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CARE International

Logistics Capacity Building Project

In Cooperation with
The Eritrean Relief and Refugee Commission

8 January – 8 September 2001



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I. EXECUTIVE SUMMARY

Final Project Report

Organization:	CARE International in Eritrea	Date:	8 October 2001
Mailing Address:	PO Box 6561 Asmara Eritrea	Contact Person:	Liz Sime
		Telephone/fax:	291-1-151282
		e-mail:	caretl@eol.com.er

Program Title:	Logistics Capacity Building Project
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Country(ies)/Region(s):	Eritrea
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Project Goal: to enhance food security for war and drought-affected populations of Eritrea.

Project Objective: to build the capacity of ERREC staff at the peripheral level to effectively manage relief commodities from the secondary warehouse to end-point distributions.

The Eritrean Relief and Refugee Commission (ERREC) is the lead governmental agency for relief assistance in the country. Although the system has been successful in delivering food to hundreds of thousands of people in need, there were problems in timely distribution and in accurate and up to date activity reporting to donors. This project was designed to assess the current system, identify weaknesses, and develop procedures to strengthen the weak areas.

An assessment of the current system was conducted jointly by CARE, ERREC, and WFP during January 2001. Problem areas were identified and recommendations made to alleviate the problems. The problems and recommendations fit into four general categories: effective communication of information, proper documentation of distribution activities, accurate and timely reporting, and inadequate facilities. The first three categories were addressed through a training program for ERREC staff. The training curriculum was developed jointly by CARE and ERREC, and training manuals were produced in both English and Tigrinya.

Ten participative workshops were conducted for 196 ERREC staff. The workshops were initially conducted by CARE with assistance from two trainers from ERREC. The two ERREC trainers conducted the last seven workshops with minimal assistance from CARE. The final workshop was a training of trainers for 14 highly motivated staff from around the country, to continue training other staff in their zone. Participants came from all six zones in the country, and represented a wide variety of work positions and all organizational levels within ERREC. Female staff were well represented, with 26 percent of those attending.

The impact of the project is indicated by the motivation and enthusiasm of the participants and the trainers. Encouraging comments have come from WFP and ERREC management that they have seen positive changes, especially in reporting and communication, at the field level. CARE staff have also visited field sites and seen these improvements.

A follow-up cooperative project (Logistics PLUS) was implemented by CARE and WFP to address improvements in the system from the port of Massawa to the subzone level. Following an assessment, a training workshop was conducted for WFP and ERREC staff.

II. PROJECT GOAL AND OBJECTIVE

A. Introduction

Renewed hostilities between Eritrea and Ethiopia in the year 2000 resulted in massive displacement of Eritreans, moving from areas of fighting along the borders into areas farther into the country. Prior to this recent conflict, tens of thousands of Eritreans had been deported from Ethiopia and had settled in these same areas. The drought, which has been affecting crop production in Eritrea for the past three years, severely compounded the shortage of food available. The emergency had stretched the resources of the Government of the State of Eritrea (GSE) beyond their capacity to independently provide relief to the affected populations. Large amounts of food commodities were provided by WFP, USAID, and other international agencies.

The Eritrean Relief and Refugee Commission (ERREC) is the lead governmental agency for the management and supply of relief items in the country, including emergency food assistance. While the integrity of ERREC in delivering food to the target populations was of the highest level, ERREC recognized that practical weaknesses existed in the distribution and documentation systems being used.

In discussions between ERREC, USAID, WFP, and CARE it was recognized that the effectiveness of the system could be improved with adjustments to the system and training of ERREC staff. Initial assessment visits were made to several Final Distribution Points (FDPs), which highlighted some of the problem areas. Many of the problems appeared to be related to inadequate information flow and lack of effective communication.

B. Project Goal

The goal of the project is to enhance food security for war and drought-affected populations of Eritrea.

C. Project Objective

The objective of the project is to build the capacity of ERREC staff at the peripheral level to effectively manage relief commodities from the secondary warehouse to end-point distributions.

D. Project Outputs

The planned outputs of the project, as described in the proposal, were:

- Assessment Report on ERREC distribution systems at the peripheral level.
- Manual with procedures for introducing an improved distribution system.
- 60 ERREC staff trained during 3 X 10 day workshops (total of 600 person-days of training).
- Adoption of improved distribution system in 30 ERREC distribution sites.
- Increased capacity of ERREC to conduct a further 2 X 10 day workshops thereby training all staff in the new distribution system.
- Evaluation Report on project impact.

III. SIGNIFICANT PROGRAM RESULTS

A. Introduction and Approach

1. Target Locations

ERREC is responsible for distribution of relief commodities to beneficiaries in the entire six zones of the country. Two of the zones, adjacent to the border with Ethiopia, are in particularly critical areas. These are Gash-Barka and Debub (Appendix 1), where the fighting has severely disrupted the way of life and the food security of the population. Most of the residents of the subzones along the border were forced to relocate to IDP camps or other communities further from the border, while those that stayed behind faced severe crop losses from deliberate destruction of their farm fields or from a drought that had affected the area for the past two years. These two zones were selected as target areas in close cooperation with ERREC as they are areas where the most food assistance is targeted.

Food is distributed both to the residents of IDP camps and to those living in communities outside the camps. Logistically it is more difficult to distribute food efficiently to people in many widely scattered communities than it is to distribute to those in the camps. Similar but somewhat different distribution systems have been developed for each of the two situations. As more problems appear in the distribution to people in the separate communities, this project focused primarily on the community distribution systems. The results, however, are applicable to all situations.

2. Partnerships

A large part of the food that is distributed by ERREC is provided by the UN World Food Program (WFP) as donations from USAID. CARE, as an outside agency, must therefore work in close partnership with ERREC and WFP if any meaningful improvement in the efficiency of the system is to be seen.

ERREC has an extensive relief and logistics system throughout the country, with highly motivated staff who have invaluable experience, both at the management level, and at the community level. WFP has extensive world-wide experience in food commodity management, and has developed computerized food commodity management and tracking systems that are used successfully in many countries. CARE also has many years of experience in food distribution and management around the world.

The CARE approach to improving the distribution system in Eritrea was to start with the assumption that the existing system could be improved by adjustments to the current system rather than by redesigning a whole new system. Therefore, the knowledge and experience of ERREC and WFP staff could be utilized to identify the weak points in the system and to identify methods of strengthening the areas of weakness.

As ERREC is the primary implementer of food distribution, and was the primary partner of CARE in this project, a working agreement (Appendix 2) was developed and signed by both partners. This working agreement helped to ensure a clearer understanding of the roles and responsibilities of each partner, and was used as a starting point for discussions when differences arose. The Director General of Relief and Logistics was the primary contact within ERREC for CARE throughout the project.

3. Strategy

a. Introduction

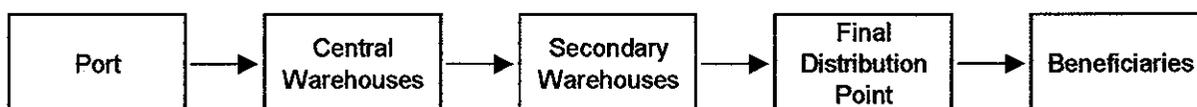
A general strategy was presented in the proposal, dividing the project into two distinct phases. This strategy was followed throughout the project, but adjusted as necessary to meet the identified needs. Phase 1 consisted of information gathering, problem identification, and developing solutions. Phase 2 was concerned with training ERREC staff.

- Phase 1 Assessment of the current system
 Design improved system
 Field Test
- Phase 2 Design training curriculum
 CARE/ERREC conduct training in 3 locations (60 participants)
 Follow-up field visits
 ERREC conduct training in 2 locations (40 participants)

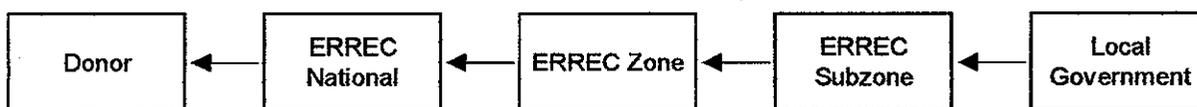
b. Areas of Focus in Commodity Flow System

The overall food commodity flow system can be visualized in the simplified manner shown below. In general, food commodities flow from the port in Massawa, and reports flow from the distribution points back to the ERREC headquarters and to the donors. There are, however, many variations on this flow system, depending on geographical locations of warehouses, final distribution points (FDPs), and communities being served.

Food



Information



Although the focus of this project was primarily on the FDP / ERREC Subzone Office / Local Government / Beneficiaries components, it was recognized that all steps in the flow were highly inter-related and inter-dependent, and must be understood and considered in any improved system.

The ERREC subzone officers are based in the subzone offices, and each is responsible for one or more (usually more) FDPs. For effective distribution, they are dependent on food commodities arriving in a timely manner and in sufficient quantities. One of the factors affecting this is that the ERREC National office in Asmara must know what the needs are, arrange delivery, and inform the subzone officer when delivery will be. In other words, proper scheduling and proper communication of information in both directions must take place for the system to work.

The ERREC subzone office, and the subzone officers working there, were the main focus. Of secondary focus was the ERREC warehouses, as their activities impact on the success of the activities of the subzone office. Some of the roles and responsibilities of the subzone officers are:

- Primary point of communication with local administrators who identify the beneficiaries.
- Arrange and supervise distribution of food commodities to the beneficiaries at the FDP.
- Front line location where all information on food commodities and distributions is administered and filed.
- Submission of monthly reports to the ERREC zone office on relief activities and coming needs.
- Original source of compiled information to ERREC Asmara and to donors on projected needs, and planned and actual distributions.

c. Assessment

The needs assessments was carried out in Dehub and Gash-Barka Zones and was conducted jointly by CARE, WFP Field Officers, and an ERREC Zone Official.

Other NGOs and agencies providing food assistance were interviewed to obtain their input and experience. These included Dutch Interchurch Aid, Norwegian Church Aid, Africare, German Agro Action, and the Italiana Cooperazione.

d. Training

CARE staff took the lead in developing the training workshops. They were assisted by an ERREC staff who would be one of the trainers. The training curriculum was developed to meet the needs identified in the assessment. An outline was developed by CARE, which was discussed and finalized with the ERREC Director General of Relief and Logistics (DG R&L).

Although the project primarily targeted Dehub and Gash Barka zones, participants came from all subzones of the country. This was for two reasons. Firstly, ERREC staff are occasionally transferred from one zone to another and could take their new skills with them. Secondly, as many of the ERREC staff had previously not met staff from other locations, it would provide an excellent opportunity for them to exchange experiences from different parts of the country.

The general approach to the training was participative. It was not expected that CARE, in the short time allowed for the assessment, would gain a full understanding of the diverse systems, all the possible problem areas, and develop a new and improved system that would solve all the problems. It was, rather, visualized that finding solutions to the problems would be a group effort. This would also ensure that new approaches would be more easily accepted by ERREC field staff.

The first workshop was conducted primarily by CARE, with the assistance of the two ERREC trainers. The ERREC trainers progressively took over more of the training responsibilities, and conducted the fourth through tenth workshops with only minimal assistance from CARE.

e. *Sustainability*

Sustainability of this project was addressed on several levels to ensure that the training would be effective and appropriate, and would result in beneficial changes.

Involve all participating agencies - The system of distribution to beneficiaries, although primarily managed by ERREC, involves several other agencies as donors or implementers, both government and non-government. These include local government, WFP, UNHCR, USAID, other foreign governments, local NGOs, international NGOs, and the beneficiary recipients themselves. As many as possible were contacted during the assessment to gain their input into the available information base. This broad-based information source provided invaluable insights into the diverse roles and needs of many players involved in the supply and distribution, and reporting, of assistance.

Better understanding of the full system - The distribution system is complex and involves many people and agencies with different roles and needs. Within ERREC there are staff at different levels of the organization who know very little about the overall system within ERREC and the roles and requirements of the donors, whether government or non-government. In many cases ERREC staff at the community level do their job without knowing why it has to be done in a specific way. A general understanding of the whole system will place each person's work in a larger context, and provides motivation and satisfaction in doing a job well. A part of the training would provide this increased overall understanding.

Group finds a solution - Solutions to problems developed by those involved in the system are always easier to implement than those mandated from above. First of all, the problems and consequences are well known and lived with every day. The solutions that are developed will also be more realistic and workable within the work situation. For this to be effective there does, however, need to be an expanded understanding of the system, and input from someone within the expanded system to ensure that the solutions fit within the larger context. This was provided by ERREC management, input from donors, and guidance from CARE.

Training of Trainers - It was not possible in the short time span available to include all ERREC staff in the training workshops. For the training to have a lasting impact the knowledge must be passed on to those that do not attend. It must also be acted upon at the many workplace locations. The workplace and responsibilities are not static, situations will continue to change and require innovative thinking to meet the needs of the changing circumstances. For this reason, a large part of the training has focused on problem identification and finding solutions through extensive discussion of practical examples. The participants were encouraged to return to their workplace and continue discussions with their co-workers.

A final training-of-trainers workshop was proposed by ERREC to be conducted for selected participants from the previous nine workshops. In this way the participants can continue to train other ERREC staff in their own locations after the project completion, and can assist and encourage implementation of the new ideas and procedures that were learned. Fourteen staff from the six zones were selected to attend the tenth and final 13-day workshop.

B. Assessment of Current System

1. Introduction

The objectives of the assessment in both Debub and Gash-Barka zones were to gain an understanding of the logistical processes under the responsibility of ERREC, and to assess the needs for capacity strengthening of the ERREC Subzone Officers responsible for the distribution of the relief commodities to the beneficiaries at the Final Distribution Points.

The problems listed in proposal can be grouped into three main categories, the distribution process itself, reporting and documentation, and physical commodities and storage problems. The problems noted are as follows:

- Registered returnees not included in ration planning
- Distribution not according to plans
- Late arrival and late distribution of food

- Reporting and record keeping
- Inventories not maintained at location

- Unground wheat – expensive and inconvenient to grind
- Storage problems

The needs assessment focused on the existing record keeping and reporting systems used by the ERREC Subzone Officers, as well as the inter-relationships with all other players, and physical facilities and handling.

The major assumptions were:

- The system is basically working, food is getting out to people, but not as effectively or efficiently as it could be.
- Generally the system just needs adjustments and more attention in planning, record keeping and reporting, communication, and understanding of system needs.
- Each staff is an integral part of the system and will improve their part in the system if they understand their part in the whole.
- Each staff has much to contribute to improvement of the system as a result of their experience of what works and what doesn't. We should bring all of that experience together as the basis of improving the system.

2. *Methodology*

The full details of the methodology are presented in the two assessment reports (Annex 1) of Dehub and Gash Barka Zones. The main points will be addressed here.

The assessment was planned and organized by the CARE staff in close cooperation with ERREC and WFP. With the limited amount of time available, the locations were selected carefully to include as many as possible while still covering each one adequately. Locations were chosen to include a representative sample of the types of situations and problems that exist in the diverse locations.

The assessment team included the CARE Logistics Specialist and the Project Officer, the ERREC counterpart, the ERREC Head of Zone when available, and a representative from WFP.

Prior to starting the assessment, the CARE staff and the ERREC counterpart compiled what was known of the field situation, reviewed questionnaires from other agencies, developed flow charts and organizational charts, developed a questionnaire (Appendix 3) to guide discussions and focus observations, and planned the assessment operational procedures. A travel authorization letter was obtained from ERREC.

At each location, one person acted as leader/facilitator, one recorded notes and comments, and two monitored the discussions and observations to guide the direction, if necessary, to ensure that all areas were covered.

At the end of each assessment location, the group discussed the procedures and results, and agreed on any changes to be made at the next site. When the assessment of each zone was completed the group met to compile the notes and assessment form data, and to discuss the results. Problems were identified and recommendations for possible solutions were discussed and agreed upon.

3. *Results*

a. Trips and dates

The assessment was conducted in Dehub zone from January 3 to 5, and in Gash-Barka zone from January 9 to 12, 2001. The complete results are presented in the assessment reports for Dehub and Gash Barka, and are summarized in this narrative. Visits were made to Final Distribution Points and their staff, the ERREC Subzone Officers at their offices, and IDP camps. In Dehub zone, 4 out of 12 of the subzones (33 percent) were visited. In Gash Barka zone, 8 out of the 15 subzones (53 percent) were visited.

At the time of the assessment there were approximately 319,000 registered beneficiaries in Dehub zone. The subzones included in the assessment account for 111,000, or 35 percent, of the beneficiaries in the zone. In Gash Barka there were 430,000 total beneficiaries, of which 217,000, or 50 percent, were in the subzones assessed.

The assessment included smaller subzones, such as Megolo with 19,000 beneficiaries, as well as larger subzones (Laelay Gash with 49,000 beneficiaries). It included subzones with many beneficiaries in camps, as well as subzones with few or no beneficiaries in camps. It also

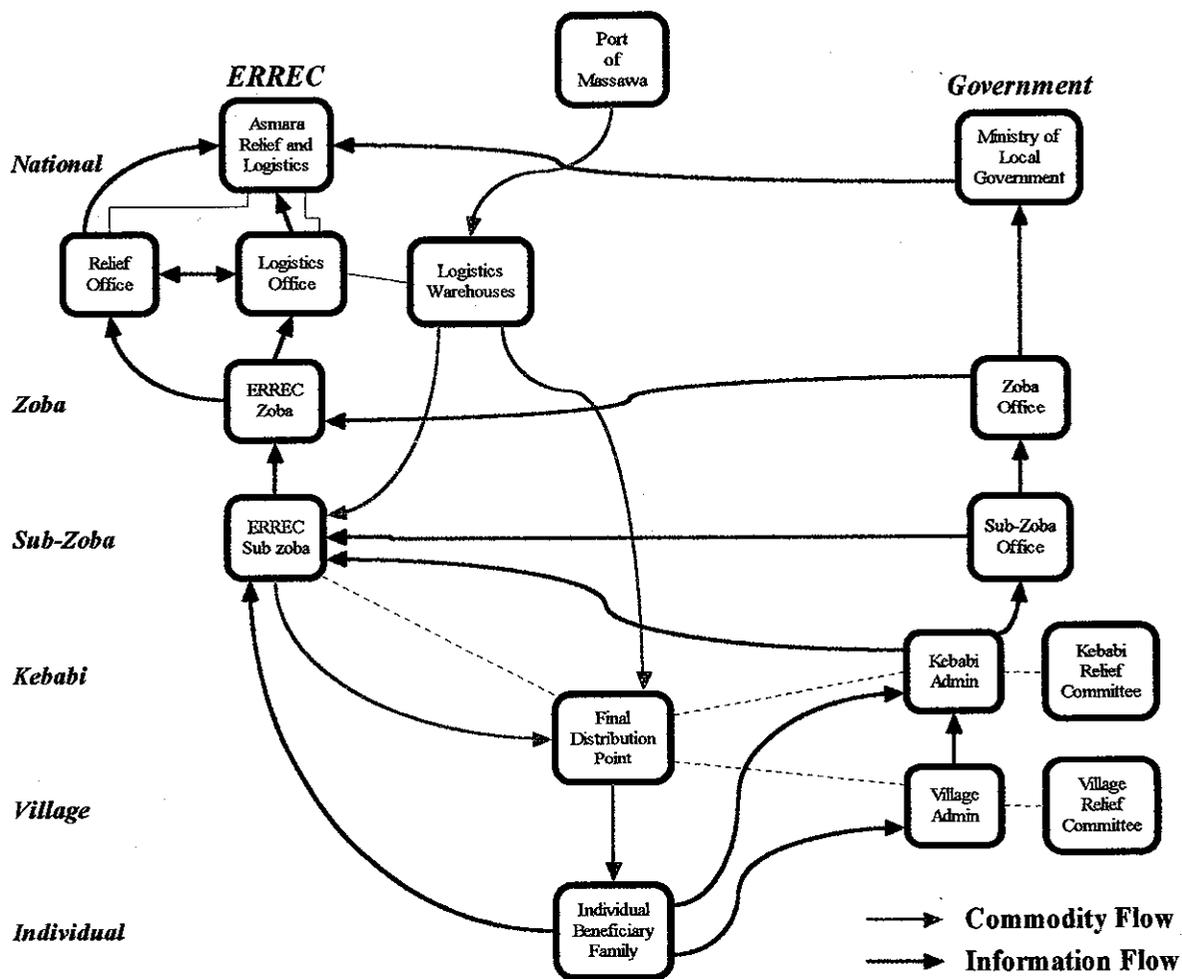
included subzones with more beneficiaries per FDP (Mai-mine with 1 FDP for 50,000 beneficiaries), and less beneficiaries per FDP (Tesseney with 6 FDPs for 40,000 beneficiaries).

Thus, the assessment included a diverse range of situations which was considered by the assessment team to be representative of the two zones as a whole.

b. Key Problem Types

A generalized flow diagram of food commodities and information is presented in Figure 1 as a reference for placing problems in context with the whole system. It should be noted that information flows in both directions in the system.

Figure 1 Key Participants in Food Commodity and Information Flow



Although the formal assessment ended in January, continued discussions with ERREC staff and other involved persons during preparation of the training curriculum and the early training workshops, added to and clarified the common problems. Many staff reported the same problems, and some had developed ideas and methods of solution to problems they had encountered in their individual workplaces. The problems reported from the various sources are combined in this section, with examples of specific and more general problems.

Distribution Process

- Subzone Officer doesn't know when food will arrive.
- Not enough food arrives at the FDP for the monthly distributions.
- Only part of the food basket arrives.
- Food arrives late, after beneficiaries have come to the FDP on the scheduled date, and then left without food.
- Truck drivers sometimes arrive at the subzone office and cannot find the subzone officer. He then waits for a long time or proceeds to the FDP without the subzone officer.
- Inadequate storage at the subzone office and FDP. Commodities are exposed to damage.

Record Keeping, Reporting and Documentation

- Lack of skills in using documentation formats such as bin cards and stock cards.
- Complete and accurate reports are not submitted in a timely manner.
- Data and documents are not readily available and updated in the subzone offices.

Commodity Handling and Storage

- Not enough short-term storage at the FDP, especially if bulky items arrive first, then have to be stored until smaller items arrive.
- Lack of knowledge of proper storage conditions and procedures.

General Work Knowledge and Communication Systems

- Job responsibilities of staff are not clearly defined and understood.
- There is not a clear understanding of the whole system and where each individual fits within that system.
- Procedures are not clearly defined and understood.
- Communication systems frequently don't work, both mechanical and procedural.

c. Recommendations

The following recommendations are based on the assessment, follow-up discussions prior to training, and discussions during the training workshops. They are grouped into six categories according to the four steps in the flow chart (requests going up, food going down, data and record keeping, and reports going up), general procedure issues, and general staff and facilities issues. Some should be addressed at the subzone level, others at the zone level, and still others at the national level. Not all are feasible at this time, while some are currently being addressed by ERREC.

1 Requests Going Up

Local Admin	Develop format for local administrators to easily record, update, and verify newly registering beneficiaries into the current monthly list, including background information for verification by subzone administrators.
Local Admin	Develop format for local administrators to communicate monthly beneficiary figures, and any changes, to ERREC subzone office.
ERREC S-Z	Develop format for ERREC subzone officers to compile beneficiary figures from local administrators, to be sent to ERREC zone offices.
ERREC S-Z	Subzone officers should request commodity needs for coming month in quantities per type of food as well as by number of beneficiaries. If there is a remainder of one food type, delivery of that food type only should be reduced accordingly, rather than reducing the total number of beneficiaries.
ERREC Zone	Formalize regular communication between ERREC Zone Officer and Zone Administrator to verify and revise request for changes in the number of beneficiaries.

2 Food Going Down

Plan	Include planned distribution dates for each FDP in the monthly distribution plan prepared by ERREC Asmara.
Plan	Plan monthly food distribution based on commodities available in the central stores, not on expected arrival from the port, to give subzone officers more accurate listing of what will arrive.
Plan	If all of the commodities cannot be delivered at the same time, deliver first less bulky items such as pulses, oil, salt first to FDP, followed by wheat, to alleviate shortage of storage capacity. – or – Deliver all food items (complete food basket) to one FDP, then complete basket to next FDP.
Inform	Ensure that subzone officers receive a copy of the planned delivery dates so that they can be present at the distribution.
Inform	Stock quantities in central stores should be sent to zone officers who sent to subzone officers so they can expect which commodities will be delivered and which ones not.
Transport	Review size of shipment, accessibility, and road conditions from offices and stores to the FDP, and utilize appropriate size and type of truck, larger or smaller depending on needs and conditions.
Transport	List ERREC subzone officer(s) responsible for FDP on dispatch note of shipment for that FDP to assist truck driver in locating contact. Provide truck drivers with list of ERREC subzone offices, FDPs, and responsible subzone officer for each FDP.

Receive	In areas where FDPs are remote and regular transportation is not available, subzone officers could be based at the Kebabi level to be present to sign receipt of food delivery by trucks.
Receive	Formalize procedures and standardize the format used in situations where food commodities are delivered to the local administrator and the ERREC subzone officer is not present.
Storage	Training should be conducted in commodity management and storage.
Distribute	Develop standardized Distribution Log Sheet to be used for record keeping, information sharing, and reporting. This should be done in close cooperation with ERREC Asmara and all donors.

3 Data and Record Keeping

Data	Train staff in proper use of Stock Cards to maintain updated information on commodities distributed and still available at the FDP.
Data	Develop format listing by village the planned distribution compared with the actual distribution to allow easy view of unmet needs.
File	Train staff in more efficient and usable filing of Notes and Stock cards by Donor and by FDP.
File Retrieval	Develop summarized sheets to be used as file covers, that would allow easy retrieval of information by ERREC reference number and/or Donor consignment number.
File Availability	Keep copies of all records and reports readily available in the subzone office so that they are easy to show visiting ERREC supervisors and donor representatives.

4 Reports Going Up

Reporting Format	Develop standardized format for monthly reporting of distribution activities.
Reporting Procedures	Develop procedures and due dates for preparation, review, and submission of reports, at each level from FDP to Asmara headquarters.

5 Procedures General

Procedures Summary	Develop summary sheets of procedures to be followed for each activity, to be posted in each office as a quick reference.
Procedures Detail	Develop list of procedures to be followed in different situations. This should be standardized for all offices, and more detailed than the summary listed above.
General	Conduct training of staff in general work efficiency methods, commodity management, distributions, basic bookkeeping, and reporting.
Language	Prepare Dispatch Note, Receiving Note, Village Note, and Stock Cards in Tigrinya, English, and Arabic to meet the language needs of all workers.
Information Dispersal	Introduce monthly meetings at ERREC Asmara level for zone officers, and monthly meetings at zone level for subzone officers to discuss and inform on the monthly distribution schedule, future planning, problems during distributions, and any other issues.

6 Staff / Facilities General

Staff	Review and revise job responsibilities to clarify each person's duties in a way that makes more effective use of staff time and skills.
Staff	Review staffing levels at each Subzone office in relation to the number of beneficiaries served, the number of Kebabis, the geographical size of the Subzone, or other appropriate criteria, to equalize the workload of staff.
Staff	Utilize people fulfilling national service to assist ERREC staff in times of shortage.
FDP Locations	Review and revise locations and FDPs covered by each subzone office to improve logistical efficiency, taking into consideration distances, travel times, and road conditions.
FDP Locations	Increase the number of distribution points to reduce transportation costs of beneficiaries, especially where the distance between the target community and the FDP is great.
Storage	Increase storage capacity at zone level, more Extended Delivery Points, managed by ERREC zone officers.
Storage	Conduct assessment to determine storage capacity needs and available capacity at each subzone office and FDP. Determine distances from warehouses and subzone offices, and assess possibilities of off-truck distribution.

C. Development of Training Curriculum

1. Introduction

The type of training that was envisioned at the time of proposal development was a training in how to use a new community level distribution system. This system was to be developed by CARE and ERREC following an assessment of the current systems at the ERREC subzoba and Final Distribution Point (FDP) locations.

During the course of the assessment, which included discussions with ERREC staff at many levels, it was realized that this simplified approach would not work, especially when focusing only on the subzoba level. There were many reasons that contributed to this conclusion.

The ERREC distribution system, at all levels, is in a time of transition. The introduction of the WFP COMPAS computerized tracking system is just beginning and will require changes at all levels. One change in data forms is the introduction of a new waybill designed to replace three or four of the previous forms. This waybill was designed jointly by ERREC and WFP, and was not finalized until after the third training workshop was to completed. Other forms are currently under review in light of the overall transition.

Any changes in formats to the current system, even at the sub-zoba level, must fit into the overall plan and be approved by ERREC at the national level. Any changes to reporting forms will be very expensive, will make old forms obsolete, and will require printing new forms.

Anything new at the ERREC sub-zoba level will affect local government, ERREC zoba, and ERREC national level procedures. Different systems may be needed in the different circumstances and facilities present throughout the various parts of the country.

Therefore, it appeared that at this time in the transition, and in light of the short time span of the project, it would not be wise nor feasible to try to develop a new distribution system for the sub-zoba / FDP levels in isolation from developments in the rest of the system. From the discussions and observations of the assessment a few themes became very clear.

First of all, ERREC staff had a limited understanding of the overall Donor – ERREC – Local Government – Beneficiary system. They also were not entirely clear on how they and their position fit into the overall system.

Secondly, all staff have had experiences of problems of one kind or another in their jobs. Many of the staff had come up with their own solutions to the problems they had encountered. It was very clear that the staff wanted the system to work smoother and had been thinking about ways to make it do so.

And finally, although all of the intended workshop participants worked for the same organization, communication and exchange of ideas, especially between people working in different zobas, was very limited. This was primarily due to the remoteness of many of the locations and a lack of communication facilities such as telephone, radio, and regular meeting schedules.

Therefore, for the above reasons, the approach to development of the training workshops shifted from development of a new system which focused primarily on logistical procedures and forms, to a much broader content and participative approach which would result in a better understanding of the whole system, and the ability to identify problems and find solutions. Rather than the assessment team developing a new system based on three weeks in the field, improvement of the system would be accomplished through a facilitated problem identification and finding solutions as a group.

Training does include how to use the current system, bin cards, etc., but looks at the whole system and why it is important to do each step fully and accurately. It also addresses the accountability of all staff.

However, before this approach would be effective, the participants of the group would need the above mentioned expanded understanding of the whole system and how it works. This was to be accomplished by group activities and discussions, with the plan that each person's knowledge and experiences would be shared with the other participants, and be put into its place within the system. The training was designed so that this information was generated and compiled by participants and facilitators.

2. *Methodology*

Development of the training curriculum followed a step by step procedure, beginning with review of the assessment report and ending with the finalized training manual. Based on the training manual, the required training materials were developed. The major activities and documents were as follows:

a. *Review Assessment Reports and Recommendations*

During preparation of the assessment reports and the combined recommendations (Annex 1), a clearer understanding of the complexities of the distribution system and of the types of problems began to emerge. There did not appear to be any one major problem, but rather many minor problems within the system which, added together, resulted in the system not functioning as efficiently as it could. These were categorized into the following types of problems:

- **System Approach** - Limited understanding of the whole system including the requirements of the donors, the operations within ERREC, interaction with local government, and the needs of the beneficiaries.
- **Procedures** - Some procedures not standardized (or lack of awareness of approved procedures) by ERREC staff.
- **Information Management** - Lack of knowledge on how to collect and record data, report information, and request commodities. This includes having the correct forms but not using them correctly, and not having a standardized format for information that needs to be communicated.
- **Commodity Management** - Knowledge of the correct physical management of the commodities was limited in some cases. This was complicated by the locational differences of the many final distribution points. These ranged from a physical

warehouse building near the ERREC office in a town, to a remote village several hours drive from the nearest town with no facilities.

- **Communication of Information** - Knowing what is going on in other locations and in other parts of the system. "When will the truck arrive with the rest of this month's food?"
- **Planning** - Poor planning (or lack of awareness of plans made by others). There are times when the workload is very high and other times when the workload is lower. Good planning will spread the workload more evenly. Good communication will also help.
- **Physical Resources** - Lack of needed physical resources and what to do about it. This includes vehicles, communication equipment, etc. This situation will probably continue for some time to come, and the only way to address it in a practical way is to use the resources that are available in the best possible way. Good planning and communication are essential to compensate for the lack of resources.

b. Develop Training Curriculum Outline

Using the logical framework approach, objectives and activities were developed, and achievements (measurement indicators) defined, that would result in the participants gaining additional knowledge and experience in the identified problem areas.

A training curriculum outline (Appendix 4) was developed to address the problems identified in the review of the assessment and recommendations. This outline was reviewed by the DG Relief and Logistics, and changes made based on his recommendations. The five days of training consisted of the following objectives:

1. Raise awareness on the purpose of the training, problem identification, individual roles and responsibilities, relationships with donors, and group work.
2. Awareness and skills improvement related to Beneficiaries and ERREC subzone offices.
3. Awareness and skills improvement on ERREC Logistics vs. Relief and Distribution.
4. Awareness and skills improvement on Commodity Management and Importance of Communication.
5. Evaluation and Debriefing on understanding and practicing new systems.

Following discussions with the ERREC Director of Relief and Logistics, it was recommended that five days should be sufficient time for the length of the workshops. Therefore, the curriculum was developed for a 5-day duration.

c. Develop Training Manual

Based on the outline and log frame, a training manual was developed (Annex 2) with clear outputs, time schedules, and materials needed. This was revised during each workshop as areas of improvements were identified and corrected. The training manual was translated into Tigrinya (Annex 3) so that the information would be available to more people. A Trainer's Guide for trainers was developed and discussed with the trainers.

d. Develop Training Materials

Training materials, such as transparencies, handouts, activity guides, a video on ERREC, sample data recording forms, and other stationary supplies, were developed or purchased, that would enhance the workshops and maintain interest.

D. Conducting Training Workshops

1. Introduction

ERREC is a large organization covering all six zones within the country. Many of the locations are remote and staff are too busy with their own work to visit with other staff and discuss mutual experiences and problems. For this reason staff from all six zones were included in the training. In addition, staff from all levels and positions within the Relief and Logistics section, along with staff from other sections that interacted with Relief and Logistics, were included.

The reasons for this wide variety of participants was first, to have input from as many links in the chain of food assistance as possible. And second, to raise the awareness of staff from all positions of the interrelationships and interdependence between all positions.

With such a diverse group, it would be much easier to identify a wide variety of problems and come up with feasible solutions that had been developed by all persons involved. The recommendations presented earlier in this report are a result of this process.

2. Methodology

Training was conducted in central locations (Asmara, Keren, Dekemhare, Mendefera) where the participants stayed in hotels near the training facilities for the duration of the workshop. The first workshops were for 5 days, but were later extended to 7 days duration as 5 days was not sufficient time to accommodate the extensive discussion generated by the workshops.

CARE staff conducted the first workshop with the assistance of the ERREC trainers. The two trainers from ERREC progressively took more responsibility, until by the fourth workshop they conducted the training on their own with very little input from CARE.

The training was participative, requiring much input from those attending. This approach was new to most of the participants and trainers, but was readily accepted and participation was excellent from all. The trainers were much more a facilitator than a lecturer, guiding the discussions to keep them on track, but also allowing all relevant ideas to be expressed and discussed. Handouts of discussion summaries were prepared and distributed.

The training methods included facilitated discussions, group activities and presentations, assistance by participants in presentations of assigned topics in their area of expertise, and limited lecturing where appropriate. A WFP staff gave the presentation on the COMPAS tracking system at each of the workshops.

The training manual was followed, but modified during the workshops to meet needs that arose. Changes were incorporated into the final version of the training manual. Training by

the ERREC trainers was conducted in Tigrinya, and the translated manual into Tigrinya was most useful.

Training materials included flip charts, overhead transparencies, a whiteboard and blackboard, photocopied handouts, and a video. Flipchart presentations were taped to the walls for reference during the workshop and for continuity of ideas.

Scheduled coffee and tea breaks and exercise activities prevented the participants from sitting too long, and maintained mental alertness and active participation.

The final workshop was a training of trainers. Two participants were selected from each zone to attend this workshop, which was held for 13 days. The objective was two-fold. The participants would return to their zone and continue training of other staff. They would also provide support to implementing what was learned by all participants in the nine logistics workshops.

3. Results

The locations and dates of each workshop are summarized in Table 1, along with the workshop type and number of participants. There were a total of 208 attendees at the ten workshops. Twelve of those in the final workshop had attended one of the previous workshops, resulting in 196 different individuals attending. The names of each participant are listed in Appendix 5, along with their location, position, and level within the ERREC organization (National, Zone, Subzone).

Table 1 Summary of Workshop Statistics

Workshop #	Location	Workshop Type	Start Date	Duration (Days)	Number of Participants
1	Asmara	Logistics	27-Feb	5	20
2	Keren	Logistics	6-Mar	5	23
3	Dekemhare	Logistics	13-Mar	5	20
4	Asmara	Logistics	17-May	5	17
5	Asmara	Logistics	29-May	5	25
6	Asmara	Logistics	19-Jun	7	24
7	Asmara	Logistics	6-Jul	7	26
8	Mendefera	Logistics	20-Jul	7	19
9	Keren	Logistics	2-Aug	7	20
Subtotal 1 - 9					194
10	Dekemhare	Training of Trainers	27-Aug	13	14
Total Participants					208
10 - TOT Participants from Earlier Workshops					12
Total Individuals					196

ERREC staff from all six zones were represented at the workshops (Table 2). Maekel, Gash Barka, and Debub zones had the highest representation, followed by Anseba, North Red Sea and South Red Sea. Details by subzone, and location or facility are shown in Appendix 6.

Gash Barka, Debub, and Maekel, the three zones with the highest representation, were the two target zones of the project and the headquarters of ERREC which is responsible for providing the subzones with commodities.

Table 2 Number of Participants from each Zone

Anseba	29
Debub	44
Gash Barka	45
Maekel	55
North Red Sea	21
South Red Sea	2
Total	196



The participants were well represented by female ERREC staff (Table 3), with 26 percent of the total attendance.

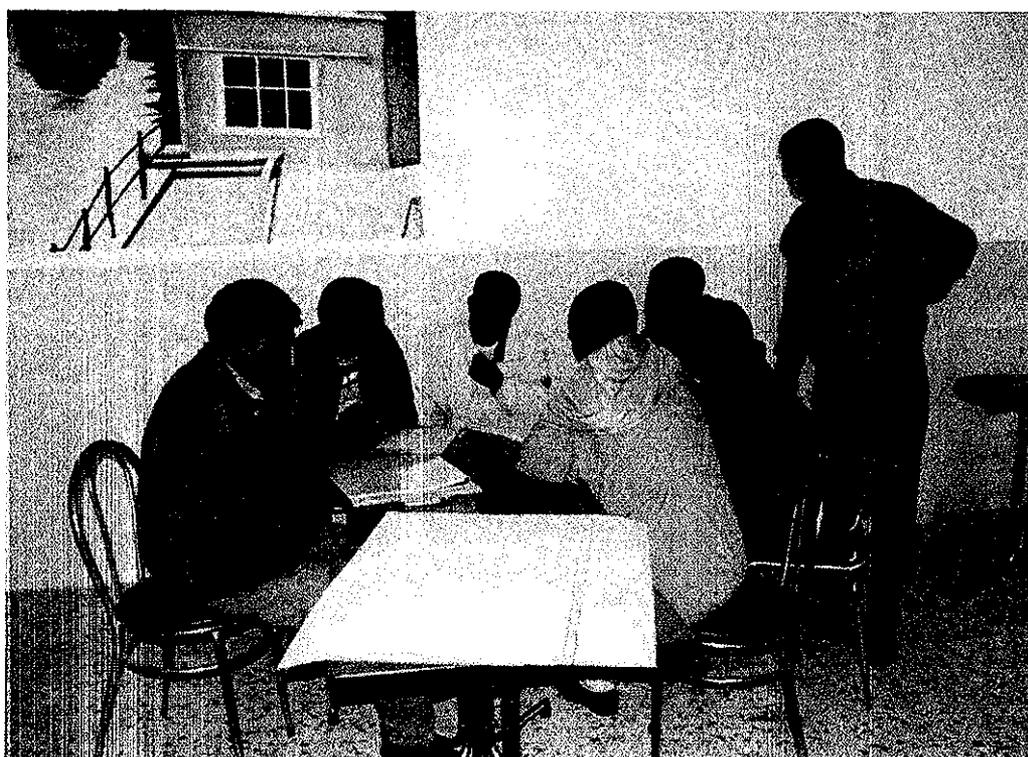
Table 3 Distribution of Participants by Gender

	Number	Percent
Male	145	74
Female	51	26
Total	196	

The distribution of participants from each organizational level are shown in Table 4. The number from each level were: National (39), Zone (22), and Subzone (133). One participant was from WFP and another from a private trucking company.

Table 4 Distribution of Participants by ERREC Organizational Level and Zone

	National	Zone	Subzone	Other Agency	Private	Total
Anseba	3	4	22			29
Dehub	4	5	35			44
Gash Barka	0	3	41	1		45
Maekel	31	5	18		1	55
North Red Sea	1	3	17			21
South Red Sea	0	2	0			2
Total	39	22	133	1	1	196



Participants were from many different positions within the ERREC organization (Table 5). The input and different perspectives from the wide variety of positions contributed greatly to the success of expanding the understanding of the ERREC system, and clarifying the problems and finding solutions. It also ensured that representatives from all steps of the distribution process were in attendance at the training and would gain from the information learned.

Table 5 Distribution of Participants by Position

Type of Position	
Name of Position	Number of Participants
Management	50
Zone Head	2
Subzone Head	47
ITSH M & E	1
Administration	23
Administrator	1
Book Keeper	22
Stores	32
Head of Stores	1
Store Manager	5
Store Keeper	25
Dispatcher	1
Other Logistics	5
Clearing Officer	2
Logistics Clerk	1
Transport	2
Relief	85
Relief Manager	7
Relief Staff	78
Other	1
Nutrition Field Asst.	1
Total	196

E. Impact

1. Introduction

The following impact report has been compiled from several sources. Much has come from an impact report prepared by the two ERREC trainers, which contains the results of the end of workshop evaluations by the participants, discussions of the trainers with participants and other staff, and their own comments and evaluations. CARE staff visited several sites following the workshops to talk with former participants, and discussed the impressions of WFP with their staff. The impact is reported on the following levels; ERREC as a whole, staff participants, trainers, beneficiaries, donors, and local government.

2. Impact on ERREC as a Whole

The training workshops have contributed a significant impact on ERREC as a whole in many important ways. Most staff attending the workshops previously had little understanding of the ERREC mandate, the overall ERREC structure, and how the different sections and locations were interlinked. They did not see where each of their individual jobs fit into the larger picture of the whole, and how each individual played a very important role in making the whole system function effectively.

The presentations and discussions of the ERREC organizational structure, the relationship between relief and logistics, the flow chart of commodities and information, the relationships between ERREC and local government, and the relationship between ERREC and Donors, resulted in a much increased awareness of the importance of each person's role in the system. The participation of the Director General of Relief and Logistics in key sessions greatly increased the feeling of each staff participant of being an important part of the whole system.

Each participant gained a realization of the importance of close coordination, understanding, communication, information sharing, accountability, and responsible decision making in their daily duties. This realization, understanding, and accountability of each individual will make the whole system function more effectively in meeting the needs of the beneficiaries.

The participation of staff from all levels of the ERREC organization in identification of problems, and in development, as a group, of possible solutions will have significant impact in the effectiveness of solving these and future problems that may arise.

Development of closer links with the local government will assist ERREC in developing new strategies to more effectively identify new beneficiaries, maintain updated beneficiary statistics on a timely basis, and provide food when it is needed and to who needs it most.

Increased skills in commodity handling, new documents such as an improved waybill developed by ERREC and WFP, and the newly introduced COMPAS commodity tracking system will result in improved handling of commodities to ensure higher quality, and more timely stock movement and delivery of food. More accurate and timely activity reporting will increase communication and confidence between ERREC and the donors.

Improved methods in bookkeeping, filing, reporting and information sharing, will increase the information available to those that need it at all levels of the ERREC organization, and to the donors. This information can then be acted on to quickly meet the changing needs.

The final training of trainers workshop, with two participants from each zoba, was conceived by ERREC to continue training and to provide support in implementing changes at the zoba and subzoba levels. This will help ensure that a resource person is available at the field level, and that the ideas and recommendations developed during the workshops will be acted upon and will result in positive changes.

3. *Impact on ERREC Staff Participants*

At the end of each workshop the participants were asked to evaluate how the workshop would help them in performing their duties. The trainers have compiled the following areas of impact on ERREC staff from the evaluation responses.

The most commonly expressed benefit of the participants was to have had the opportunity to discuss experiences with staff from other locations, and to find that many had experienced the same problems. With the participatory training approach, and where participants from different positions within ERREC worked in groups to define cause and effect relationships (through use of the problem tree), solutions were mutually arrived at and agreed upon. It was recognized that all individuals were working as parts of a whole, and that closer communication, information sharing, and coordination were necessary for the system to work more effectively.

It was also realized that if bookkeeping, reporting, and filing systems were improved, communication of critical information would be much easier. Staff participants at all organizational levels agreed that information must flow in both directions, from top down and from bottom up. The subzoba staff need to know what commodities are arriving and when they will arrive if they are to effectively use their time and meet the needs of the beneficiaries. Staff in Asmara need to know what commodities are needed and in what quantities, and what has been done with them after they are sent so that they can inform the donors and government in a timely manner. The participants also became aware of the consequences to the entire system if breakdown in the information flow occurred. This expanded understanding resulted in an increase in motivation for all to work together more closely.

The roles, responsibilities, and requirements of the local government and of donors were not clearly understood by many staff. This increased understanding also helped participants to see the larger picture, and to focus more on improving relationships with the local government and the donors. Initially the staff saw the role of donor representative visits to field sites as only monitoring and checking on them. Following the workshops, however, the participants stated that they saw a real need to fully coordinate with donors to make the system work better. They also saw a need to be more accountable and open to donors by maintaining improved data recording and filing systems, so that the donor has the information to report to its donors, and needed assistance will continue. And as each staff would be held accountable, they could hold those that report to them accountable also.

The sessions on commodity management, the COMPAS tracking system, and on a new waybill were seen as examples of practical methods of improving the system. The discussions and group work on developing new formats for other information gathering systems (new forms) resulted in much deep consideration of what information was actually needed for effective record keeping and reporting.

And finally, the opportunity to discuss their problems, thoughts and ideas with the Director General of Relief and Logistics made them aware that someone was willing to listen to their concerns and suggestions.

4. *Impact on Trainers*

The two trainers, although experienced ERREC staff, had little previous experience in participatory training. They have gained much practical experience in conducting an assessment, developing a training program, including a training manual, based on the results of the assessment, and have become excellent, high quality trainers. They conducted the last seven workshops on their own, including a training of trainers at the last workshop. And finally, they stated that they have learned much from the diverse knowledge and experiences of the participants about the workings of the ERREC relief and logistics system. This will be very valuable in their future responsibilities.

5. *Impact on Beneficiaries in their Home Communities*

The mandate of ERREC is to provide assistance to Eritreans in need as a result of disruption of their life by war or natural disaster. The training workshops were designed to improve the efficiency and effectiveness of this assistance. According to the participants, their ability to provide this assistance has been increased in several ways.

First, the ability to identify the most needy has been increased, along with the ability to monitor if they have actually received the food. Second, there is increased knowledge on determining what the food needs are, and how long it will be needed. Third, methods to increase the chances of the food being available for distribution have been discussed, and commitments made by each staff to put these changes into action. And fourth, awareness has been raised on the logistical difficulties of people in some communities traveling to the existing distribution points, and discussions started on how this could be made easier.

6. *Impact on Donors*

There appears to be an improved working relationship between the ERREC and the WFP field staff. WFP staff have commented that more up to date and more complete distribution records are available at the ERREC subzone offices.

ERREC staff also stated a realization that the donors also need to report to their donors, and reports are needed for this in a timely manner. And in reality, ERREC and the donors are both working for the same goal and should cooperate as much as possible to reach this goal.

7. *Impact on Local Government*

Although the relationship of ERREC with local government was always good, the staff realize that even closer cooperation is needed to more fully meet the needs of the beneficiary population.

8. Continuation Project

A continuation project (Logistics PLUS) was implemented jointly by CARE and WFP to address the logistics delivery and distribution system from the arrival of commodities at the port in Massawa to delivery and distribution at the subzone level. An assessment was carried out and a training workshop conducted for ERREC and WFP staff, and port, customs, and transport company staff, who are in decision making positions. Critical issues were discussed, and recommendations made and agreed on by participants, on how to improve these sections of the logistics system. A full report has been prepared for the Logistics PLUS project.

IV. PROBLEMS ENCOUNTERED AND CORRECTIVE PROCEDURES

The initial plan in the proposal was to develop and field test a new system of food distribution at the subzoba-FDP level, and train staff in its use. Following extensive discussions with the ERREC Director General of Relief and Logistics, it became clear that the entire system, from port to beneficiary, was being reassessed as a whole. It was felt that to develop and implement hard forms and procedures at that time for only one part of the system would be inappropriate. It was agreed that they were needed, but should be finalized within the overall system changes. Therefore, the approach was readjusted to strengthen the skills and capabilities of staff in more effective work practices including problem solving, accurate and timely record keeping and reporting, and communication skills. In addition, the workshops were used to expand the understanding of the ERREC relief and logistics system as a whole, and to develop, through group work of participants, more useful and workable record keeping formats based on their own experiences. These would then be presented to ERREC management for review, modification as necessary, and incorporation into the new system. These formats are included in the training manual (Appendix 2).

The training manual was originally prepared in English. Although English is spoken to some extent by most ERREC staff, the workshops were conducted mostly in Tigrinya, either directly or through translation. To assist the trainers in conducting the workshops, the training manual was translated into Tigrinya. This resulted in much improvement in the flow of the workshops.

V. FINANCE REPORT

Will be submitted from Atlanta Headquarters.

**AGREEMENT BETWEEN
THE ERITREAN RELIEF AND REFUGEE COMMISSION
hereinafter referred to as ERREC**

AND

**CARE INTERNATIONAL
Hereinafter referred to as CARE**

1. PREAMBLE

The present agreement sets out the terms and conditions for cooperation between ERREC and CARE regarding the: **Logistics Capacity Building Project**

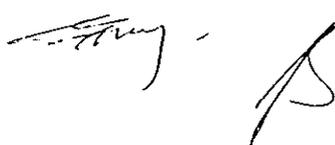
2. BACKGROUND

ERREC is the lead GSE agency for the management and supply of relief items in the country, including emergency food assistance. CARE International is one of the world's largest international relief and development organizations, and is currently implementing programs in more than 60 countries. The terms and conditions of this agreement are auxiliary to the CARE Country Agreement with the Government of the State of Eritrea.

3. GOALS AND OBJECTIVES OF THE PROJECT

- 3.1. The project goal is to enhance food security for war and drought-affected populations of Eritrea.
- 3.2. The project objective is to build the capacity of ERREC staff at the peripheral level to effectively manage relief commodities from the secondary warehouse to end-point distributions.
- 3.3. The goal and objective will be achieved through a series of activities described in the approved project proposal.
- 3.4. Documentation: The project shall be implemented on the basis of the following annexed documents which are an integral part of the agreement:

Project Proposal: Logistics Capacity Building Project, funded by USAID and implemented by CARE International in Eritrea



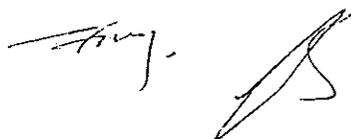
4. TECHNICAL IMPLEMENTATION OF THE PROJECT

A. ROLE AND OBLIGATION OF ERREC

- 4.1 ERREC activities will be managed by the Director General, Relief and Logistics department.
- 4.2 ERREC will provide one counterpart for the entire project period, who will work cooperatively with CARE staff during the assessment, design, and field-testing of the improved distribution system, and facilitation of the five workshops.
- 4.3 ERREC will provide a second counterpart beginning at week six for the remaining duration of the project, who will work cooperatively with CARE in designing the curriculum for the workshops, and conducting the five workshops.
- 4.4 ERREC will conduct five training workshops during the project. The first three will be assisted by CARE, with 60 ERREC staff from 30 distribution points trained in the improved distribution system and other appropriate skills. The last two workshops will be conducted by ERREC without the direct assistance of CARE, and will train 40 ERREC staff from 20 distribution points.
- 4.5 ERREC will provide introductions to appropriate key persons and authorizations / permits for CARE to access target project locations and facilities.
- 4.6 ERREC will cover the costs of the salaries of all ERREC staff.

B. ROLE AND OBLIGATION OF CARE

- 4.7 CARE will implement this project in close collaboration with the ERREC Department of Relief and Logistics.
- 4.8 CARE will support ERREC's efforts to improve distribution, monitoring, and reporting systems.
- 4.9 The CARE Team Leader will meet with the ERREC Director General R & L on a monthly basis to review the progress and resolve any outstanding project issues.
- 4.10 CARE will provide an experienced international Logistics Specialist for three months.
- 4.11 CARE will provide a national Training Specialist with experience in adult training for the entire project period.
- 4.12 CARE will facilitate the assessment, training of two ERREC trainers, preparation of a training manual, and training of ERREC distribution staff.
- 4.13 CARE will provide one computer and printer, and other training materials, to the ERREC Relief & Logistics Department, which will be used for this project.
- 4.14 CARE will cover project-related travel, food, and lodging for approved ERREC staff participating in this project. Established CARE per diem rates will be used.



5. IMPACT MONITORING

CARE will monitor the impact of the project after each training session and at the end of the project, and will produce a report. ERREC will cooperate with, and facilitate the impact monitoring activities of CARE.

6. PROJECT DURATION

The project has a four month duration, starting 8 Jan 2001 and ending 7 May 2001.

7. FINAL DISPOSITION

This agreement shall become valid upon the signature of ERREC and CARE. It shall remain in force until the end of the duration of the project period. Any changes or amendments to the present contract would require a written agreement signed by both parties.

for ERREC 

Name: IBRAMIM SAID

Title: D. GENERAL

Date: 16/04/2001

for CARE 

Name: U2 Simel

Title: 7. leader

Date: _____



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**LOGISTICS CAPACITY BUILDING PROJECT
NEEDS ASSESSMENT QUESTIONNAIRE**

Zoba :
 Subzoba :
 Name of FDP/camp :
 Meeting with :
 Names of representatives :
 Since when in position :
 Date of meeting :

A Beneficiaries

	IDP In Camp	IDP Out Camp	Total
1) Who are your beneficiaries (Dec.) (breakdown + total)	<input type="text"/>	<input type="text"/>	<input type="text"/>
2) Who selects the beneficiaries?			
3) How are lists prepared?			
4) Who prepares the lists of beneficiaries?			
5) Are the lists verified/updated/how often?			
6) What about newcomers? (middle of cycle)			
7) What about beneficiaries who leave?			

B Final Distribution Point or ERREC Field Office (Subzone Office)

1) How has the location of the distribution site been decided?

2) How many FDPs are there in your subzoba?

3) How has the number of FDP per subzoba been decided?

4) How many people are working at your FDP (ERREC/C.A.)?

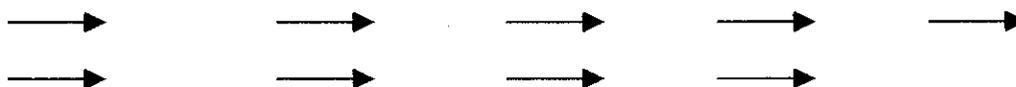
5) Were you trained in working at your FDP?

6) Do you consult others before/during or after the distribution?

7) Do others consult you before/during or after the distribution?

C From request to arrival of commodities

- 1) How are the monthly distributions planned (+figures)?
- 2) Can you explain the whole process from request to distribution?



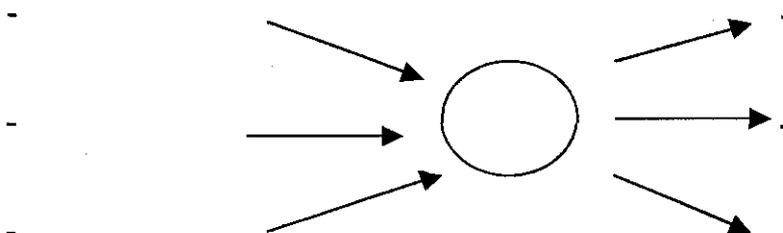
- 3) From whom do you receive the monthly distribution plan before the arrival of commodities?
- 4) Are you informed which commodities, how much and for how many beneficiaries you will receive?
- 5) Are you informed when commodities will arrive?
- 6) Do you receive quantities as requested/required?

D The actual distribution/disbursement

- 1) Are beneficiaries advised in advance how much they will receive and for which period the food is? How?
- 2) What measures are used to determine the monthly ration size?
- 3) What happens if there is a surplus at the end of the distribution?
- 4) How is the population informed of the date/time of distribution?
- 5) Do people have to wait in line for days?
- 6) What if there are still people left at the end of the day (shortfall)?
- 7) How is the disbursement organized (who signs upon receiving the commodities)?
- 8) Did you organize special distributions for vulnerable people?
- 9) How do people transport the food home?

E Communications

- 1) Which way do you share information?
- 2) With whom do you exchange information?



- 3) How often do you share information/meet with donors, ERREC HQ, zoba, subzoba?
- 4) Whom do you approach for problems, requests/complaints?
- 5) Who is approaching you for problems etc?
- 6) How is the relationships with the donors?

F Commodity management and reporting

- 1) (How) Where you trained in commodity management?
- 2) Do you restock or reorganize the commodities in your store during distribution?
- 3) Is there any verification of quantities distributed after the distribution?
- 4) How are your records organized, do you keep them updated?
- 5) Do you use standardized formats?
- 6) Did you develop the current system yourself?
- 7) How do you schedule any time for reporting purposes?
- 8) What type of reports do you have to make?
- 9) Why do you have to produce these reports?

G NOTES

1) Wish list: a)Warehousing b)Logistics c)Transport d)Communication Means

2) General

Training Curriculum Outline for Logistics Capacity Building Project Workshops

	Objective	Activity	Achievement
Day 1	Raise awareness on purpose of the training; problem identification, individual roles, responsibilities and group work.	Develop an ERREC flow chart; problem tree. Identify each individual roles, by role plays Brainstorming on responsibilities. Prioritizing issues by using marks. Identify actors behind actors. Mapping of the Area of Responsibility.	Awareness and understanding of the need for training. First understanding of issues, individual roles, the need to work as one team and understanding of the importance of communication.
Day 2	Awareness and skills improvement related to 'Beneficiaries' and 'Subzone Office'.	Develop a format for beneficiary figures communication. Develop a form for verification of beneficiaries. Training in bookkeeping and reporting Develop summarizing sheets as file covers Training how to filing of papers Develop a format planned versus actual deliveries Training on the usage of stock cards Usage of instruction manual	Tool to updated and overview of benef. figures. Less delays in changing figures. Increased efficiency and knowledge about bookkeeping and reporting. Retrieve information filed, in a timely manner Improve filing systems for admin and data collection purposes. Overview and update of deliveries. Update availability of commodities. Increase knowledge on main procedures to be followed.
Day 3	Awareness and skills improvement on 'ERREC Logistics' vs Relief and the 'Distribution'.	Introduction of Question/Answers List to prevent ad-hoc decisions Planning activities at Office and FDP Develop and usage of Distribution Log Sheet	Decrease number of ad-hoc decisions to be made. Allocation of time to activities Improve efficiency on sharing info on distributions to donors.
Day 4	Awareness and skills improvement on 'Commodity Management' and Effective Communication	Training on commodity management: physical and paperwork Training on commodity 'tracking' Format to communicate with donors deliveries and distributions Training on different ways to communicate information: internal and external	Increased knowledge and practizes about commodity management Why c. m. knowledge. Improved info sharing with donors. Different ways: knowledge when to use which system to share info.
Day 5	Evaluation and Debriefing on understanding and practising new systems.	Prioritize lessons learned and applicability. Questionnaire and group discussion Summarizing by participants Overview of all training material and outcomes.	Feedback from participants on gained knowledge. Evaluation and tool for adjustment Evaluation and tool for adjustment+rehearsing lessons learned Comprehensive overview of standardized systems

Participant List of all Training Workshops

Name	Sex	Position	Level	Zone	Subzone/Location	Facility	Workshop	
							Location	#
Abdela Mohammed Aman	M	Subzone Head	Subzone	North Red Sea	Foro		Asmara	1
Abdelkadir Mohammed	M	Relief Staff	Subzone	Gash Barka	Lalai Gash	Adi Keshi camp	Asmara	1
Abeba Kendeya	F	Relief Staff	Subzone	Gash Barka	Mogolo		Asmara	5
Abeba Kendeya	F	Relief Staff	Subzone	Gash Barka	Mogolo		Dekemhare	10
Abraha Ghilamichael	M	Book Keeper	Zone	Debub	Mendefera	Zone Office	Asmara	7
Abraham Yosief	M	Subzone Head	Subzone	Debub	Emni Halli		Asmara	7
Afewerki Tela	M	Head of stores	National	Maekel	Asmara	Central Office	Asmara	5
Afewerki Weldeslassie	M	Subzone Head	Subzone	Gash Barka	Molki		Asmara	5
Agegnehu Beyene	F	Book Keeper	Subzone	Debub	Mai Aini		Dekemhare	3
Alamin Ibrahim	M	Book Keeper	National	Maekel	Hazhaz	Store	Asmara	6
Alazar Ghebrehwet	M	Relief Staff	Subzone	Debub	Mendefera		Mendefera	8
Alganesh Gebrengus	F	Relief Staff	Subzone	Debub	Mendefera		Mendefera	8
Alganesh Haile	F	Relief Staff	Subzone	North Red Sea	Foro		Keren	2
Alghanesh Goitom	F	Relief Staff	Subzone	Debub	Senafe		Keren	9
Alghanesh Kidane	F	Subzone Head	Subzone	Debub	Mendefera		Asmara	6
Amanuel Kefela	M	Relief Staff	Subzone	Debub	Adi Quala		Dekemhare	3
Amanuel Mihtuntu	M	Relief Manager	Zone	Maekel	Asmara	Zone Office	Asmara	4
Amleset Abraham	F	Relief Staff	Subzone	Anseba	Elaberet		Mendefera	8
Amleset Semere	F	Relief Staff	Subzone	Gash Barka	Tessenei		Asmara	5
Andemariam Tekle	M	Relief Staff	Subzone	Gash Barka	Guluj		Asmara	6
Andemeskel Gezae	M	Store Keeper	Subzone	Gash Barka	Molki	Store	Keren	2
Aron Hagos	M	Relief Manager	Zone	North Red Sea	Massawa	Zone Office	Asmara	5
Asefaw Turkey	M	Subzone Head	Subzone	Debub	Mai Aini		Asmara	5
Asmelash Tekleab	M	Relief Manager	Zone	Debub	Mendefera	Zone Office	Asmara	4
Asmerom Kifleyesus	M	Subzone Head	Subzone	North Red Sea	Ghindae		Asmara	5
Asmerom Menghsteab	M	Store Keeper	National	Maekel	Expo	Store	Mendefera	8
Azieb Kidane	F	Relief Staff	Subzone	Anseba	Keren		Keren	9
Berhana Berhe	F	Relief Staff	Subzone	Maekel	Gala Nefhi		Asmara	6
Berhane Ghebrekirstos	M	ITSH M & E	National	Maekel	Asmara	Central Office	Asmara	7
Berhane Ghebrekirstos	M	ITSH M & E	National	Maekel	Asmara	Central Office	Dekemhare	10
Berhane Ghirmay	M	Relief Staff	Zone	Gash Barka	Akurdet	Zone Office	Dekemhare	10
Berhane Weldekidan	M	Zone Head	Zone	Maekel	Asmara	Zone Office	Asmara	5
Beyene Esak	M	Relief Staff	Subzone	Maekel	Adi Goedad		Keren	2
Biniam Ahferom	M	Relief Staff	Subzone	North Red Sea	Emkulu		Keren	2
Biniam Iyassue	M	Relief Staff	Subzone	Anseba	Halhal		Keren	9
Biniam Medhanie	M	Relief Staff	Subzone	Maekel	Debubawi Mibrak		Asmara	1
Biniam Tsehaye	M	Relief Staff	Subzone	Gash Barka	Barentu		Asmara	4
Biniam Yohannes	M	Store Keeper	National	Maekel	Hazhaz	Store	Keren	9
Daniel Estifanos	M	Book Keeper	National	Maekel	Asmara	Central Office	Asmara	1
Daniel Estifanos	M	Book Keeper	National	Maekel	Asmara	Central Office	Dekemhare	10
Daniel Haile	M	Relief Staff	Subzone	Gash Barka	Shambiko		Mendefera	8
Dawit Ghebremichael	M	Subzone Head	Subzone	Debub	Mai Mine		Asmara	6
Dawit Ogubamichael	M	Store Keeper	National	Maekel	Gejeret	Store	Asmara	6
Dawit Tesfagiorgis	M	Subzone Head	Subzone	Gash Barka	Akurdet		Asmara	5
Dirar Asnay	M	Subzone Head	Subzone	Gash Barka	Forto		Asmara	6
Eden Mehari	F	Subzone Head	Subzone	Anseba	Keren		Asmara	7
Elias Habtille Ogbamichael	M	Subzone Head	Subzone	Gash Barka	Shambiko		Asmara	7
Elsa Gebretnsae	F	Relief Staff	Subzone	North Red Sea	Massawa		Mendefera	8
Elsa Gebreyohaness	F	Book Keeper	National	Anseba	Keren	Store	Keren	2
Emnetu Woldeslasie	M	Relief Staff	Subzone	Gash Barka	Tessenei		Mendefera	8
Estifanos Tesfai	M	Relief Manager	Zone	South Red Sea	Assab	Zone Office	Asmara	5
Eyob Kerin	M	Relief Manager	National	Maekel	Gejeret	Store	Asmara	4
Eyob Zeru	M	Subzone Head	Subzone	Maekel	Semenawi Mibrak		Asmara	5
Fatima Haji Omer	F	Relief Staff	Subzone	North Red Sea	Afabet		Asmara	5
Feseha Goitom	M	Subzone Head	Subzone	Debub	Adi Keih		Asmara	5

Participant List of all Training Workshops

Name	Sex	Position	Level	Zone	Subzone/Location	Facility	Workshop	
							Location	#
Feseha Goitom	M	Subzone Head	Subzone	Debub	Adi Keih		Dekemhare	10
Fiori Mehari	F	Subzone Head	Subzone	Maekel	Gala Nefhi		Asmara	4
Firay Mehari	M	Subzone Head	Subzone	Debub	Dekemhare		Dekemhare	3
Fitsum Melake	M	Subzone Head	Subzone	Anseba	Adi Tekelazan		Dekemhare	3
Fitsum Semere	M	Relief Staff	Subzone	Gash Barka	Akurdet		Asmara	6
Freweini Kidane	F	Book Keeper	National	Maekel	Forobia	Store	Dekemhare	3
Freweini Mesfin	F	Store Keeper	National	Maekel	Forobia	Store	Asmara	5
Frezghi Ghebremichel	M	Subzone Head	Subzone	Gash Barka	Logo Anseba		Asmara	6
Gebremeskel Berhe	M	Subzone Head	Subzone	Maekel	Serejeka		Keren	2
Gebremeskel Libab	M	Relief Staff	Subzone	Gash Barka	Mensura		Asmara	4
Gebrezgi Bitsa	M	Store Keeper	Zone	North Red Sea	Massawa	Zone Office	Asmara	1
Gebrezgi Bitsa	M	Store Keeper	Zone	North Red Sea	Massawa	Zone Office	Dekemhare	10
Gebsh Mosazgi	M	Relief Staff	Subzone	Anseba	Keren		Asmara	4
Ghebrehwet Tesfamichael	F	Relief Staff	Subzone	North Red Sea	Ghindae		Keren	9
Ghebrehwet weldu	M	Subzone Head	Subzone	North Red Sea	Sheib		Asmara	6
Ghebremariam Mebrahtu	M	Store Keeper	National	Maekel	Gejeret	Store	Dekemhare	3
Ghebremedhin Maereba	M	Subzone Head	Subzone	Gash Barka	Barentu		Asmara	4
Ghebrensae Ghebremichael	M	Subzone Head	Subzone	Gash Barka	Lalai Gash		Asmara	7
Ghebriel Kahsay	M	Subzone Head	Subzone	Anseba	Keren		Keren	2
Ghenet Meharna	F	Store Manager	National	Maekel	EDDC	Store	Asmara	1
Ghrmay Welday	M	Store Keeper	National	Maekel	Adi Nefas	Store	Asmara	6
Gidey Kiros	F	Relief Staff	Subzone	Maekel	Serejeka		Asmara	4
Gidey Kiros	F	Relief Staff	Subzone	Maekel	Serejeka		Dekemhare	10
Gidey Redae	F	Store Keeper	National	Maekel	Adi Nefas	Store	Asmara	5
Girmay Birhane	M	Book Keeper	Subzone	Gash Barka	Shambiko		Keren	2
Girmay Fishaye	M	Store Keeper	Zone	Debub	Mendefera	Store	Keren	2
Goitom Araya	M	Subzone Head	Subzone	Debub	Dibarwa		Asmara	4
Guoy Fessahaye	F	Relief Staff	Zone	Maekel	Asmara	Zone Office	Asmara	7
Habte Ogbaslassie	M	Subzone Head	Subzone	Anseba	Habero		Asmara	1
Habteab Fisseha	M	Subzone Head	Subzone	Gash Barka	Haykota		Asmara	4
Habtemariam Bahibi	M	Relief Staff	Subzone	Anseba	Halhal		Asmara	6
Habtemariam Fessahaye	M	Zone Head	Zone	North Red Sea	Massawa	Zone Office	Asmara	7
Habtemikael Yohanness	M	Relief Staff	Subzone	Debub	Tserona		Keren	2
Habtom Semere	M	Book Keeper	Subzone	Debub	Dekemhare		Dekemhare	3
Habtom Tesfaslasie	M	Relief Staff	Subzone	Debub	Adi Quala		Mendefera	8
Hagos Habtezghi	M	Subzone Head	Subzone	Debub	Adi Quala		Asmara	5
Hailab Gebreslassie	M	Nutrition Field Asst.	WFP	Gash Barka			Keren	2
Haile Ghebregzabiher	M	Transport	National	Maekel	Hazhaz	Store	Asmara	7
Hana Kifle	F	Relief Staff	Zone	Maekel	Asmara	Zone Office	Asmara	7
Haregeweini Eyrab	F	Subzone Head	Subzone	Gash Barka	Dige		Asmara	6
Hawa Hamid	F	Subzone Head	Subzone	North Red Sea	Nakfa		Asmara	5
Hawa Idris	F	Relief Staff	Subzone	North Red Sea	Massawa		Mendefera	8
Hiwet Tewelde	F	Relief Staff	Subzone	Maekel	Berik		Asmara	5
Hiwet Yohanness	F	Relief Staff	Subzone	Anseba	Adi Tekelazan		Keren	2
Idris Yosufe	M	Relief Staff	Subzone	Gash Barka	Haykota		Asmara	7
Isaias Gebreslassie	M	Book Keeper	Zone	Anseba	Keren	Zone Office	Keren	9
Iyassu Ghebrekidan	M	Store Keeper	National	Maekel	Hazhaz	Store	Asmara	7
Jabera Edris	M	Subzone Head	Subzone	North Red Sea	Foro		Asmara	6
Jimie Hussien	M	Subzone Head	Subzone	Gash Barka	Guluj		Asmara	4
Kesete Haile	M	Relief Staff	Subzone	Anseba	Sela		Keren	9
Kidane Berhe	M	Store Manager	National	Maekel	Adi Nefas	Store	Dekemhare	3
Kidane Gebremeskel	M	Subzone Head	Subzone	Maekel	Berik		Dekemhare	3
Kidane Mengisteab	M	Store Keeper	National	Anseba	Keren	Store	Keren	9
Kidanemariam Tesfamariam	M	Relief Staff	Subzone	Anseba	Geleb		Mendefera	8
Kiflay Tesfamichael	M	Subzone Head	Subzone	Maekel	Semenawi Merab		Dekemhare	3

Participant List of all Training Workshops

Name	Sex	Position	Level	Zone	Subzone/Location	Facility	Workshop	
							Location	#
Kifle Ghebremicale	M	Subzone Head	Subzone	Anseba	Asmat		Asmara	7
Leake Tesfamichael	M	Logistics Clerk	National	Maekel	Asmara	Central Office	Keren	9
Letekidan Araya	F	Subzone Head	Subzone	Maekel	Debubawi Mibrak		Asmara	6
Mahmud Ali Mahmud	M	Relief Staff	Subzone	North Red Sea	Ghindae		Asmara	5
Meaza Tesfamariam	F	Relief Staff	Subzone	Maekel	Semenawi Mibrak		Asmara	5
Mehari Awate	M	Relief Staff	Subzone	Gash Barka	Mensura		Dekemhare	3
Mehari Haile	M	Book Keeper	Subzone	Debub	Mendefera		Keren	9
Mehari Mengistab	M	Book Keeper	National	Maekel	EDDC	Store	Keren	2
Meseret Kidane	F	Relief Staff	Subzone	Debub	Areza		Asmara	6
Michael Asrat	M	Store Manager	National	Maekel	Forobia	Store	Asmara	1
Michael Ghebreslassie	M	Book Keeper	Subzone	Gash Barka	Lalai Gash		Asmara	6
Michael Hagos	M	Relief Staff	National	Maekel	Asmara	Central Office	Asmara	7
Michael Hayelom	M	Relief Staff	Subzone	Maekel	Semenawi Mibrak		Asmara	1
Michael Tewolde	M	Subzone Head	Subzone	Anseba	Elabered		Asmara	1
Michael Tewolde	M	Subzone Head	Subzone	Anseba	Elabered		Dekemhare	10
Mihretab Fishatsion	M	Book Keeper	Zone	Gash Barka	Akurdet	Zone Office	Keren	2
Missie Araya	M	Relief Staff	Subzone	Gash Barka	Shambiko		Keren	9
Mohammednur Abubeker	M	Book Keeper	Subzone	Gash Barka	Tessenei		Asmara	1
Mohammednur Abubeker	M	Book Keeper	Subzone	Gash Barka	Tessenei		Dekemhare	10
Mohammednur Idris	M	Subzone Head	Subzone	North Red Sea	Karura		Asmara	7
Muctar Idris Salih	M	Book Keeper	National	Maekel	Medeber	Store	Asmara	6
Nafie Omer	M	Subzone Head	Subzone	Gash Barka	Mensura		Asmara	7
Neamen Tuquabo	M	Relief Staff	Zone	Debub	Mendefera	Zone Office	Asmara	6
Nebiat Ghebregziabher	F	Relief Staff	Subzone	Debub	Mendefera		Asmara	7
Nebiat Hagos	F	Relief Staff	Subzone	North Red Sea	Massawa		Keren	9
Nebiat Tecele	M	Relief Staff	Subzone	Debub	Mendefera		Keren	9
Negisti Ghebrensae	F	Dispatcher	National	Maekel	Adi Nefas	Store	Mendefera	8
Nesredin Negash	M	Store Keeper	National	Maekel	Adi Nefas	Store	Mendefera	8
Ogbaldetnur Kidane	M	Relief Staff	Subzone	Gash Barka	Akurdet		Asmara	1
Ogbamichael Tesfay	M	Relief Staff	Subzone	Anseba	Hamelmaio		Keren	9
Okbazghi Baire	M	Relief Staff	Subzone	Gash Barka	Guluj		Mendefera	8
Osman Adem	M	Subzone Head	Subzone	North Red Sea	Afabet		Asmara	7
Redda Belay	M	Store Keeper	Subzone	Debub	Senafe	Harena Camp	Dekemhare	3
Rezene Fisehaye	M	Relief Staff	Subzone	Gash Barka	Guluj		Keren	2
Rezene Weldeamlak	M	Relief Manager	Zone	Gash Barka	Akurdet	Zone Office	Dekemhare	3
Saba Tewelde	F	Relief Staff	Subzone	Debub	Tserona		Mendefera	8
Salih Edris	M	Subzone Head	Subzone	Anseba	Hagaz		Dekemhare	3
Salih Mahmud	M	Store Keeper	National	Maekel	Medeber	Store	Asmara	7
Solomon Mehari	M	Relief Staff	Subzone	Anseba	Halhal		Asmara	4
Semira Berhe	F	Relief Staff	Subzone	North Red Sea	Sheib		Keren	9
Senait Ghirmatsion	F	Book Keeper	Subzone	Gash Barka	Akurdet		Dekemhare	3
Sereke Ghilay	M	Book Keeper	Subzone	Gash Barka	Haykota		Asmara	1
Shewit Abbe	F	Relief Staff	Zone	Maekel	Asmara	Zone Office	Dekemhare	10
Siedi Musa	F	Book Keeper	National	Maekel	Medeber	Store	Keren	2
Solomon Amanuel	M	Store Keeper	National	Maekel	Gejeret	Store	Keren	9
Solomon Embaye	M	Subzone Head	Subzone	Debub	Mendefera		Asmara	5
Solomon Embaye	M	Subzone Head	Subzone	Debub	Mendefera		Dekemhare	10
Solomon Samuel	M	Book Keeper	National	Maekel	Gejeret	Store	Asmara	1
Tadele Hagos	M	Store Keeper	National	Debub	Dekemhare	Store	Dekemhare	3
Tadele Hagos	M	Store Keeper	National	Debub	Dekemhare	Store	Dekemhare	10
Tareke Estifanos	M	Relief Staff	Subzone	Gash Barka	Shelab		Keren	2
Tareke Gbresilassie	M	Subzone Head	Subzone	North Red Sea	Gelalo		Keren	2
Teame Hagos	M	Relief Staff	Subzone	Debub	Adi Keih		Asmara	6
Tecele Zaid	M	Relief Staff	Subzone	Debub	Dekemhare		Asmara	4
Teklai Mehari	M	Relief Staff	Subzone	Anseba	Habero		Mendefera	8

Participant List of all Training Workshops

Name	Sex	Position	Level	Zone	Subzone/Location	Facility	Workshop	
							Location	#
Tekle Kidane	M	Book Keeper	Subzone	Gash Barka	Forto		Asmara	1
Terhas Mengistab	F	Store Keeper	National	Debub	Dekemhare	Store	Asmara	5
Tesfagebriel Gebreslasie	M	Subzone Head	Subzone	Debub	Areza		Asmara	4
Tesfagergis Siele	M	Relief Manager	Zone	Anseba	Keren	Zone Office	Keren	2
Tesfahiwet Hailemariam	M	Relief Staff	Subzone	Anseba	Kerkebet		Asmara	7
Tesfamikael Ande	M	Relief Staff	Subzone	Debub	Adi Keih		Keren	2
Tesfamikael Kiros	M	Store Keeper	National	Maekel	Adi Nefas	Store	Keren	2
Tesfatsien Gile	M	Relief Staff	Subzone	Gash Barka	Forto		Keren	9
Tewelde Berhane	M	Store Manager	Subzone	Gash Barka	Tessenei	Store	Dekemhare	3
Tewolde Keleta	M	Book Keeper	Zone	Anseba	Keren	Zone Office	Mendefera	8
Tirhas Debas	F	Relief Staff	Subzone	Maekel	Debubawi Merab		Asmara	4
Tirhas Tsegay	F	Relief Staff	Subzone	Gash Barka	Shambiko		Mendefera	8
Tsega Adem	F	Store Keeper	Subzone	Gash Barka	Barentu	Store	Asmara	7
Tsega Tsegai	F	Store Keeper	Subzone	Maekel	Debubawi Mibrak	Store	Asmara	1
Tsega Zerawahariat	F	Relief Staff	Subzone	Anseba	Hagaz		Asmara	4
Tsegai Habteselassie	M	Clearing Officer	National	North Red Sea	Massawa	Clearance Office	Mendefera	8
Tsegai Resom	M	Relief Staff	Subzone	Gash Barka	Lalai Gash	Adi Keshi camp	Asmara	5
Tsegu Tesfamicael	M	Relief Staff	Subzone	Debub	Dibarwa		Keren	2
Tsheyaye Haile	M	Clearing Officer	National	Maekel	Asmara	Central Office	Asmara	7
Tsige Baryagabr	F	Relief Staff	Subzone	Debub	Mendefera		Asmara	1
Tsige Teamrat	F	Relief Staff	Subzone	Debub	Mendefera		Dekemhare	10
Tsigreda Tekle	F	Store Keeper	Subzone	Debub	Senafe	Store	Asmara	7
Tsion Sibhat	F	Data	Private	Maekel	Asmara	Lilo Transp. Co.	Dekemhare	3
Weldemariam Debesai	M	Subzone Head	Subzone	Anseba	Geleb		Asmara	6
Woldemichael Kiflemariam	M	Relief Staff	Subzone	Gash Barka	Forto		Asmara	7
Yemane Abraha	M	Administration	Zone	South Red Sea	Assab	Zone Office	Keren	2
Yemane Measho	M	Relief Staff	Subzone	Gash Barka	Dige		Dekemhare	3
Yemane Mengis	M	Store Manager	National	Maekel	Medeber	Store	Asmara	5
Yohanness Mael	M	Subzone Head	Subzone	Maekel	Debubawi Merab		Asmara	1
Yohanness Redi	M	Relief Staff	Subzone	Maekel	Semenawi Merab		Keren	9
Yohanness Russom	M	Store Keeper	National	Debub	Dekemhare	Store	Mendefera	8
Yohanness Teclesenbet	M	Subzone Head	Subzone	Debub	Senafe	Harena Camp	Asmara	5
Yohanness Tekle	M	Relief Staff	Subzone	Debub	Dekemhare		Dekemhare	3
Yohannes Abraha	M	Relief Staff	Subzone	Debub	Areza		Asmara	1
Yoseph Eyasu	M	Book Keeper	National	Debub	Dekemhare	Store	Asmara	6
Yosief Fessehaye	M	Subzone Head	Subzone	Debub	Tserona		Asmara	7
Yosief Weldu	M	Store Keeper	National	Anseba	Keren	Store	Asmara	7
Zaid Debretsiion	F	Relief Staff	Zone	Anseba	Keren	Zone Office	Keren	9
Zaid Gebreslassie	F	Relief Staff	Subzone	Maekel	Debubawi Merab		Keren	9
Zaid Tsigeannes	F	Relief Staff	Subzone	Debub	Mendefera		Asmara	6
Zaid Tsigeannes	F	Relief Staff	Subzone	Debub	Mendefera		Dekemhare	10
Zemuy Kifeia	M	Store Keeper	Zone	Debub	Mendefera	Store	Asmara	1
Zerai Aradom	M	Subzone Head	Subzone	Anseba	Sela		Asmara	6

Zone and Subzone, Location or Facility where Participants were From

Anseba	30		Maekel	58
Adi Tekelazan	2		Adi Goedad	1
Asmat	1		Adi Nefas	6
Elabered	3		Asmara	14
Geleb	2		Berik	2
Habero	2		Debubawi Merab	3
Hagaz	2		Debubawi Mibrak	3
Halhal	3		EDDC	2
Hamelmalo	1		Expo	1
Keren	11		Forobia	3
Kerkebet	1		Gala Nefhi	2
Sela	2		Gejeret	5
			Hazhaz	4
			Medeber	4
			Semenawi Merab	2
			Semenawi Mibrak	3
			Serejeka	3
Debub	49		North Red Sea	22
Adi Keih	4		Afabet	2
Adi Quala	3		Emkulu	1
Areza	3		Foro	3
Dekemhare	9		Gelalo	1
Dibarwa	2		Ghindae	3
Emni Haili	1		Karura	1
Mai Aini	2		Massawa	8
Mai Mine	1		Nakfa	1
Mendefera	17		Sheib	2
Senafe	4			
Tserona	3		South Red Sea	2
			Assab	2
Gash Barka	47			
Akurdet	7		Grand Total	208
Barentu	3			
Dige	2			
Forto	4			
Guluj	4			
Haykota	3			
Lalai Gash	4			
Logo Anseba	1			
Mensura	3			
Mogolo	2			
Molki	2			
Shambiko	5			
Shelab	1			
Tessenei	5			
Unknown	1			
