



architecture
sans frontières

UNITED KINGDOM

Annual Review 2014-2015

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Management team-

Ms Melissa Kinnear, General Manager; Ms Sarah Ernst, Communications Manager; Ms Naomi Shinkins, Programme Coordinator; Ms Beatrice de Carli, Programme Coordinator.

Board-

Ms Rubbina Karruna: Chair; Mr Charles Parrack: Treasurer; Mr M Barac; Mr Neal Barnes; Ms Natalie Daniels; Ms Alison Hart; Ms Alicia Pivaro; Mr Oliver Wainwright (resigned August 2014).

Advisors-

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Expert Affiliates-

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• Elevation of shelters
by Community Hall

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Change by Design, London, UK, ASF-UK International workshop

Message from our Chair

I am writing the foreword to our 2014/15 report as we enter the year of Habitat III – the UN process that will set the direction of urban development intervention for UN member states for the next 20 years. It is still to be seen how this new urban agenda is set. At the moment there are numbers of urban experts drafting papers, identifying the priorities but how will vulnerable groups and stakeholders, who so often are seen as passive actors in the process of urbanisation, participate in this agenda?

The philosophy, methodologies and approaches that ASF-UK are developing underline the need to find new ways to address the processes of globalisation, in particular at the urban scale.

This year has seen ASF-UK consolidating its activities across three key areas, Change by Design, Resilience by Design and Challenging Practice.

Resilience by Design tackled the issues of environment and resilience within the mangroves of Colombia, recognising the need to draw in expertise beyond built environment professionals leading to a reflective development of the RbD approach.

Change by Design decided to test its methodologies in a more local setting – London. The development of the HS2 train line could have a detrimental effect on the communities and businesses in Euston. The problems that these stakeholders face are differentiated from the global south settings of some of our workshops but the challenges of the powerful forces of regeneration and urbanisation remain the same.

Challenging Practice continues to grow in demand and reach with participants from all over the globe, bringing in a wide range of built environment professionals and sharing new approaches to urban development.

This year has been packed with testing new approaches, adapting methodologies and developing the capacity of professionals and communities. Therefore I want to thank the tireless volunteers of ASF-UK who deliver this work alongside some fantastic partners across the globe. The wide range of activities set out in this year's report is a testament to their hard work and dedication.



Rubbina Karruna, Chair



1

Our Philosophy



Change by Design, London, UK, ASF-UK International workshop

ASF-UK's Objectives

1. Training and Capacity Building

Ensure an understanding of the core principles behind community participation, appropriate design and sustainability becomes an integral part of the education and practice of built environment practitioners by working with universities and bodies such as RIBA and the ARB to influence the way architecture is taught; and developing accessible, online training programmes complemented by practical, hands-on workshops, and marketing these courses to ensure take-up.

2. Live Projects

Ensure emergency and development programmes lead to appropriate built environment solutions by forging relationships with the governments, NGOs and voluntary organisations running the projects and encouraging and facilitating the involvement of architects with a people-centred and participatory approach.

3. Advocacy

Influence policy decisions about resource allocation, participation and recognition of all citizens within political, economic and social systems and institutions to ensure a more just urban environment for all.

ASF-UK's Philosophy

Our philosophy as an organisation has evolved as we have defined the gap within architectural education and practice, and recognised that good intentions alone do not result in good practice!

- We believe strongly that local communities and local built environment professionals should be determining their own development, and any external players should be building capacity and helping to facilitate the change needed.
- The problems we are tackling are so complex that it needs a very clear methodology of engagement to begin to unravel constraints and opportunities for action
- We are redefining the boundaries of our work as the typical approach to developing a building project is not appropriate in the contexts of vulnerability in which we often find ourselves.
- We prefer to develop replicable and adaptable methodologies rather than solutions to problems.
- We think that working only in teams of built environment practitioners is problematic and we need to include all sorts of additional people and disciplines in the way we work and engage.
- We work everywhere! The levels of vulnerability, marginalisation and disparity between the rich and poor is on the rise and we cannot ignore what we learn from all the contexts and how this information might be relevant to places closer to home.

¿Sabe usted qué es el Consejo Comunitario?

SI NO



Consejo Comunitario

SI



5. ¿Sabe usted sobre el proceso de Titulación colectiva?

SI NO



6. ¿Tiene usted los proyectos del Consejo Comunitario?

SI



8. ¿Sabe usted cómo se administran los recursos en el Consejo Comunitario?

SI NO



2 Sponsors and Partners





Resilience by Design, Cartagena, Colombia, International workshop

In 2014 and 2015 ASF-UK has had funding and support from a number of organisations:

ASF Funders

- Walter Guinness Trust
- Building Design Partnership (BDP)

ASF Supporters

- Scarcity and Creativity in the Built Environment (SCIBE), University of Westminster
- The Bartlett Development Planning Unit (DPU), University College London
- University College London (UCL) Urban Laboratory
- School of Architecture, University of Sheffield
- Departamento de Ciencias Humanas, Artes y Diseño, Universidad Jorge Tadeo Lozano / Cartagena, Colombia
- Facultad de Artes y Humanidades, Universidad de Caldas / Manizales, Colombia

ASF Partners

- Universidad Politecnica Salesiana (UPS)
- El Instituto de Altos Estudios Nacionales (IAEN)
- Confederación Nacional de Barrios de Ecuador (CONBADE)
- Fundación por la Educación Multidimensional (FEM), Colombia
- Comite de Desarrollo de Los Pinos
- Gobierno Barrial de Atucucho
- ASF France
- ASF Spain
- ASF Italy
- ASF Sweden
- Global Mamas
- Ghana Street Library
- Tangentfield
- CitizensUK

Thank you

ASF-UK would like to thank all our funders, supporters and partners for all their help in 2014 and 2015.

Sponsorship

ASF-UK welcomes sponsorship and donations to increase the impact of our work. If you would like to donate please do so on our Virgin Money page www.virginmoneygiving.com/charities/asf-uk.

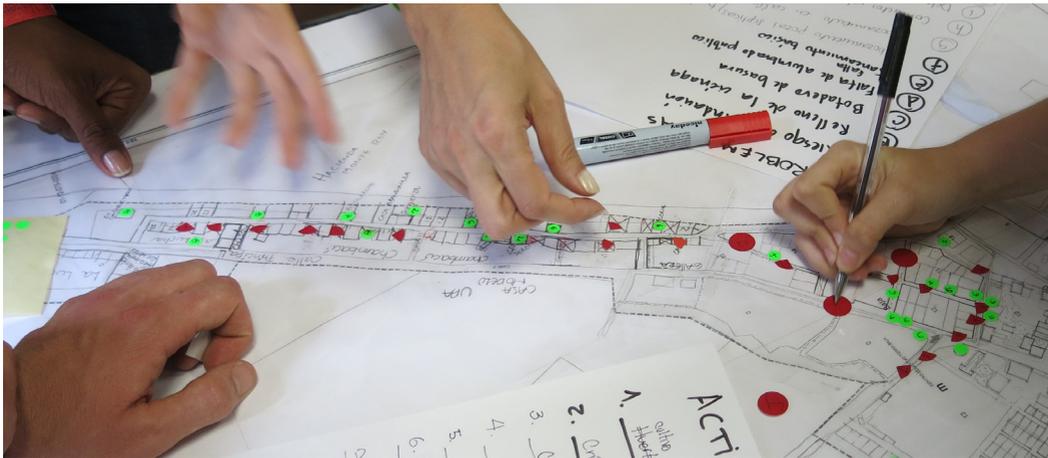
For more information on individual membership and sponsorship opportunities for companies please contact Melissa Kinnear at mkinnear@asf-uk.org.



3

Programmes







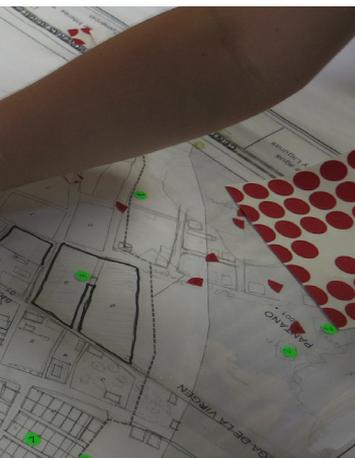
Change by Design | Articulating new spatial imaginations

Change by Design aims to advance participatory design as a way to strengthen marginalised communities and engage citizens in a process of deepening democracy. Unlike conventional participatory methods, it frames participation as a means to challenge the structural conditions that perpetuate urban poverty and exclusion from urban planning, design, and governance.



Resilience by Design | Fragile territories

Resilience by Design explores socio-ecological development in both rural and urban contexts and is structured around supporting the development of resilient communities. This methodology is being developed for a project we are doing in Cartagena, Colombia with local partners Fundación por la Educación Multidimensional (FEM).



Challenging Practice | Essentials for the Social Production of Habitat

Challenging Practice is an independent learning programme that encourages architects to engage in the production of habitat for the world's most vulnerable groups. It is specifically targeted at built environment professionals with an interest in the challenges that are impacting on the human development of billions of people across the world.

3.1 Training and Capacity Building

Change by Design: Collective imaginations for contested sites in Euston, London, UK **International workshop**

ASF-UK ran a seven day Change by Design participatory design workshop from September 10 to 16, 2014 in London. In this fifth instalment of the Change by Design workshops, ASF-UK collaborated with London Citizens and local stakeholders to explore the impact of large-scale development and regeneration in London on local communities, in the context of the large scale HS2 (High Speed Rail) development proposals for Euston Station.

Building on participatory design tools developed in previous Change by Design engagements, the workshop aimed to strengthen the negotiation capacity of community groups in bringing about positive change to local people in three different areas representing different scales of impact. Through this process ASF-UK generated community-led principles that would reinforce the Citizens Charter being elaborated by Citizens UK and Camden Citizens specifically. These principles strive to advance positive outcomes of the proposed future development, focusing on the Euston Area Plan developed by the Camden Council and the proposed HS2 rail link in the Euston area.



Win an Argos Voucher
on Monday 25th 2014
Annual Meeting
Residents and
Association



Change by Design, London ASF-UK workshop

Resilience by Design: Scenarios for local resilience in Cartagena, Colombia

International workshop



In September 2014, a 'Resilience by Design' workshop took place in Colombia with Fundación por la Educación Multidimensional (FEM), an organisation working to improve major social, cultural, and educational disparities within Colombia.

The Resilience by Design workshops are based on an integral action-research methodology that assesses the multiple dimensions of vulnerability in order to promote solutions that situate resilience in the context of the wider ecological, physical, social, economic and political dynamics shaping both rural and urban areas.

The workshop used participatory design and planning as a means to gather information to formulate community-based guidelines for Tierra Baja, an Afro-Colombian community living within the beach/mangrove ecosystem of Cartagena, Colombia. These guidelines will eventually feed into a Territorial Management Plan, a fundamental aspect of the documentation required in order to obtain collective land ownership titles from the State of Colombia.

The workshop was structured around four stages: developing an understanding of the context, mapping existing social and spatial strategies, prioritising issues for further development, and debating and defining scenarios and guidelines. The results of the workshop in Colombia were collated in an exhibition, held at the School of Architecture of the University of Tadeo, Cartagena, illustrating mapping and analysis of the settlement as well as concrete scenarios for resilience, including risk management, social organisation and the sustainable development of the mangrove area. The exhibition was well attended by the community, authorities, academics and activists, who recognised the benefits of participatory planning in this context. The exhibition was also documented by a local TV news channel and the video is available here:

<https://www.youtube.com/watch?v=aoqqWHc8t1A>



Challenging Practice: Essentials for the social production of habitat-

www.challengingpractice.org

introduction

URBAN CONTEXT SETTING THE SCENE

1. To gain a preliminary understanding of the complex linkages between urban development, informal urbanization, and their nested social, spatial and political ramifications.
2. To identify the main historical and contemporary approaches of the different disciplines (built environment professions, and design specifically) in the process of scalar intervention in urban transformations.

principles of
engagement

DISCRIMINATION

- 1 To understand what 'discrimination' means.
- 2 To be able to recognize different types and forms of discrimination.
- 3 To gain awareness as to whether built environment interventions enable individuals and communities to surmount the effects of discriminatory practices and regulations.

PARTICIPATION

- 1 To understand the social and historical context of participation, its definition and the role of the facilitator.
- 2 To identify the tools and methodology of a participatory approach.
- 3 To understand how community action planning can build on the tools to empower communities to direct their own development.

SUSTAINABLE APPROACHES

- 1 To understand what 'sustainable development' means in light of the nexus between ecological, economic, and social sustainability.
- 2 To understand the role of built environment professionals as enablers of sustainable processes rather than providers of sustainable solutions.
- 3 To have an understanding of the criteria and tools which can allow for identifying local skills, materials, and technologies to be supported and implemented.

built environment
principles

HERITAGE

- 1 To understand the broad meaning of the term heritage and the differentiation between tangible and intangible heritage.
- 2 To understand heritage in the context of development, and the opportunities that it offers in connection with territory, resources and knowledge transfer.
- 3 To recognize the cultural and symbolic importance of cultural heritage, and understand how it is threatened in conflict scenarios.

LAND TENURE

- 1 To understand the relevance of land policies, and their impact upon the lives of low-income urban dwellers.
- 2 To be able to identify the links between land policies, legislative and institutional frameworks, and the underlying power relations shaping the processes and products of urban planning.
- 3 To gain an insight into the tools that can be used to address land issues in the context of community-led urban upgrading.

project implementation
tools

PARTNERSHIPS

- 1 To understand what a partnership is, and who the key players are.
- 2 To be aware of partnerships in the context of international development and urban poverty
- 3 To recognise the potential, limitations and challenges of partnerships.
- 4 To obtain an understanding of the key skills needed for working in partnership.

PROJECT CYCLE

- 1 To understand and recognize the life-cycle of a project.
- 2 To understand the logic and the principles involved in building a log-frame and its usual terminology.
- 3 To be able to develop a Logical Framework Matrix.

THEORETICAL FRAMEWORKS

- 1 To appreciate the relevance of theoretical frameworks as tools for reflecting on the practice of development.
- 2 To have a better understanding of the main conceptual frameworks and be able to differentiate between their different approaches with regards to working with the urban poor.
- 3 To be able to apply the various frameworks to different contexts, and therefore operate with a clearer understanding of the purpose of an intervention, its limitations and entry points.

cross cutting principle

DISASTERS & RISK REDUCTION

- 1 To understand the correlation between disasters, vulnerabilities and natural hazards.
- 2 To understand the DRR equation $D=HxV$, and therefore the importance of focusing on the causalities of vulnerabilities.
- 3 To understand why built environment professionals have an important role in DRR, to understand basic reconstruction processes, and the actors involved (affected populations, national and local authorities, national and international organisations, etc).

During the year the ASF-UK team continued to run various stages of the Challenging Practice training course and launched the final stage.

Stage 1 | Introduction

Approximately 410 people registered for the first stage of the Challenging Practice online course during the course of the year. 45 people completed the Stage 1 during the year.

Stage 2 | Learning in Action

ASF-UK ran two two-day seminars which have been developed as part of the course to enable participants to deepen their understanding of the topics covered by Stage 1 through scenario-building activities and role-play exercises based on real case studies, where the challenges of intervening are met with the layered realities of different social, cultural, political and economic contexts.

Stage 3 | Reflecting in Action

ASF-UK launched an opportunity for Challenging Practice course participants to participate in the ASF-UK international workshops in Colombia and London as a route to achieving certification for Stage 3 of the course. This was a successful way to offer learners a live immersion into urban reality, and enable them to put into practice the concepts, methodologies, skills and techniques acquired in the previous phases of Challenging Practice. 3 of the participants from London spent an extra 2 months working remotely to support the ongoing development of materials for a public exhibition and the report for publication.

ASF-UK also supported 3 participants to do internships with 3 different organisations. Each participants negotiated conditions with their internship provider to suit the requirements of the Stage 3 learning outcomes. At the time of writing for this report all 3 participants were still involved in their internships.

Stage 4 | Reflecting on Action

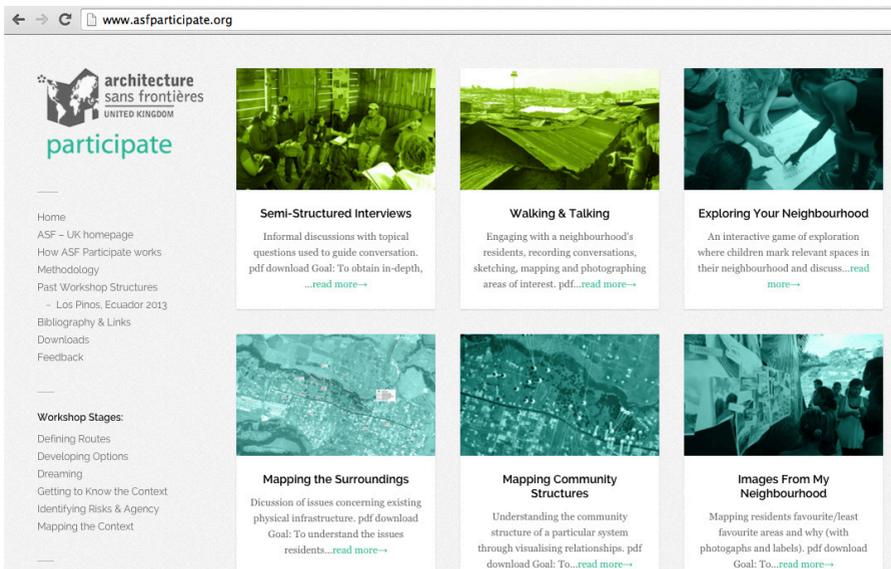
ASF-UK launched Stage 4 of the Challenging Practice course in January 2015.



ASF Participate

ASF-UK launched ASF Participate, in the summer of 2014, which is an online database of the participatory tools that ASF-UK has used to date with the core objective to facilitate the engagement of communities and citizens in a process of deepening democracy. This online toolkit provides the necessary information for communities, participants and built environment professionals to become better equipped to participate more effectively in the decision making processes that are required for the social production of habitat. The tools can be downloaded from the website onto any digital device for use in areas where there is no internet access and are available to be printed individually and as a complete set for free.

The website is only partially complete and currently only has the tools and one case study available. As the tools are only useful if adapted to particular contexts with a specific aim we are working towards investing more time into developing the resource further. We feel that it has the potential to become a key knowledge sharing platform for the wider ASF-Int network in addition to ASF-UK and its collaborating partners, participants and communities



The screenshot shows the website www.asfparticipate.org. The header includes the logo for 'architecture sans frontières UNITED KINGDOM participate'. The main content area is a grid of six tool cards, each with a representative image and a brief description.

Home
ASF – UK homepage
How ASF Participate works
Methodology
Past Workshop Structures
– Los Pinos, Ecuador 2013
Bibliography & Links
Downloads
Feedback

Workshop Stages:
Defining Routes
Developing Options
Dreaming
Getting to Know the Context
Identifying Risks & Agency
Mapping the Context

Semi-Structured Interviews
Informal discussions with topical questions used to guide conversation.
pdf download Goal: To obtain in-depth, ...read more→

Walking & Talking
Engaging with a neighbourhood's residents, recording conversations, sketching, mapping and photographing areas of interest. pdf...read more→

Exploring Your Neighbourhood
An interactive game of exploration where children mark relevant spaces in their neighbourhood and discuss...read more→

Mapping the Surroundings
Discussion of issues concerning existing physical infrastructure. pdf download Goal: To understand the issues residents...read more→

Mapping Community Structures
Understanding the community structure of a particular system through visualising relationships. pdf download Goal: To...read more→

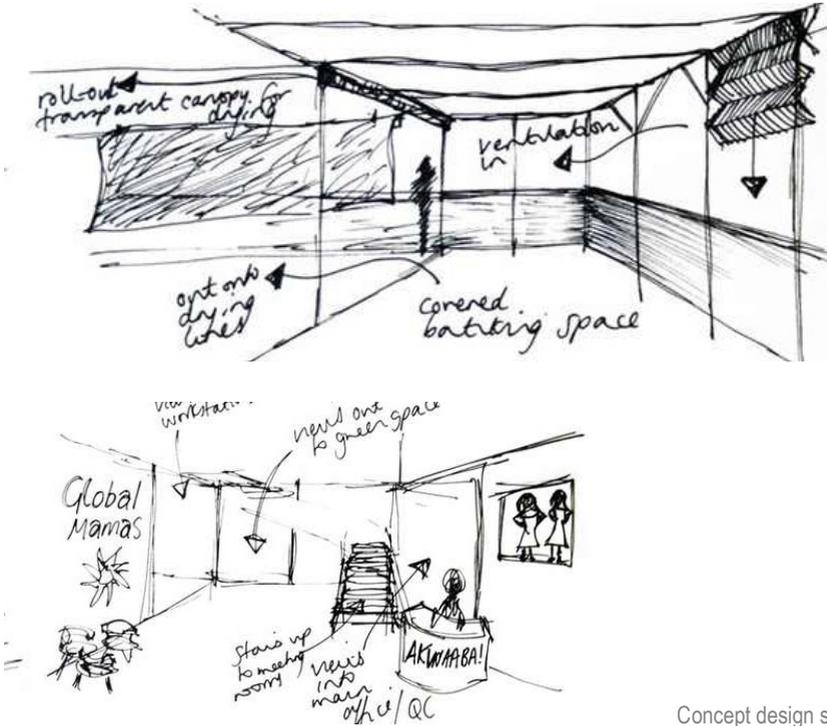
Images From My Neighbourhood
Mapping residents favourite/least favourite areas and why (with photographs and labels). pdf download Goal: To...read more→



Resilience by Design, Cartagena, Colombia, International workshop

3.2 Live Projects

Global Mamas Fair Trade Zone



Concept design sketches

In 2013 ASF-UK led a team of international and local architecture students to re-think spaces of textile production in Ghana in collaboration with Global Mamas, a fairtrade textiles cooperative focussed on Women's Empowerment. The team used participatory design techniques to develop proposals for a new production site named the 'Fair Trade Zone'.

In the last year ASF-UK has continued to support Global Mamas in their vision of creating an ethical production site for their textiles cooperative. This has mainly been in a fundraising capacity with associates contributing to writing proposals for project funding and strategic advice on acquiring land for the development.

Ghana Street Library



Street Library visual

ASF-UK has worked with Street Library Ghana since Jan 2013 to help realise the goal to create street library kiosks in the Eastern region. This has included working with local and international architecture students in partnership with street library Ghana and the community of Anoff to design and construct a kiosk that will also act as a community information point. The kiosk has been sponsored by local businesses and the community of Anoff. The kiosk was completed in August 2014 and an event was held for the opening with members of the local community, tribal council, local government and sponsors. Most recently Street Library Ghana with support from ASF-UK has been developing an urban model for the kiosks and has presented these ideas to the Accra Metropolitan Assembly who are keen to support the initiative.

Change by Design: Quito, Ecuador – Internships

ASF-UK are continuing to follow-up the outcomes of the Change by Design workshop, which was undertaken in August 2013, and the five internships which commenced in the four to six months after this.

The participatory design and planning activities were carried out in two informal settlements on the urban fringe of Quito; Los Pinos and Atucucho.

In Los Pinos, a 'Plan de Manejo' (Management Plan) was developed as a key mechanism for ongoing negotiations between various groups in the settlement and the municipality, for the future spatial and social organisation of the neighbourhood. Questions regarding densification, urban agriculture and protection of natural resources were key to the challenges of reaching a consensus.

In Atucucho, the interns produced a 'Plan de Mejoramiento' (Improvements Plan) as the result of four months of participatory planning workshops and negotiations with the municipality. This was presented to the Ministry for the Environment, with representatives from the community and Somos Ecuador, our local partner.

The recommendations from the Plan were to consolidate their governance through forming an Environmental Council, in order to manage green spaces which form part of the settlement, including a monoculture forest. The pertinent issue of protection of green spaces on the urban edge was used to leverage a discussion forum with the authorities in Quito, as concerns regarding urban sprawl and environmental degradation are high on their agenda.

Following this, in January 2015, a public space upgrading programme has been introduced by the municipality. One of the interns has been working at the Ministry of Housing and Urban Development since finishing her internship, and is involved with the identification of the public spaces in Atucucho and community negotiations. The municipality have provided a budget for materials for the local government of Atucucho to organise and carry-out the upgrading of the spaces.

3.3 Advocacy

Change by Design: Launch of CbD Ecuador book in English

www.asf-uk.org/documents

A report of the Change by Design workshop in Quito, Ecuador 2013, was launched in English in April 2014. This report outlines the findings of a two-week participatory design workshop undertaken by Architecture Sans Frontières-UK (ASF-UK) in the municipalities of Quito and Mejía, Ecuador, from August 10 to 24, 2013. The workshop explored cross-scale design options for the future regularisation and upgrading of the neighbourhood of Los Pinos. Based on the exploration of residents' spatial practices and imaginations, the workshop investigated ways in which present and prospective residents of Los Pinos can be meaningfully involved in an integrated design/development process as active agents of change, rather than beneficiaries of top-down visions and spatial solutions. The workshop resulted from a collaboration with a coalition of partners including the Universidad Politécnica Salesiana and the community organisation Comité de Desarrollo Comunitario Los Pinos.



This report outlines the findings of a two-week participatory design workshop undertaken by Architecture Sans Frontières UK (ASF-UK) in the municipalities of Quito and Mejía, Ecuador, from August 10 to 24, 2013. The workshop explored cross-scale design options for the future regularisation and upgrading of the neighbourhood of Los Pinos. Based on the exploration of residents' spatial practices and imaginations, the workshop investigated ways in which present and prospective residents of Los Pinos can be meaningfully involved in an integrated design/development process as active agents of change, rather than beneficiaries of top-down visions and spatial solutions.

Trained within ASF-UK's participatory design and planning methodology, Change by Design, the workshop carried out a series of activities to facilitate the participative articulation of residents' layered needs and aspirations, with the aim to contribute to the elaboration of an open-ended, neighbourhood-scale development strategy. Such practices of participatory design aimed at contributing to the on-going debates about the democratisation of spatial production in the Quito region. As such, they have been planned as a means to support the operationalisation of the Buen Vivir agenda in an urban context, and in pursuit of the goals expressed at the Contrato Social por la Vivienda.

CHANGE BY DESIGN

New spatial imaginations for Los Pinos

WORKSHOP REPORT (2013)

Alexandre Apsan Frediani, Beatrice De Carli, Isis Nuñez Ferrera, Naomi Shinkins
Architecture Sans Frontières UK

WUF7 2014: Participatory Design and Planning for Equitable Cities

Following the successful training session at WUF6 in 2012, ASF-UK hosted a Networking Event at the seventh session of UN-Habitat World Urban Forum, held in Medellin, Colombia, in April 2014. Here, ASFUK associates and affiliate Beatrice De Carli, Alexandre Apsan Frediani, and Matthew French facilitated a Networking Event titled: Participatory Design and Planning for Equitable Cities. The session combined a variety of speakers to discuss the opportunities and limitations of participatory design & planning, with the aim to facilitate exchange on the subject between different stakeholders, particularly local governments and community-based organisations. The event saw the participation of a number of Change by Design partners - including Architecture Sans Frontières International; Development Action Group; Morar de Outras Maneiras, Universidade Federal de Minas Gerais; UN-HABITAT Afghanistan; and Universidad La Gran Colombia - and was structured into three parallel debates, addressing issues of Scale, Time, and Process in participation. Within each debate, speakers and participants were invited to present and discuss their own work and experience from Africa, Asia, Europe, South America. These questions were used as entry points to organise different discussion groups. This platform was a useful space for learning and exchange of ideas for different organisations and experts.



UNESCO World Conference on Education for Sustainable Development

Isis Nunez Ferrera, ASF-UK associate, was selected among 5,000 candidates, as one of 50 young leaders on ESD initiatives around the world for her work within ASF-UK's action-learning workshops Change by Design and Resilience by Design. During 8 days, Isis participated in different forums, sharing ASF-UK's innovative pedagogic approaches and their particular focus on field-based learning environments, collaborative initiatives and reflexive engagement with built environment issues. These discussions reflected on the successes and challenges of such approaches, as well as the lessons they can elicit to help advance formal and informal education for sustainable development. Isis was also selected as member of the drafting committee of the official recommendations for the UNESCO Global Action Programme on ESD. During the drafting, the reflections and lessons from ASF-UK's actionlearning programmes specifically informed recommendations for policy-advancement, innovative learning for youth and local communities.





4

Thank You



Resilience by Design, Cartagena, Colombia, International workshop



Bio Organix
**HEALTH
STORE**

Collect and
drop off your
parcels here



Change by Design, London ASF-UK workshop

Thank you!

ASF-UK has received a number of donations through general donations made to ASF-UK and fundraising events.

We would also like to thank the Walter Guinness Trust for sponsoring our RbD Colombia Workshop, the Building Design Partnership Architects and the UCL Public Engagement Unit.

Finally, we would like to thank all ASF-UK volunteers for their time, energy and commitment to ASF-UK over the last year. The organisation remains a key player in the ongoing training and capacity building of built environment professionals and we believe that this is due largely to the great team that we currently have and the wide range of projects and focus areas that allow many different people to participate and engage with the programme and organisation at multiple levels.

Raising money for ASF-UK

If you would like to raise money for ASF-UK please contact Beatrice at b.decarli@asf-uk.org. Fundraising can be done through our Virgin money page at www.virginmoneygiving.com/charities/asf-uk.

Donate to ASF-UK

If you would like to donate to ASF-UK this can be done through our Virgin Money page at www.virginmoneygiving.com/charities/asf-uk.



5

Financial Affairs

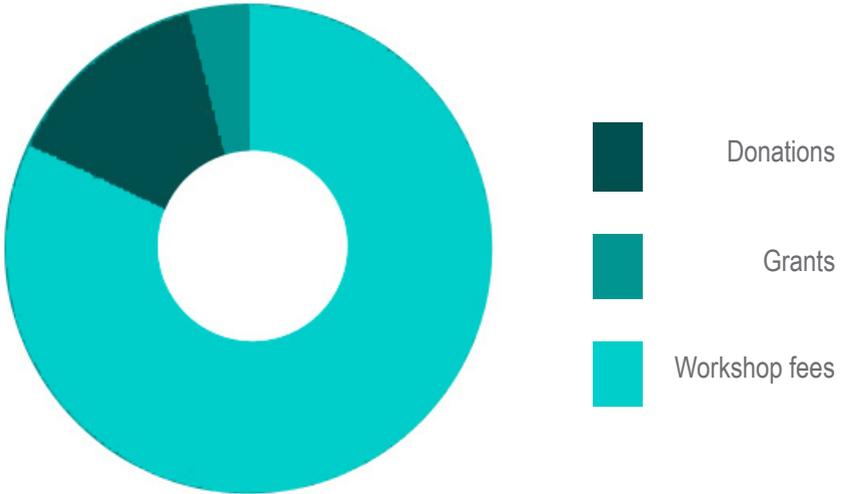


Summary of Accounts

The accounts summarise information relating to the Statement of Financial Activities, providing a snapshot of ASF-UK finances over the year Mar 2014-Feb 2015. Full accounts are available on the Charity Commission website, www.charity-commission.gov.uk/.

	Unrestricted	Restricted	2015 Total	2014 Total
Incoming resources				
Incoming resources from generated funds				
Donations	10,299	-	10,299	1,614
Investment income	16	-	16	26
Incoming resources from charitable activities:				
Grants received	-	4,450	4,450	5,000
Fee income	42,647	-	42,647	29,846
Other incoming resources				
Total incoming resources	52,962	4,450	57,412	36,486
Charitable expenditure:				
Project Expenditure	26,858	1,000	27,858	23,494
Administrative expenditure	11,276	-	11,276	22,173
Governance Cost	991	-	991	1,117
Total resources expended	39,125	1,000	40,125	46,784
Net outgoing resources before transfers	13,837	3,450	17,287	(10,298)
Gross transfers between funds	-	-	-	-
Net movement in funds	13,837	3,450	17,287	(10,298)
Funds at the start of the year	7,193	-	7,193	17,491
Funds at the end of the year	21,030	3,450	24,480	7,193

Income Breakdown



Expenditure Breakdown



Resilience by Design, Cartagena, Colombia, International workshop

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