, resulting in strengthened competencies and the commitment of volunteers to support the vulnerable communities. The national society also runs the only ambulance service in the country through substantial financial support from ICRC. However, due to the ICRC scaling down its support, the national society is in dialogue with the local authorities to take over part of the financial responsibility for the service.

The Federation will coordinate the long-term support and implementation of the national society's priorities and programmes through the CAS process. Focus will be given in supporting the national society to achieve recognition from the Eritrea government, as well as to support the national society's governance when finally in place, to assume and explore its new roles and responsibilities. The Federation will also facilitate the restructuring of the Red Cross Society of Eritrea to make it effective and efficient in delivering essential services to the community. This includes strengthening the structures and procedures at branch and headquarters levels, supporting development in finance, and diversifying and strengthening the resource base of the national society. Assistance will also be provided in building up the national society's technical expertise in these fields as well as in adapting working tools and membership systems.

## **Strengthening the National Society**

### **Organizational Development**

#### **Background and Achievements**

The lack of recognition of the national society has limited the opportunity for establishing governance structures at national and branch levels. Nevertheless, several initiatives have been taken at province and community levels in maintaining and strengthening good relationships with the regional and local authorities. However, the non-recognition has not affected programme preparation, implementation, recruitment of volunteers, or cooperation with operational partners.

The Red Cross Society of Eritrea' management holds quarterly management meetings both at headquarters and the branches during which progress in project implementation and how policies can be strengthened are discussed and project management and reporting guidelines established. A staff performance development review (PDR) built on the Federation format has been introduced for all staff. The need to further develop job descriptions, opportunities for staff development, volunteer recruitment, and coaching mechanisms has been identified. The national society has prioritized an inter-sector approach, integrating community development in disaster preparedness and response, first aid, WatSan,

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and HIV/AIDS with volunteer development and the establishment of Red Cross Action Teams at the grassroots level.

As one of the main humanitarian organizations in the country with a nationwide network of branches and volunteers, the national society is a key partner and contributor to disaster response. To this end, the national society is a member of the National Information Co-ordination Centre, a joint government/UN venture to facilitate humanitarian interventions in Eritrea.

With support from the Federation, the national society played an important role in the 2003-2004 emergency drought operations through food distribution and WatSan interventions in the most affected areas of the country. The ICRC supported the emergency operation with both food and non-food items to IDP and people in the temporary security zone along the border with Ethiopia.

As part of its disaster preparedness and conflict response strategy, the national society is recruiting, training and organizing volunteers into Red Cross Action Teams both at headquarters and branch levels to ensure effective and competent assistance to the public in general and to the most vulnerable in particular.

The national society has for many years been conducting training and information, education and communication sessions to the general public to reduce vulnerability and increase food security coping mechanisms in the households through its volunteer network.

The communication systems between headquarters and the branch offices as well as between the branches themselves remain a concern. The national society has nonetheless established information sharing systems and procedures with the relevant central and local authorities and with the Red Cross committees at the village level for better flow of information.

The infrastructure of the national society will be strengthened by opening new sub-branches and creating more Red Cross committees at community level, included initiatives to promote cost effective working facilities in all operational areas.

Financial resource mobilization will receive top priority through developing income generating structures, and in the further development of national and international relationships.

However, most of the national society's interventions in disaster preparedness and response outlined above have been taking place within the emergency relief intervention. Given that the emergency relief operation is scheduled to end in October 2004, elements of capacity building for preparedness and response for small disasters have been included in the 2005 Federation Appeal to further strengthen the national society's capacity in this respect. This will mainly entail training of national society staff and volunteers in integrated disaster preparedness for response (health/HIV/AIDS) through the training and establishment of a national disaster response team and three branch disaster response teams in the three high risk areas.

The national society recruited a Reporting Officer in a bid to strengthen its capacity in reporting, and together with other national society staff at headquarters, was given initial coaching and induction into the Federation reporting system through a mission by the Regional Reporting and Planning Officer in March 2004. More such coaching is envisaged in 2005 to build on the progress made, especially in view of poor internet connectivity in Eritrea which makes regular coaching via email difficult.

**Goal: The Red Cross Society of Eritrea is a well-functioning national society, recognized by all, and operating within the framework of Strategy 2010.**

**Objective: The Red Cross Society of Eritrea has well developed organizational structures at management and governance levels, both in the national society headquarters as well as in the branches and local committees, providing quality services for the most vulnerable people in Eritrea**

**Expected Results :**

1. The Red Cross Society of Eritrea has been recognized by the Eritrean Government, and has organized a General Assembly at which a Board of Directors and a President are elected.
2. The management of the national society is organized in an effective way that serves the staff, volunteers and all its stakeholders and gives maximum support to the most vulnerable people of the country. New skills in project and programme preparation (using the logical framework approach), implementation, reporting and evaluation have been acquired; policies and guidelines for programme accounting and reporting provide monitoring opportunities for the headquarters and branches in 2004.
3. The second phase of the comprehensive self-assessment exercise has been completed and is developed into guidelines for further development and improvement of process of the national society in the short term as well as long term perspective, focusing on the national society's new Strategic Plan 2004-2007 as well as the CAS process.
4. The branch network has been strengthened through a common strategy at national level and an active approach in the communities focusing on partnership, ownership and community involvement with youth groups playing an active role in programme implementation.
5. A fundraising strategy has been developed and is being followed by headquarters and branches.
6. The image of the national society has improved thanks to active marketing of the Red Cross Society of Eritrea, attracting new members, volunteers and supporters in 2005.
7. The human resources capacity of the national society to respond to emergencies in a timely and efficient manner has been improved.

*<Refer to the Logical Framework Planning Matrix : Eritrea Organizational Development>*  
*<[http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/logframes/africa/05AA001OD.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/logframes/africa/05AA001OD.pdf)>*

## **Coordination, Cooperation, and Strategic Partnerships**

### **Background and Achievements**

In the past years the Federation support to the national society has mainly been directed to strengthening the overall organizational structure of the national society for effective and efficient performance.

The Federation will continue to facilitate provision of technical support and assistance to the national society in several areas including resource mobilization both locally and internationally, policy development of institutional capacity building systems and programmes, and effective delivery of services to the community. The Federation will also coordinate support to the national society from the different components of the movement.

**Goal: To support the capacity building of the Red Cross Society of Eritrea to achieve its mandate through good governance, effective management, and financial as well as human resources, and in building good partnership with other actors.**

**Objective: The Federation through participatory facilitation is supporting the Red Cross Society of Eritrea in its process towards full recognition by the government and by the Movement, also ensures continuous improvement of integrated capacity building, planning and implementation skills, and advocacy based on the seven fundamental principles of the Movement.**

**Expected Results :**

1. The CAS for Eritrea has been finalized and has increased the impact of the Movement support to the national society through Federation coordination and support mechanisms.
2. The Federation Representative and regional technical delegates have provided adequate facilitation and coaching to the national society leadership based on mutually agreed terms of references and experiences from bilateral projects, as well as expertise from ICRC, bilateral partners and local consultants.
3. A partnership meeting has been held and attended by PNS as well as other ONS in the region.

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4. Annual Appeals, Emergency Appeals and all reports are prepared and issued with the technical support of the Federation Representative and regional delegates.

*<Refer to the Logical Framework Planning Matrix : Eritrea Coordination>*  
[http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/logframes/africa/05AA001CC.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/logframes/africa/05AA001CC.pdf)

## **Effective Representation and Advocacy**

### **Background and Achievements**

Presently there are a number of international governmental and NGO as well as UN agencies in Eritrea working with a variety of projects in the field of humanitarian services. The Federation Representative is promoting close cooperation between the Red Cross Society of Eritrea and other stakeholders active in humanitarian intervention. The national society has with great success taken part in the implementation of global programmes in the country, and provided manpower support to immunization campaigns through the deployment of volunteers in more than three hundred villages.

**Goal: Connectivity and knowledge between the national and international stakeholders in Eritrea have increased, resulting in better synergy and impact of interventions. All the players have a good knowledge about the role of each component of the Movement in Eritrea, and about the capacity and the network of the national society.**

**Objective: The cooperation between the various components of the Movement working in Eritrea and the other actors in the field of humanitarian intervention in Eritrea benefits the vulnerable people and contributes to the improvement of the services provided as well as to the rational use of available resources.**

### **Expected Results :**

1. Communication and cooperation between the Red Cross Society of Eritrea and all humanitarian actors working in Eritrea has been improved and the national society has become an active partner in coordination meetings and planning processes.
2. Stronger contacts have been established with central and local authorities as well as with the diplomatic corps.
3. External stakeholders like UN agencies, NGO, and governmental agencies supporting the national society are regularly informed about the progress of programmes implementation and service delivery.

*<Refer to the Logical Framework Planning Matrix : Eritrea Representation>*  
[http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/logframes/africa/05AA001ER.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/logframes/africa/05AA001ER.pdf)

## **Delegation Management**

### **Background and Achievements**

The overall goals and programme objectives of the Red Cross Society of Eritrea still require substantial input and the full commitment of the whole national society as well as the involvement of communities, and support from its international partners.

Although the Federation Representative for Eritrea ended his mission in July 2004, it was found necessary to maintain the Federation Representative position during 2005 to assist the national society to tackle many of the challenges still facing it including supporting the national society to obtain recognition by the Eritrea Government and the subsequent admission into the International Red Cross and Red Crescent Movement.

Meanwhile, as part of the global Change Strategy of the Federation, the implementation of the new decentralized field structure for the Horn of Africa began in late 2004. A sub-regional office for the Horn of Africa will be established in 2005 based in Addis Ababa to include Ethiopia and Djibouti. It is expected

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that in 2006, the new sub-regional office will incorporate Eritrea and take over the role and responsibilities of the present Federation Representative in Eritrea.

The Federation will thus maintain its coordination and liaison role through its representative office in Asmara with the technical support of the Federation Regional Delegation in Nairobi. The main areas of assistance needed are:

- Project and programme preparation, monitoring, reporting and evaluation.
- Disaster preparedness and response planning with particular focus on the VCA process for the entire national society.
- Budgeting, financial management, reporting procedures and tools to meet the specific requirements of the national society's partners as well as to meet its national accountability criteria.
- The information capacity of the Red Cross Society of Eritrea enabling the national society to publish Information Bulletins, Press Releases and other materials aiming at building the image of the national society.
- Follow up the integrated approach of the Red Cross Society of Eritrea in order to help the national society co-ordinate the external assistance in such a way that the various bi-lateral partnerships contribute to long term capacity building at all levels.

In the spirit of the Seville Agreement and the Ouagadougou Declaration, the Federation Representative will actively seek all available Red Cross and Red Crescent capacities and resources from ONS in and out of the region to contribute to the development of the Red Cross Society of Eritrea with their expertise in specific areas.

**Goal: The Federation structure is streamlined to effectively support the implementation of the foregoing objectives.**

**Objective: To maintain an efficient, flexible and service oriented infrastructure coordinated with all partners.**

### **Expected Results:**

1. The Federation Representative is effectively and smoothly managing the programme in Eritrea.
2. The direct monitoring of the support to the Red Cross Society of Eritrea by the Federation Representative is effectively handed over to the Federation Horn of Africa Head of sub-regional office by end 2005.

*<Refer to the Logical Framework Planning Matrix: Eritrea Delegation Management>*  
*<[http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/logframes/africa/05AA001PM.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/logframes/africa/05AA001PM.pdf)>*

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*<[Appeal budget below; click here to return to title page](#)>*

# BUDGET 2005

## PROGRAMME BUDGETS SUMMARY

Appeal no.: 05AA001

Name: ERITREA

PROGRAMME:	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food	0	0	0	0	0	0	0
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	0	0	0	0	0	0	0
Medical & first aid	0	0	0	0	0	0	0
Teaching materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other relief supplies	0	0	0	0	0	0	0
<b>SUPPLIES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & telecom	0	0	0	0	0	0	0
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
<b>CAPITAL EXPENSES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Warehouse & Distribution	0	0	0	0	0	0	0
Transport & Vehicules	0	0	0	27,360	0	0	27,360
<b>TRANSPORT &amp; STORAGE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,360</b>	<b>0</b>	<b>0</b>	<b>27,360</b>
Programme Support	0	0	0	20,061	0	0	20,061
<b>PROGRAMME SUPPORT</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20,061</b>	<b>0</b>	<b>0</b>	<b>20,061</b>
Personnel-delegates	0	0	0	174,000	0	0	174,000
Personnel-national staff	0	0	0	0	0	0	0
Consultants	0	0	0	0	0	0	0
<b>PERSONNEL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>174,000</b>	<b>0</b>	<b>0</b>	<b>174,000</b>
W/shops & Training	0	0	0	41,500	0	0	41,500
<b>WORKSHOPS &amp; TRAINING</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>41,500</b>	<b>0</b>	<b>0</b>	<b>41,500</b>
Travel & related expenses	0	0	0	11,900	0	0	11,900
Information	0	0	0	10,000	0	0	10,000
Other General costs	0	0	0	23,820	0	0	23,820
<b>GENERAL EXPENSES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>45,720</b>	<b>0</b>	<b>0</b>	<b>45,720</b>
<b>TOTAL BUDGET:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>308,641</b>	<b>0</b>	<b>0</b>	<b>308,641</b>