

Appeal 2006-2007



International Federation
of Red Cross and Red Crescent Societies

Lebanon

Appeal no. MAALB001

Appeal total: CHF 931,000 [<click here for budget summary>](#)

National society homepage: [<click here >](#)

National society partnership in profile: [<click here>](#)

For more on Middle East (other appeals, news articles etc): [<click here>](#)

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 183 countries. For more information: <http://www.ifrc.org>

Secretariat Programmes	2006 budget (CHF)	2007 budget (CHF)	2006-2007 Total (CHF)
Health and care	134,000	125,000	259,000
Disaster management	46,000	27,000	73,000
Humanitarian values	92,000	72,000	164,000
Organisational development	245,000	190,000	435,000
Total	517,000	414,000	931,000

Country context

Lebanon is a small, middle income country in the eastern Mediterranean bordering Syria to the north and east, and Israel to the south. Established in 1943, Lebanon is a young nation in one of the world's most volatile and violent regions. A devastating civil war (1975-1990) left Lebanon's infrastructure severely damaged. The World Bank estimates to USD 25 billion of the direct damages of the war, while indirect losses and casualties amount to USD 75 billion. An ambitious reconstruction plan was initiated in 1994, mainly financed through international loans. Despite improvements in the infrastructure and the economy, the reconstruction effort failed so far to address the social and economic disparity experienced before the war with more than one quarter of the population estimated living in economic hardship. The foreign debt is currently (Aug 2005) standing at over USD 32 billion, the second highest per capita debt in the world.

Despite the economic growth rate¹ which was 3.9 per cent in 2003, an impressive 5.1 per cent for 2004, the Lebanese economy remains fragile. This is mainly due to political uncertainties resulting from both internal tensions and long lasting and unsettled conflicts in the immediate region. The economic activity slowed in the aftermath of the assassination of former Prime Minister Rafik Hariri, the architect behind Lebanon's revived economy, on 14 February 2005. Continued assassinations of politicians, car bombs targeting business districts and implications of senior security officials in the assassination of Hariri will likely contribute to further to the economic slowdown. The projected economic growth for 2005 and 2006 is however 4 per cent².

About twenty percent of the population is living in areas with underdeveloped infrastructure and has a limited access to social services and is thus becoming increasingly vulnerable. Much-needed reforms in the public sector are postponed partly due to the foreign debt servicing and political disagreements over the right course of action.

Established in 1945, the Lebanese Red Cross (LRC) was recognized by the International Red Cross Red Crescent Movement in 1947. During the years of civil war (1975-1992), the LRC managed to provide a wide range of services to Lebanese society, most notably first aid and ambulance services, primary health care/social services, health education and blood services. Gradually, the Lebanese Red Cross had to adjust its *modus operandi* to post-war requirements and a five-year development plan was designed in 1993. The plan focused on upgrading primary health care services, first aid, ambulance, blood bank services, and youth programmes. This work is still ongoing.

Although the LRC focused on consolidating and expanding its services during the war and in its aftermath, more provisions could have been made to improve organizational development in terms of strengthening the planning and implementation capacities of the national society. The institutional strengthening of the LRC thus remains a high priority that needs to be addressed within the context of the Federation's *Strategy 2010* and *Characteristics of a Well Functioning National Society*. The LRC has worked in close collaboration with the Federation to achieve its ambitious goals and the willingness to change is genuine. Although an ambitious time table was initially agreed following the appointment of a new President in 2000, the reforms are difficult, time consuming and challenging for the organisation.

The priorities of the LRC focus on the preservation of human dignity, which also includes the objective of raising the spirit and contribution of the youth to the advancement of humanitarian goals at the national and local levels, as described in its mission statement. The key priorities of the national society since 2000 include:

- Institutional strengthening at all levels including planning and management capacities at headquarters and branch level to encourage a process of self-reliance in terms of resource mobilisation and service delivery serving constituencies in their respective areas;
- Consolidation of services, including Emergency Medical Services, Primary Health Care, Disaster Management and Promotion of Humanitarian Values and Principles based on sustainable support from both local and international sources;
- A review and evaluation of the strategy for health and related services;
- Recruitment, training and retaining of motivated and qualified volunteers;

Federation Secretariat support to Lebanese Red Cross

The primary objective of Federation support 2006-2009 is to consolidate the governance revitalisation process which started in 2002 and gained momentum in 2005. At times a very sensitive and cumbersome process, preparations for the first General Assembly in more than 40 years was near completed by September 2005 with the General Assembly scheduled for December. This process has included elections of representatives to the General Assembly, analysis and revisions of the statutes and internal regulations, training of staff and volunteers in the use of VCA and other assessment tools, strategic planning to set the future direction of the society and increased capacity for project planning and implementation. Critical for success in 2006-2009 will be the LRC' ability to utilise and further strengthen its governance whilst developing relevant and focused activities aligned with its strategic directions.

¹ Growth rate adjusted for purchasing power parity exchange rates, real growth in 2004 was 4% and the estimate for 2005 is 1.5%

² Economist Intelligence Unit estimate

The Appeal 2006-2007 will focus on the completion of the election process, further training of the newly elected governance and follow-up of the three main assessments completed in 2004-2005: the Emergency Medical Services, Primary Health Care services and the Vulnerability & Capacity Assessment. The recommendations and results of these assessments will form the basis of a new Lebanese Red Cross Strategic Plan for 2006-2009 to be adopted at the General Assembly in December 2005. The Federation will assist the LRC to develop programmes aligned with its new strategy within the framework of Strategy 2010, the Federation of the Future process and the Millennium Development Goals for Lebanon.

Health and care

Despite impressive gains in overall public health status and life expectancy over the decades, Lebanon still faces a number of significant health care challenges. Over half of the population still lacks formal health insurance coverage and more than 60 per cent of overall health spending comes from out-of-pocket private expenditures. Total health expenditure, as a percentage of GDP, is around 12.4 per cent, higher than any other MENA country and one of the highest in the world. Service delivery is largely curative oriented and from the private sector. More than 90 per cent of hospitals and 80 per cent of health centres are privately owned and operated.

The Lebanese Red Cross (LRC) has an extensive operational network of 24 primary health care centers, 24 dispensaries, nine blood banks, four nursing schools and social services targeting vulnerable people unable to access private and public institutions. This network is supported by motivated and trained staff and volunteers. Funding is mainly coming from the Ministry of Public Health.

The Lebanese Red Cross aims to strengthen its complementary role in health and social services with a broad focus on community based health and social programmes staffed with volunteers. It will be crucial for the society to ensure adequate coordination and possibly cooperation with other health care providers in the country, both governmental, non-governmental and private sector. The World Bank is currently working with the government of Lebanon on health sector reform, including financing reform, pharmaceutical reform, and Primary Health Care (PHC) quality reform and accreditation programmes. It is the explicit priority of the LRC to adapt to these reforms to ensure equity, efficiency and quality in its service delivery. The Federation will assist with support and advice.

The LRC health and care activities are also focusing on social welfare and community services for vulnerable people, such as disabled, poor pregnant women and single parent families. These services are one of the key activities for the LRC and play an important role in Lebanese society where public health and social services remain partly privatised and require expensive insurances.

Despite a heavy burden on the LRC, a legacy of its performance during the long lasting conflict and high expectations from the general public, the national society is increasingly focusing on community based activities and progressively shifting attention towards preventive health measures. The prerequisite for success of this initiative is to strengthen the LRC operational capacity and effectiveness with an expansion of the existing network of qualified volunteers to reach vulnerable communities. A comprehensive Health Services Assessment in June-September 2004 supported the notion that LRC should develop a new profile of public health services. A comprehensive set of priorities have been developed in collaboration with the Ministry of Public Health. The long term goals will be to focus on women's health situation, strengthen the capacity for psychological support and develop activities targeting groups of vulnerable people not covered by the government or other NGOs. This is also supported through the MDG for Lebanon.

In line with the *Strategy 2010* and the national society's health policy, Federation assistance will also focus on human resource development, including volunteer recruitment, training and management. On the programme level, priority will be given to activities targeting the most vulnerable segments of the population, particularly women and children. A key factor for consideration while developing and extending new programmes will be their sustainability within the current and predicted financial situation.

A national campaign to encourage the population to donate blood is planned. The LRC network of 9 blood banks is offering their services to vulnerable people unable to use the blood services of the private hospitals. Funded by the government, the LRC blood services are free of charge. However, information and donor recruitment is not funded and the Federation intend to support this in 2006-2007.

The number of reported HIV/AIDS cases is limited in Lebanon, but increasing in recent years. The Lebanese Red Cross has worked closely with the National AIDS Programme (NAP) and the World Health Organisation to develop appropriate programmes aimed at raising the awareness among risk groups, combat stigma and to educate health care volunteers and professionals in counselling techniques for people living with HIV/AIDS and their family members. The target defined in the Millennium Development Goals (MDG) for Lebanon is to halt and reverse the spread of HIV/AIDS by 2015. The Lebanese Red Cross is an important partner in this work.

According to the NAP, the main cause of infection is sexual relations; 68 per cent of all cases, of which 14.8 per cent among homosexuals. Studies conducted by NAP indicate that awareness of the disease and modes of transmission exists. However, this has not been translated into increased precautionary measures; only 33 percent of persons aged 15-65 and 24 percent of those aged 15-24, use male condoms. The disease is still a taboo, making it a challenge to promote precautionary measures and safe sex. The Lebanese Red Cross youth department has developed a revolutionary new peer education awareness programme which is being used all over Lebanon targeting adolescents. The Federation will continue to support this work in 2006-2007.

Objective:

To provide improved and sustainable community based health services by strengthening preventive health and care programmes and capacities with a focus on disease prevention and health promotion.

Expected results:

- Strategy for strengthening preventive health and care programmes, reshaped clinical services, reviewed structures and training curriculum launched;
- Increased emphasis on women's health and psychological support as per recommendations in the Health Services Assessment and the MDGs for Lebanon;
- Availability of HIV/AIDS information increased among youth by expanding the existing awareness programme aimed at a sustained behavioural change to reduce the impact of HIV/AIDS;
- A *hot line* for youth with questions related to personal health issues such as sexually transmitted diseases, sexuality and drug use established in early 2006;
- A new and revised information and recruitment campaign for blood donations launched, resulting in increased awareness and blood donors;

Disaster management

Disaster management is a priority activity area for the Lebanese Red Cross (LRC). Throughout the years of the civil war from 1975 to 1990 and the Israeli occupation of south Lebanon, which ended in 2000, the LRC built a reputation as a reliable, effective and professional paramedical service provider. In 1995, the Government of Lebanon decided that the LRC would be the national provider of First Aid and Ambulance services (EMS; Emergency Medical Services) for the entire population. Funding has been provided by the Government of Lebanon, through the Ministry of Health, and the services have been free of charge for the population. In 2004, the LRC First Aid/Ambulance services responded to over 161,000 requests for assistance (over 440 a day). The LRC covers more than 80% of all ambulance missions in Lebanon; the remaining 20% is covered by private operators and the Civil Defence.

The Lebanese Red Cross EMS currently operates 184 first aid ambulances and 10 medical ambulances from 42 stations spread throughout the country. More than 100 of the first ambulances are 10 years or older. At least 35 of the 42 first aid stations are open 24 hours every day. Three operations centres are coordinating the service (*Baabda* for Beirut and the surrounding areas, *Tibnin* for the south and *Tripoli* for the north). The operations centres are in direct contact with hospitals, police, security forces, civil defence, fire departments and the armed forces. In times of disasters, the role of the LRC is to provide paramedical services, first aid and psychological support to victims. Given the political instability in the region and current economic and political difficulties in Lebanon, these services will continue to play an important role in LRC disaster management planning and represent a major component of the national disaster preparedness and response plan.

In June 2005, a joint Federation/ICRC/Norwegian RC mission assessed the operating environment of the LRC emergency services and identified strengths and weaknesses. It concluded that the LRC provides an effective and efficient service to the population. However, concern was voiced over the method of budgeting as it does not reflect the true cost of the service. The total contribution of all donors (including the Government) does not cover all operating expenses and only a fraction of the material investment costs needed to ensure sustainability. The

Federation will assist the LRC develop a true budget and a plan for a sustainable fleet renewal. The assessment recommended a maximum fleet of 150 ambulances and a 10-year renewal plan with 12 new ambulances acquired per year. There is also a need for improved protective gear for the volunteers as well as specialised equipment for the rescue teams operating in areas with difficult access.

A disaster management (DM) plan of action for the LRC was drafted in March 2003. Subsequently, a special 10-member working group has been formed representing all departments of the national society. A training programme adapted to the Lebanese context has been developed. The extraordinary political situation in Lebanon following the tragic assassination of former Prime Minister Rafik Hariri and subsequent assassinations and assassination attempts of prominent politicians, as well as car bombs targeting business districts, serve as a reminder of Lebanon's volatile situation and the need for proper planning and training.

A training of trainers (ToT) for the DM working group and 35 selected volunteers, future members of the National Intervention Team³, took place in February 2004. This process led to the first Vulnerability and Capacity Assessment (VCA) to be completed by the end of 2005 by the LRC which in turn will be the base for the drafting of a comprehensive disaster management plan and feed into the LRC Strategic Plan.

Based on the findings in the VCA, the extended DM programme will have a participatory approach involving local communities in planning community based preparedness activities such as risk reduction and awareness programmes.

Objective:

The LRC position as the key humanitarian actor in disaster management⁴ is reinforced through effective disaster response, preparedness and mitigation aimed to preventing and alleviating the suffering of vulnerable communities

Expected results:

- Implementation of the ambulance services assessment recommendations resulting in improved management practices and effectiveness and the eventual phase out of Federation support;
- Plan for renewal of the ambulance fleet launched, Federation seeking support to procure 24 ambulances during 2006-2007;
- Improved equipment for specialised rescue teams;
- Upgraded logistical services and systems further developed and training launched in the Local Committees, central Disaster Preparedness warehouse in Beirut upgraded;
- The Vulnerability and Capacity Assessment results used as input to the LRC Strategic Plan and at least three new projects identified by mid 2006;
- PSP/Stress Management integrated into relevant training and awareness programmes;

Organizational development

The Lebanese Red Cross has a long history of providing effective medical services consisting of First Aid, ambulance services, blood banks and Primary Health Care (PHC) throughout the country. The national society also has a strong tradition of volunteering and a rapidly growing youth organisation. LRC remained a small, albeit important organisation from its foundation in 1945 until the civil war started in 1975. Due to the impartial nature of its composition, it maintained the respect of all factions during the war. With the national government incapacitated as a result of the conflict, the Lebanese Red Cross replaced the government's emergency medical services and PHC. However, the Red Cross' governance was seriously affected by post-war tensions in spite of its reputation as a neutral and impartial party that enjoys great respect. Since 1992, the governance⁵ has been appointed by a governmental decree.

³ The National Intervention Team (NIT) is composed of national society staff and volunteers. The team is a tool for a rapid disaster response at both national and local levels. Team members are dispatched to the site of disaster and their activities are coordinated by the Disaster Management Unit at the headquarters. The training curricula for NIT members include: camp management, water and sanitation, relief distribution, relief health and conflict preparedness. In Lebanon, the NIT is composed of primarily First Aid volunteers.

⁴ Particularly the Emergency Medical Services

⁵ The Executive Committee with a President and Vice-President as well as the Central Committee

The majority of volunteers, in spite of their active contribution to various services, including health services, did not, for a long time, have direct influence on how the national society should be led and managed. However, this is changing. A process has been initiated to open membership to all citizens so that a wider membership base, reflecting a cross section of the society, is achieved. A new membership registry has been established with membership cards issued to all members. Changes to the statutes to enable greater membership participation in governance has been approved. A working group within the LRC internal affairs department has prepared the election process and the election of representatives from the branches to attend the General Assembly is completed. It is expected that the complete election process, including the branches and the governing board, will be completed during 2006. A General Assembly will be held in December 2005, the first in decades.

A process to revise the existing statutes started in 2003. A thorough review led to the request for assistance from the Danish Red Cross Reference Centre on NS Statutes. The new set of statutes will be proposed at the General Assembly in 2005, opening up for much needed reforms of the organisation. Continued support to this process is critical to ensure success in the development of LRC.

A renowned audit company started a review of the financial management procedures in the Lebanese Red Cross in July 2005. The results of the review will be used to develop a strategy for improved financial management capacity of the society, both at national and local level.

External and internal communications in the LRC is limited to the means available. Although all branches have received a computer and computer training from the Federation, the potential of internet and e-mail is not utilised. The LRC youth department established a web-page in 2005, which has been a huge success. The Federation will support the LRC in establishing a web-page in 2006 by building on the youth web-site. A structure and content layout is already developed.

To ensure a common approach and consistency in the capacity building work with the LRC, the detailed planning and the implementation of the organisational development support to the national society will take into account the need for a continuing harmonization with the ICRC.

Objective:

A well functioning and adequately resourced Lebanese Red Cross Society with sufficient governance and management capacity to ensure focused and responsive programmes addressing the needs of the most vulnerable people in Lebanon.

Expected results:

- The LRC' institutional performance has considerably improved with its statutes amended to ensure adequate participation of its constituencies;
- A well functioning governance has been revitalized through an election process that attracts qualified and committed members of the leadership at the headquarters and in the branches;
- The quality of human resources has improved based on effective recruitment procedures, training and development schemes for volunteers and staff;
- A national Volunteering Policy is developed and approved by governance;
- The local branches with decentralized management responsibilities in their respective localities have better capacities to provide services;
- A Financial Management strategy developed;
- A web-site is established for improved internal and external communication;
- A strategic work plan has been launched after a broad consultation process which then will be the basis of a development strategy including a resource mobilisation strategy.

Humanitarian values

Lebanon's experience with violent conflicts and its multi-cultural and multi-religious composition poses a great challenge for the society. Promotion of tolerance, co-existence and respect for human dignity are integral aspects of the way LRC operates. This approach served to protect the integrity of the national society during the civil war. As the only nationwide humanitarian organisation with volunteers and members from all of Lebanon's many confessional groups, it earned an unrivalled trust and respect among the population. This unique position is still

intact and gives the Lebanese Red Cross the ability to address issues related to humanitarian values with great credibility and reach all communities in the country.

The Lebanese Red Cross is determined to continue its work to challenge all forms of discrimination and intolerance and to promote respect for diversity and human dignity. Integral to its success is the common training given to all new members and volunteers when they start with the Lebanese Red Cross that focuses on respect of the fundamental principles and humanitarian values at the core of the Red Cross and Red Crescent Movement.

Another key aspect of humanitarian values in a traditional society such as the Lebanese is the work to reduce stigma, discrimination and marginalisation among groups such as people living with HIV/AIDS, homosexuals, drug addicts and prisoners. The LRC will involve these groups in the planning and decision making of the activities and training aimed at fighting discrimination and stigma. A project started in 2004 with the involvement of three departments; medical/social, teaching and youth. The medical-social department is educating health professionals working through their 48 clinics and dispensaries, the teaching department is educating nurses in counselling techniques and the youth department is educating youth volunteers to reach out to marginalised, high risk groups, as well as providing information to the general public to change their attitude.

Objective:

Further develop the LRC' capacity to advocate for the respect of human dignity, promote tolerance and reduce stigma among marginalised groups in Lebanon

Expected results:

- All new volunteers and members receive comprehensive training on Red Cross and Red Crescent fundamental principles and humanitarian values;
- A nationwide campaign is launched repeating the core Red Cross values and activities as part of a volunteer recruitment campaign;
- Stigma and discrimination of people living with HIV/AIDS, homosexuals, drug addicts and adolescent prisoners reduced;

Implementation and management

The Federation has been present in Lebanon since 1992 as part of the post-conflict consolidation of the Lebanese Red Cross. The ICRC established its presence in 1975 in response to the civil war and today maintains a small office with one expatriate, focusing on dissemination and tracing. The coordination and cooperation between the Movement components in Lebanon is strong with regular meetings taking place. Information on activities of common concern is always shared. In 2005, a joint effort by the Federation and the ICRC supported the printing of a LRC newsletter and a comprehensive assessment of the LRC Emergency Medical Services. The LRC has several agreements with the government of Lebanon concerning its activities, some of which are in direct response to the Millennium Development Goals (MDG). The Federation has encouraged the LRC to actively use the MDGs in its planning and to develop its partnerships with the government and relevant UN specialised agencies. In August 2005, the Federation and the LRC successfully obtained three computers from the World Bank to increase the information and advocacy capacity of the youth department.

A key objective of the LRC is increased capacity in advocacy within their focus areas. This is needed to reach the objectives of the activities in 2006-2007. The Federation has assisted the LRC in developing advocacy strategies within each of the focus areas such as humanitarian values and fundamental principles, HIV/AIDS and the combat of stigma, discrimination of marginalised groups and disaster preparedness.

A Financial Management review of the LRC was completed in August 2005 and will be used to develop new procedures and guidelines for the society. Similarly, new systems and procedures are being introduced within logistics. It is also essential that the Federation continue its support to develop the capacity of the Lebanese Red Cross in planning and project management.

For further information please contact:

? Lebanese Red Cross Society: Gen Selim Layoun (President); Phone +961 137 2802; Fax +961 137 8207; e-mail redcross@dm.net.lb

- Middle East Regional Office, Amman: Phone +962 6 5694911; Fax +962 6 5694556; e-mail ifrcjo01@ifrc.org
- Federation Secretariat: Evgeni Parfenov (Desk officer); Phone 41 22 730 4325; Fax 41 22 733 0395; email evgeni.parfenov@ifrc.org

This appeal seeks to fund programmes to be implemented in 2006 and 2007. These programmes are aligned with the International Federation's Global Agenda, which sets out four broad goals to meet the Federation's mission to "improve the lives of vulnerable people by mobilizing the power of humanity":

Global Agenda Goals

1. Reduce the numbers of deaths, injuries and impact from disasters.
2. Reduce the number of deaths, illnesses and impact from diseases and public health emergencies.
3. Increase local community, civil society and Red Cross Red Crescent capacity to address the most urgent situations of vulnerability.
4. Reduce intolerance, discrimination and social exclusion and promote respect for diversity and human dignity.

The International Federation's is the world's largest humanitarian organization, and its millions of volunteers are active in over 183 countries. Our aim is to build safer communities, able to prevent and respond to human suffering in times of crises and distress, and where people work together to promote hope, dignity and equity. We work to support vulnerable communities through neutral, impartial, independent humanitarian action, in accordance with our Fundamental Principles and in line with the Red Cross Red Crescent Code of Conduct, the Humanitarian Charter and Minimum Standards in Disaster Response, and the SPHERE Project.

PROGRAMME BUDGETS SUMMARY

Appeal no:

Lebanon MAALB001

PROGRAMME:	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter	0	0	0	0	0	0	0
Construction	0	22,000	0	0	0	0	22,000
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	8,000	0	0	0	0	0	8,000
Teaching Materials	0	0	0	0	0	0	0
Utensils & tools	0	0	0	0	0	0	0
Other Supplies & Services	0	0	0	0	0	0	0
SUPPLIES	8,000	22,000	0	0	0	0	30,000
Land & Buildings	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Computers & Telecom	0	0	11,000	30,500	0	0	41,500
Medical equipment	0	0	0	0	0	0	0
Other Equipment	20,000	0	0	0	0	0	20,000
LAND, VEHICLES & EQUIPMEN	20,000	0	11,000	30,500	0	0	61,500
Storage	0	0	0	0	0	0	0
Distribution & Monitoring	0	0	0	0	0	0	0
Transport & Vehicles cost	0	0	0	57,120	0	0	57,120
TRANSPORT & STORAGE	0	0	0	57,120	0	0	57,120
International Staff	0	0	0	0	0	0	0
Regionally Deployed Staff	0	0	0	0	0	0	0
National staff	0	0	0	75,120	0	0	75,120
National Society Staff	0	0	0	0	0	0	0
Consultants	0	0	0	0	0	0	0
PERSONNEL	0	0	0	75,120	0	0	75,120
Workshops & Training	178,800	46,000	82,000	121,500	0	0	428,300
WORKSHOPS & TRAINING	178,800	46,000	82,000	121,500	0	0	428,300
Travel & related expenses	0	0	0	20,000	0	0	20,000
Information & Public Rela	36,000	0	56,000	24,000	0	0	116,000
Office Running Costs	0	0	0	21,600	0	0	21,600
Communication Costs	0	0	0	47,040	0	0	47,040
Professional Fees	0	0	4,000	10,000	0	0	14,000
Other General Expenses	0	0	0	0	0	0	0
GENERAL EXPENDITURE	36,000	0	60,000	122,640	0	0	218,640
Asset Depreciation	0	0	0	0	0	0	0
DEPRECIATION	0	0	0	0	0	0	0
Contributions & Transfers	0	0	0	0	0	0	0
CONTRIBUTIONS & TRANSFERS	0	0	0	0	0	0	0
Programme Support	16,879	4,727	10,636	28,286	0	0	60,528
PROGRAMME SUPPORT	16,879	4,727	10,636	28,286	0	0	60,528
TOTAL BUDGET:	259,679	72,727	163,636	435,166	0	0	931,208