

PENHA

Report and Accounts

31 December 2011

PENHA

Report and accounts Contents

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PENHA

Trustees

Mr Z. Quereshi
Dr L.A. Abebe
Dr T. Mesfin
Dr. H. Terefe
Ms T. Aanchawan
Prof. G. Oba
Mr. G. Fida
Prof J. F. Morton

Chairperson
Treasurer

Secretary

Mr R. Grant

Company Number

2658932
(England & Wales)

Charity Number

1038957

Registered Office

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Auditors

Accounts Center Associates Limited
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020 8595 8333

Bankers

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PO Box 159
322 High Holborn
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WC1V 7PS

PENHA

Trustees' Report

PENHA TRUSTEES REPORT 2011

During 2011 PENHA experienced a steady growth institutionally in terms of its human capacity and increased donor support despite the difficult economic situation in the world. Our new funders include the European Union (EU), the Food and agriculture Organisation (FAO), Japan International Development Agency (JICA), the European Economic Policy and Regional Development (EPRD) and the International Labour Organisation (ILO)/DFID. Some of these donors provide direct support to PENHA country offices and those funds are not accounted for through the UK office.

The African region where PENHA operates is one of the most politically and economically volatile regions of the continent where conflicts, droughts and food insecurity are common occurrences. Despite such odds PENHA has been able to deliver its services to the most vulnerable nomadic and semi-nomadic communities in Sudan, Uganda, Eritrea and Somaliland. PENHA is planning to initiate new programmes in Ethiopia and South Sudan during 2012. The PENHA Head quarters in London provides monitoring, management, administrative, financial support and guidance to all the country offices.

The following is a brief update on the activities during 2011.

The PENHA London Office

- Ongoing management support, advice and information provided to PENHA's offices in Somaliland, Sudan, Uganda and Eritrea and assisted with fund-raising internationally for PENHA's country programmes.
 - London based project officers and the executive director undertook several monitoring field visits to the PENHA countries and assisted in preparing progress reports to PENHA's donors. The executive director spent six months in Sudan supporting the Sudan programme. The project officer for Uganda also paid a three week working visit to Uganda to oversee PENHA's activities. One of the London based PENHA associates spent eight weeks supporting our partner organisation in Eritrea.
 - The head of finance and administration from the London office paid a working visit to Ethiopia along with regionally based staff to conduct a feasibility study for PENHA in Ethiopia.
 - Three new volunteers were recruited within the London office.
 - PENHA's website was reviewed and updated in order to disseminate information about pastoralism in the Horn of Africa and as a fundraising tool.
 - New funding sources for PENHA continued to be identified with the purpose of diversifying PENHA's funding base as indicated above.
 - The Sponsored Walk was used as a means of generating funds for the second time and expanding its individual-based fundraising approach
 - Both regional and international networks were widened by participating in international and national forums interested in African affairs, for example with the [United Nations Convention to Combat Desertification](#) (UNCCD), African Unity in Diaspora (AUD), Coalition of European Lobbies on Eastern African Pastoralism (CELEP), Voluntary Action Camden (VAC), and others.
 - Audited accounts were prepared for donors and statutory bodies.
- Four issues of the "PENHA Newsletter" were prepared. They were distributed in both digital and in printed form to PENHA friends and stakeholders.
- Several promotional materials continued to be produced which keep the positive image of PENHA such as PENHA T-shirts, calendar, leaflets, brochures, etc.
 - The preparation for PENHA's 22nd Anniversary celebration and conference was started. This will take place in 2012.

The Trustees are also very proud to report that Joanna Lumley continued to provide PENHA with her moral support and guidance as its Patron.

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Trustees' Report

Eritrea

The programme "Pastoralist Centre Development", which is being funded by Oxfam Novib (Netherlands), has reached its final year, but progress has been slow and the implementation of activities has been delayed. The reasons for the delay are mainly based on contractual obstacles faced during the cooperation with local constructors who were asked to finalise the centre building. However, licence, budget and logistic issues have now been cleared and construction of the pastoralist centre is due to start in Gelouj, Western Eritrea.

In the meanwhile, a feasibility study has been carried out with the help of a local consultant, looking at the opportunities, risks and organisational structure regarding the centre. The plan is to establish a viable production and market centre for animal fodder, and possibly others such as dairy products and gum Arabic. This will assist some of the local pastoralists to generate income, but will also improve access to crucial livelihood products for the wider community. An in-depth business plan has been produced and shared with local stakeholders and our funders. The implementation of the business plan and thus the start of pastoralist centre operations are now envisaged for the end of 2011, as soon as construction of the centre facilities is underway.

Somaliland

PENHA-Somaliland has laid a solid foundation for the revitalization and development of the organisation. It is working to develop a new country strategy and a set of proposals that reflect local priorities, aiming to deliver tangible outputs in pastoral communities, while linking these to policy work and bringing a regional perspective. Following a financial audit conducted by an independent firm, stronger financial procedures were put in place.

The Women's Economic Empowerment Programme is regional and is funded by Danida, the Danish International Development Authority. The programme, managed by the Regional Program Coordinator, is on track to deliver the outputs on schedule.

Highlights:

A new Project Officer was recruited after the first appointee resigned due to illness.

Second round of Business Skills Training workshops was successfully conducted.

A local language Business Skills Handbook was produced.

Value Chain Analysis was conducted.

The Gender Mainstreaming & Leadership Trajectory (GMLT) programme, funded by Oxfam Novib, involves training civil society organizations from Puntland, Somaliland and South-Central Somalia on how to address gender in their organizations and projects. PENHA's Country Representative is primarily responsible for the delivery of the training. PENHA-Somaliland organised a regional GMLT workshop in October, 2010.

The Resource-Based Conflict (RBC) Network, funded by Oxfam Novib, brings together CSOs from across the region. PENHA-Somaliland is the focal point organization for Somaliland and participates in the Nairobi Secretariat's periodic meetings. In 2010, it conducted a peace-building workshop for community groups from either side of the Puntland/Somaliland border.

The Sustainable Employment & Economic Development (SEED) Programme is funded by Britain's Department for International Development (DFID) through the International Labour Organisation (ILO). PENHA-Somaliland worked with ILO-Nairobi to design a program of activities under this programme, involving environmental rehabilitation projects employing community members (cash for work), value chain analysis and workshops bringing together market actors, and the provision of training, tools and hives for fodder production and beekeeping. In 2010, with Practical Action (Nairobi), a market study was conducted, covering the honey and fodder markets, to form the basis for program activities scheduled to begin in 2011.

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Trustees' Report

PENHA-Somaliland's collaborative efforts include: working with the Ministry of Labour & Social Affairs to review the National Gender Policy; working with the Ministry of Planning on development policy; working with the Ministry of Labour & Social Affairs and a Danish NGO on a proposal for business skills training for Danish Diaspora returnees and organizing a discussion at the at the University of Hargeisa with Dr. Redie Bereketeab of Nordic-Africa Institute, a member of the UNESCO-funded Greater Horn Horizon Forum.

Sudan

PENHA works in Kassala State, Eastern Sudan, near to the Eritrean border. This is a very poor area, far from the capital city of a geographically huge country. The government is beginning to focus some attention on development in this area. The pastoralist community, which is large, is joined by many refugees from both Ethiopia and Eritrea. The gradual loss of grazing land to arable farming is resulting in a major change in the life of people who used to be nomadic.

PENHA is working in three major subject areas:

to help local pastoralists to develop ways of keeping their animals during the dry season through new methods of providing animal feed

to empower women to develop an independent economic basis with their own small businesses

to support the education of pastoralist children (especially, girls) with a relevant curriculum

60 women from five localities surrounding Kassala city were trained in the conservation, preparation and use of fodder for their animals. This training was done in association with government institutions, Sudanese colleges and the Pastoralist Environment Association in Kassala State (PEAKS) and was funded by Oxfam Novib.

45 women, including many of those from the fodder training, were also involved in the Women's Economic Empowerment Programme. This was based on a study of the needs of women in the Kassala area of Eastern Sudan. They learnt a great deal about how to run a small business. At the end of this workshop, they gave a show of the many traditional artefacts which they make for their community. A number of issues were raised by the women at these courses – such as the need for clean water and the problem of plastic bag litter which is often eaten by the livestock, particularly goats, with resulting health problems. In addition, they brought up the fundamental need for education. About 85% of the women were illiterate – but they were also a group of very competent and intelligent women who were aware of the needs of their community and of their own needs.

The Rotary Club of South Holland has contributed to our education project in Ghulsa and other surrounding schools near to Kassala in Eastern Sudan. They have given three Trade Aid boxes for the support of schools containing a whole cornucopia of useful items for a school including pencils and paper, black board paint and chalk, world maps and some calculators. The selection was agreed with PENHA in Sudan.

PENHA conducted, on behalf of the Japanese International Cooperation Agency (JICA) and the Government of the Sudan, a study on the price and supply of food in the Kassala area. The assumption has been that the supply of food in the urban area and the rural area ran quite independently. The policies for making sure that the food supply systems ran smoothly was based on this assumption. However what the PENHA research showed was that this was incorrect and the food supplies for both areas are closely linked to each other – and it made a number of specific recommendations to the policy makers with the aim of making food more available to both the rural and the urban poor.

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PENHA's Director, Dr. Zeremariam Fre led a team of Sudanese experts and enumerators to conduct an extensive survey on the supply of water for drinking and irrigation involving 600 poor households in and around Kassala city. This study of water for irrigation and for human use along with a socio-economic survey in Eastern Sudan had two aims: improving the quality of drinking water and developing more reliable food production by improving the water supply for irrigation. In both cases this focused on improving the water supply for poor households in and around Kassala city. The irrigation water survey involved 300 small farmers (using the wadi (riverside) irrigation system) around Kassala city. An important aspect of the assessment was to establish the importance of traditional irrigation systems and their role in improving household food security for thousands of small farmers who depend on wadi irrigation systems. Two reports were produced and accepted by the JICA which intends to fund a multimillion project in the next five years.

PENHA has continued to give support to PEAKS and help it to develop as a strong, local pastoralist Community Based Organisation.

Like other international NGOs, PENHA has to renew its registration with the Sudan Government on an annual basis. This is done in 2010.

Uganda

Under the Women's Economic Empowerment Programme in Uganda, a training workshop was held in Masaka in March 2010 for 42 women, members of women's groups from four surrounding districts. An exhibition of handicrafts made by the women was held and exhibitors were given tips by an expert from a UNDP export promotion initiative. A Business Skills Training Handbook was also produced in order to spread the training more widely. In follow-up meetings with group members a total of about 400 women were reached.

A value chain analysis was carried out covering five districts. The analysis looked at a range of products and markets in which women are currently active or could potentially enter (including production of yoghurt, ghee, honey, handicrafts, goat rearing, bull fattening, tailoring, sweater knitting, mushrooms and commercial crops). In addition, 100 cross bred goats were distributed to groups which participated in the training. A "Brother" knitting machine was provided for one group.

PENHA-Uganda is the national focal point organisation for the Resource Based Conflict (RBC) Network. Activities included a mapping study in Karamoja and consultations with Karamojong women on the social and economic issues they face. Two capacity building training workshops were held in Moroto. Several case studies were conducted in different districts. These activities were conducted in close co-operation with the RBC's Nairobi Secretariat.

A study of the Ankole long-horned cattle in Nyabushozi and the Cattle Corridor was completed and launched in Sanga with the participation of local pastoralists and the Ministry of Agriculture. The study was published in English and the local Runyankore language. This work was done in collaboration with the League for Pastoral Peoples and Endogenous Livestock Development (LPP) and the Local Livestock for Empowerment of Rural People (LIFE) Network Africa.

PENHA Uganda staff and associates participated in a number of international fora:
Symposium on Drought Risk Reduction (DRR) and Development Policy Implementation, Nairobi, June 2010
The 4th AGRIFICA Agribusiness Africa Conference (South Africa) November 2010
Global Gathering of Women Pastoralists (GGWP), Mera, Gujarat, India, November 2010

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Trustees' Report

PENHA-Uganda was actively involved in a range of national policy fora, notably those organized by the FAO and a national consultation on range management policy.

Individual meetings were also held with a number of international visitors, including:
Dr. Andrew Harberd and Joep Van Mierlo of Veterinaries Sans Frontieres
Nancy Morgan and Ugo Pica Ciamarra from the World Bank Project on Livestock Data Innovation in Africa
Christine Mataya and Jeffrey Stark from Foundation for Environmental Security and Sustainability
Stella Mukasa and Carsten Schkensen from DANIDA, Copenhagen

A monitoring visit from the London office was made in March 2010.

How the money was spent

The great majority of funds raised by the London offices as well as country offices are earmarked for project activities in the Horn of Africa. Funds awarded to PENHA from donors are released on the basis of specific and detailed agreements with donors as to the use of such funds. PENHA thanks all its donors and remains committed to continue its drive towards alleviating poverty among pastoral people in Africa and empowering them to make their own contribution for a better future for themselves and their countries.

Donations in time and kind

We have increased the human resources at country offices by 20% and increased the number of our internees/volunteers in our London office by 30%. Two new board members have agreed to join PENHA in 2011 and a new Company secretary has been appointed at the last AGM. PENHA has a few core paid staff in several countries but much of our work is carried out by technical advisors, members of Line ministries in the Horn of Africa, research associates and post graduate volunteers under the leadership of our core staff.

The PENHA trustees, most of whom are UK based and are high calibre professionals, have provided their advice, support and guidance throughout the year.

Possible risks and risk management

PENHA works in a Region which is still vulnerable to poverty, vulnerability due to drought/famine, HIV-AIDS and civil strife. Under such circumstances PENHA trustees regularly review risks and mitigate against such risks by having contingency plans in place. PENHA also has a reserve policy and aims to set aside 20% of its funds for contingencies to cover unforeseen expenditure.

PENHA

Trustees' Report

Trustees responsibilities

Charity account guidelines and generally accepted accounting principles which may be applied to charitable organisations requires trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the organisation and of the profit or loss for that period. In preparing those accounts, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the organisation will continue in business.

The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the organisation and to enable them to ensure that the accounts comply with the charities Statement of Recommended Practice (Charities SORP).

They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Auditors

A resolution to reappoint Accounts Center Associates Limited as auditors will be put to the members at the Annual General Meeting.

Small company special provisions

The report of the directors has been prepared in accordance with the provisions of Part 16 of the Companies Act 2006.

This report was approved by the board on 10 April 2012.

Mr R. Grant
Secretary

PENHA

Independent auditors' report to the Trustees of PENHA

We have audited the accounts of the PENHA for the period ended 31 December 2011 which comprise pages 8 to 12. These accounts have been prepared in accordance with the UK Charities SORP, under the historical cost convention and the accounting policies set out therein.

This report is made solely to the company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of directors and auditors

As described in the Statement of Directors' Responsibilities the company's directors are responsible for the preparation of the accounts in accordance with applicable law and United Kingdom Accounting Standards.

Our responsibility is to audit the accounts in accordance with relevant legal and regulatory requirements and United Kingdom Auditing Standards.

We report to you our opinion as to whether the accounts give a true and fair view and are properly prepared in accordance with the Companies Act 2006. We also report to you if, in our opinion, the Directors' Report is not consistent with the accounts, if the company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding directors' remuneration and transactions with the company is not disclosed.

We read the Directors' Report and consider the implications for our report if we become aware of any apparent misstatements within it.

Basis of audit opinion

We conducted our audit in accordance with United Kingdom Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the accounts. It also includes an assessment of the significant estimates and judgements made by the directors in the preparation of the accounts, and of whether the accounting policies are appropriate to the company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or other irregularity or error.

Auditors have been appointed for projects in Uganda, Sudan and Somaliland and we have relied on their project reports and returns from these areas.

In forming our opinion we also evaluated the overall adequacy of the presentation of information in the accounts.

PENHA

Opinion

Subject to the above, in our opinion the accounts give a true and fair view of the state of the project's affairs as at 31 December 2011 and of its surplus for the period then ended and have been properly prepared in accordance with the Companies Act 2006 and the UK Charities SORP.

Accounts Center Associates Limited

Registered auditors

492 Gale Street

Dagenham Essex RM9 4NU

020 8595 8333

10 April 2012

PENHA

Statement of Financial Activities for the year ended 31 December 2011

		Unrestricted Funds £	Restricted Funds £	2011 £	2010 £
Incoming resources	Notes				
Donations and other income					
Grants	2	3,983	147,607	151,590	284,499
Activities for generating funds		2,491	-	2,491	-
Investment income		25	-	25	24
Total incoming resources		<u>6,499</u>	<u>147,607</u>	<u>154,106</u>	<u>284,523</u>
Resources expended					
Charitable activities	4	-	232,480	232,480	250,278
Project support and administration	5	0	34,534	34,534	23,564
Fundraising and publicity	6	1,030	-	1,030	300
		<u>1,030</u>	<u>267,014</u>	<u>268,044</u>	<u>274,142</u>
Net incoming funds / (outgoing resources)		5,469	-119,407	-113,938	10,381
Total funds brought forward		<u>6,881</u>	<u>137,539</u>	<u>144,420</u>	<u>134,039</u>
Total funds carried forward		<u><u>12,350</u></u>	<u><u>18,132</u></u>	<u><u>30,482</u></u>	<u><u>144,420</u></u>

There were no recognised gains or losses other than the results shown in the financial statements.

The notes on pages 10 - 12 form part of the financial statements.

PENHA

Balance Sheet as at 31 December 2011

	Notes	2011 £	2010 £
Fixed assets			
Tangible assets	7	<u>742</u>	<u>180</u>
		742	180
Current assets			
Debtors	8	12,409	-
Cash at bank	9	35,975	191,264
		<u>48,384</u>	<u>191,264</u>
Creditors: amounts falling due within one year	10	<u>18,644</u>	<u>47,024</u>
Net current assets		29,740	144,240
Total assets less current liabilities		<u>30,482</u>	<u>144,420</u>
Creditors: amounts falling due after more than one year		-	-
Net assets		<u><u>30,482</u></u>	<u><u>144,420</u></u>
Funds			
Restricted funds	11	22,530	137,539
Unrestricted funds		7,952	-
		<u>30,482</u>	<u>137,539</u>

The trustees acknowledge their responsibilities for:

- (i) ensuring that the organisation keeps proper accounting records which comply with the Charities SORP and generally accepted accounting principles; and
- (ii) preparing accounts which give a true and fair view of the state of affairs of the project as at the end of the financial year and of its surplus or deficit for the financial year.

The accounts have been prepared on an accruals basis and incorporates all income, costs, assets and liabilities for which invoices have been received and/or settled.

Mr Z. Quereshi
(Chairperson)

Dr L.A. Abebe
(Treasurer)

Approved by the Trustees on 10 April 2012

PENHA

Notes to the Accounts for the year ended 31 December 2011

1 Charity status

The charity is a company limited by guarantee, the liability of the members being limited to £1 each. The company is registered as a charity and is exempt from direct taxation.

2 Accounting policies

The accounts have been prepared under the historical cost convention and in accordance with applicable accounting standards and the Statement of Recommended Practice on Accounting by Charities (the Charities "SORP"), as revised in April 2005 and the Companies Act 2006.

Grants

All grants are from donors for specific environmental research projects or for the purpose of defraying staff costs (and for the provision of office facilities and functions).

Restricted project funds

Funds received in respect of restricted projects are credited direct to the individual restricted profit accounts which are then debited with payments made in respect of the project and with the costs of administering that project.

Overseas projects

Expenditure in respect of overseas projects is charged to the relevant project at the time of payment.

Foreign currencies

Transactions denominated in foreign currencies are recorded at the rate of exchange ruling at the dates of transaction. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the exchange rate ruling at the balance sheet date.

Companies Act

The company has permission under Section 60(1a) of the Company's Act 2006 to omit the word 'Limited'

Depreciation

Depreciation has been provided at the following rates in order to write off the assets over their estimated useful lives.

Equipment 25% straight line

3 Incoming resources	2011	2010
	£	£
This is stated after charging:		
Depreciation of owned fixed assets	428	183
Auditors' remuneration	4,000	1,700
Exceptional costs associated with introducing the Euro	-	-
	<hr/>	<hr/>
4 Charitable activities	2011	2010
	£	£
Direct project costs	175,118	124,381
Professional fees and consultancy	870	26,131
Travel	9,758	29,000
Vet-Aid costs	-	-
Wages and salaries	46,734	70,766
	<hr/>	<hr/>
	232,480	250,278

PENHA

**Notes to the Accounts
for the year ended 31 December 2011**

	2011	2010
	£	£
5 Project support and administration		
Salaries	9,462	4,396
Volunteer costs	3,060	1,080
Rent, rates and insurance	6,550	6,398
Printing, postage and stationery	3,152	1,634
Telephone, fax and internet	1,362	1,774
Bank charges	396	1,245
Audit fee	4,000	1,700
Accounting	1,893	2,163
Repairs and maintenance	-	249
Depreciation	428	183
General expenses	4,231	2,742
	<u>34,534</u>	<u>23,564</u>
6 Fundraising and publicity	2011	2010
	£	£
Newsletter	130	100
Publicity	900	-
Subscriptions	-	200
	<u>1,030</u>	<u>300</u>
7 Tangible fixed assets	Equipment	Total
	£	£
Cost		
At 1 January 2011	729	729
Additions	990	990
At 31 December 2011	<u>1,719</u>	<u>1,719</u>
Depreciation		
At 1 January 2011	549	549
Charge for the year	428	428
At 31 December 2011	<u>977</u>	<u>977</u>
Net book value		
At 31 December 2011	<u>742</u>	<u>742</u>
At 31 December 2010	<u>180</u>	<u>180</u>
8 Debtors	2011	2010
	£	£
Danida: amount receivable	12,409	-
	<u>12,409</u>	<u>-</u>
9 Bank and cash	2011	2010
	£	£
Cash	29	229
Current account	1,711	3,073
Reserve account	11,732	100,398
Capital reserve account	22,503	87,564
	<u>35,975</u>	<u>191,264</u>

PENHA

Notes to the Accounts

for the year ended 31 December 2011

10 Creditors: amounts falling due within one year

	2011	2010
	£	£
Creditors and accruals	18,644	6,624
Deferred income	-	40,400
	<u>18,644</u>	<u>47,024</u>

11 Restricted Funds

	01/01/11	Incoming resources	Project Expenses	Deferred income	31/12/11
Oxfam-Novib	58,487	13,800	67,568		4,719
Danida	69,769	118,033	183,976		3,826
ICCO	541				541
JICA	2,828		2,828		-
Kassala Education (BBC 4 Appeal)	321				321
Eve Reckitt Trust	1,000		-		1,000
OpenGate	2,790				2,790
EPRD	1,803		1,803		-
EU	-	15,774	6,441		9,333
	<u>137,539</u>	<u>147,607</u>	<u>262,616</u>	<u>-</u>	<u>22,530</u>

Unrestricted Funds

	01/01/11	Incoming resources	Project Expenses	Deferred income	31/12/11
HQ	6,881	3,983	5,000		5,864
Fundraising		2,491			2,491
Depreciation			428		(428)
Investment income		25			25
	<u>6,881</u>	<u>6,499</u>	<u>5,428</u>	<u>-</u>	<u>7,952</u>
Total	<u>144,420</u>	<u>154,106</u>	<u>268,044</u>	<u>-</u>	<u>30,482</u>

Included in Danida funded project expenses of £183976 for the year ended 31 December 2011 are project disbursements to Somaliland, Sudan and Uganda of which £39314 (\$60763) remained in the individual country bank accounts. The individual country balances are presented in the table below.

Country Chapter

	Balances 31/12/11	Balances 31/12/11
	£	\$
Somaliland	31,430	48578
Sudan	3,608	5576
Uganda	4,276	6609
	<u>39,314</u>	<u>60,763</u>

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Notes to the Accounts for the year ended 31 December 2011

12 Employees

Number of employees

The average number of persons (including directors) employed by the charity during the year, analysed by category, were as follows:

	2011	2010
Charitable activities	1	1
Administration	1	1
Employment costs		
	£	£
Wages and salaries	51112	30622
Social security costs	5084	3324
	<u>56,196</u>	<u>33,946</u>

No employee was remunerated at a rate of more than £50000 per annum.