

# PROGRAMME UPDATE



International Federation of Red Cross and Red Crescent Societies  
Fédération internationale des Sociétés de la Croix-Rouge et du Croissant-Rouge  
Federación Internacional de Sociedades de la Cruz Roja y de la Media Luna Roja  
الاتحاد الدولي لجمعيات الصليب الأحمر والهلال الأحمر

## **LIBERIA**

26 February 2002

*Appeal No. 01.04/2001*

*Appeal Target: CHF 4,531,000*

*Programme Update No. 2; Period covered: July - December 2001; last Programme Update (No. 1) issued 27 August 2001*

### **“At a Glance”**

*Appeal coverage: 17.6%*

*Related Appeals: N/A*

*Outstanding needs: This appeal received extremely limited donor support in 2001, donors are encouraged to focus their support on the Federation’s 2002 Annual Appeal for West Africa (no. 01.01/2002), particularly the Liberia component of the appeal.*

*Summary/Update: Inconsistencies in the quality of governance and management of the Liberian National Red Cross Society (LNRCS) during the 1998 to mid-2001 period led the Federation’s Africa Department to review programme support to the LNRCS. A decision was reached in June 2001 to revise the type of support provided to the LNRCS and to temporarily suspend development cooperation with the LNRCS pending the resolution of a number of governance and management issues (see annex 2). Expatriate staff working for the Federation were withdrawn from Liberia. The LNRCS responded positively to this challenge and reforms in a number of key areas are already underway. Operationally, the LNRCS continues to be active with support from ICRC and other donors.*

### **Operational Developments:**

The ICRC, assisted by the LNRCS, continues to respond to the ongoing IDP assistance operation in Bong, Gbarpolu and Cape Mount Counties, caused by the continuation of armed hostilities between Government and dissident forces in the Northern Border region of Lofa County. The LNRCS, in line with its mission objective, also continues to provide essential health care and basic relief services to those with no other external support.

*Note: the recent outbreak of hostilities has provoked another humanitarian crisis. For further information on this please refer to the ICRC in Geneva and their website <http://www.icrc.org>*

### **Institutional Changes**

The National Executive Board made the following appointments on 2 July 2001 during its second quarterly board meeting, intended to stabilize the National Secretariat: Secretary General, Assistant Secretary General, Information Dissemination Coordinator.

The LNRCS has identified three key objectives to pursue over the next five months with the aim of consolidating relationships with the ICRC, the Federation and other donors, maintaining ongoing programmes and commencing the process leading to the preparation of the LNRCS five-year Development Plan to attract and sustain donor support for its humanitarian programmes.

The objectives are:

- Ensuring a functional relationship with the Federation and the ICRC.
- Maintaining the ongoing LNRCS programming (health, relief, and First Aid).
- Commencing the process leading to the preparation of the five-year development plan.

The following reports on the progress made on these objectives.

### ***Objective 1 Ensuring a functional relationship with the Federation and the ICRC.***

The LNRCS Mission Statement was drafted and forwarded to stakeholders - chapters, branches and members of governance and management - for their input. Their feedback will be built into the final document and presented to the full Board for endorsement.

A final settlement with the former Secretary General has been reached, ending a major issue which created serious image and negative media reporting against the interest of the LNRCS.

Discussions facilitated by missions to Liberia of the Federation's representative from the Africa Department and the Federation's Head of Regional Delegation in Abidjan centred on the administrative arrangements following the withdrawal of expatriate staff and the modalities for future Federation development cooperation with the LNRCS.

The national society settled its statutory contribution to the Federation for a period of two years (2000/2001) totalling USD 2,278. The LNRCS president participated in the General Assembly of the International Federation and the subsequent Council of Delegates in Geneva during November.

The Regional Delegation sent a technician to Liberia in September 2001 to facilitate the installation of an e-mail system at the LNRCS headquarters to improve the exchange of communication between the Regional Delegation and the LNRCS.

A senior technical advisor to the LNRCS has been identified and will make an initial familiarization mission to the LNRCS in early January 2002 to discuss with LNRCS, ICRC and other partners how best to support the LNRCS in this transitory phase. The technical advisor should submit a first report with recommendations for Federation Development with the LNRCS by end April, 2002. Based on present developments within the LNRCS, but subject to the advisor's recommendations, cooperation with LNRCS may be developed.

### ***Objective 2 Maintaining the ongoing LNRCS programming (Health, Relief, First Aid)***

The LNRCS's programming is currently being supported by ICRC. For details please refer to ICRC reports.

### ***Objective 3 Commence the process leading to the preparation of the Five-year Development Plan***

The following strategy documents have been drafted by the Secretariat for the attention and comments and inputs of the stakeholders at all levels of the national society including governance, management, chapters, branches, the Federation and the ICRC.

- The LNRCS recovery process-draft working paper.
- Proposal leading to the preparation of the LNRCS five-year development plan.

To ably prepare the LNRCS to cope with its humanitarian mission and development priorities, the national society is considering forming the following committees:

- National resource mobilization committee to galvanize resources for the LNRCS.
- National planning committee to coordinate the process leading to the preparation of the LNRCS's five-year development plan.
- National disaster committee to develop and monitor the LNRCS disaster intervention.

### ***Outstanding needs***

Donor support is required to cover the Liberia components within the West Africa 2002 Appeal no. 01.01/2002 which focuses on health, preparedness, development and management & coordination). Support for this Appeal launched on behalf of the LNRCS and based upon a Federation-supported development strategy, will be critical if the LNRCS is to develop into a well functioning national society capable of helping the most vulnerable of Liberia.

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*All International Federation Operations seek to adhere to the Code of Conduct and are committed to the Humanitarian Charter and Minimum Standards in Disaster Response (SPHERE Project) in delivering assistance to the most vulnerable.*

*For further information concerning Federation operations in this or other countries, please access the Federation website at <http://www.ifrc.org>*

*Note: the recent outbreak of hostilities has provoked another humanitarian crisis. For further information on this please refer to the ICRC in Geneva and their website <http://www.icrc.org>*

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<b>Liberia</b>						ANNEX 1
<b>APPEAL No. 01.04/2001</b>		<b>PLEDGES RECEIVED</b>			25.02.2002	
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
<b>CASH</b>						
REQUESTED IN APPEAL CHF ----->				<b>4'531'044</b>		<b>TOTAL COVERAGE 17.6%</b>
CASH CARRIED FORWARD				178'742		
BRITISH - RC		17'500	GBP	43'050	03.05.2001	LIBERIAN RC INSTITUTIONAL DEVELOPMENT
BRITISH - RC		10'000	GBP	24'600	03.05.2001	DELEGATION CORE COSTS
BRITISH - RC		10'500	GBP	25'830	20.04.2001	HEALTH FIST/ AID PROGRAMME
BRITISH - RC		12'012	GBP	28'348	25.10.2001	
CANADIAN - RC		170	CAD	186	30.03.2001	COORDINATION & MANAGEMENT
CANADIAN - RC/PRIVATE		170	CAD	184	20.04.01	LIBERIAN REFUGEES
FINNISH - RC				52'688	06.04.01	DELEGATE'S COSTS
FINNISH - RC		5'891	EUR	8'984	26.06.2001	REVIEW TEAM
FINNISH - RC		25'228	EUR	37'085	13.12.2001	RELIEF PROGRAMME
ICRC		25'680	USD	43'117	26.11.2001	
SWEDISH - RC		333'000	SEK	56'111	21.05.2001	ID PROGRAMME
SWEDISH - GOVT/RC		334'000	SEK	56'279	21.05.2001	COORDINATION & MANAGEMENT
SWEDISH - GOVT		333'000	SEK	56'111	21.05.2001	HEALTH
SWEDISH - GOVT		300'000	SEK	47'490	22.11.2001	RELIEF
SWEDISH - GOVT		300'000	SEK	46'500	10.12.2001	3 MONTHS ASSIGNMENT OF PLANNING DELEGATE
UNICEF		2'879	USD	4'902	02.05.2001	YOUTH REINTEGRATION PROJECT
<b>SUB/TOTAL RECEIVED IN CASH</b>				<b>710'207</b>	<b>CHF</b>	<b>15.7%</b>
<b>KIND AND SERVICES (INCLUDING PERSONNEL)</b>						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
FINLAND	Delegate(s)			29'733		
NETHERLANDS	Delegate(s)			19'548		
NETHERLANDS	Delegate(s)			4'000		AFP
SWEDEN	Delegate(s)			34'825		
<b>SUB/TOTAL RECEIVED IN KIND/SERVICES</b>				<b>88'106</b>	<b>CHF</b>	<b>1.9%</b>
<b>ADDITIONAL TO APPEAL BUDGET</b>						
DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
<b>SUB/TOTAL RECEIVED</b>				<b>0</b>	<b>CHF</b>	
<b>THE FOLLOWING PROJECTS ARE LINKED TO THIS APPEAL:</b>						
PLR002, PLR003, PLR004, PLR160, PLR301, PLR501, PLR510, PLR520						

**Annex 2: Summary Report on the Federation's Secretary General 8-count proposal to the LNRCS**

<b><i>Federation Secretary General Proposal</i></b>	<b>Action taken by the LNRCS</b>
<i>Initiating the process preparatory to drafting a LNRCS mission statement designed to gain broad support within the LNRCS at all levels.</i>	<ul style="list-style-type: none"> <li>• Mission statement completed and endorsed by National Executive Board.</li> </ul>
<i>Avoiding to the greatest extent possible a negative LNRCS public image throughout the interim period and demonstrating acceptance of the responsibilities incumbent upon the LNRCS as a member of the Federation and part of the Movement.</i>	<ul style="list-style-type: none"> <li>• In April, 2001, the National Society held its 43rd General Assembly during which time voting was held leading to the election of a new National President and Executive Members, as well as the appointment of Eminent Persons from the community. This process has brought to an end a major issue (Governance instability) which was partly responsible for the negative public image of the National Society.</li> <li>• The issue of the former Secretary General, Mr. Roosevelt Willie, who also contributed to the negative image has finally been resolved out of court.</li> <li>• In July, 2001, Members of the Chapter Executive Committee, officers and some volunteers filed a joint complaint, and later a “vote of no confidence” in the Chairperson, Mr. J. ben Zinnah for what they termed as the ‘Chairperson’s inimical modus operandi and unwholesome behavior.’ A Fact-finding Committee, headed by the 2nd Vice President, Mr. Emmanuel O. Kparh, went to Bomi. Based on the outcome of the investigation, a new Management Team was set in the chapter pending a final resolution of the case by the Board. (Copies of complaint filed against the Chairperson and the investigation conducted into the case are available upon request).</li> </ul>
<i>Appointing a Secretary General and an effective management team in line with statutes and agreed procedures enabling a clear, straightforward and accountable governing and management structure.</i>	<ul style="list-style-type: none"> <li>• In its 29 June 2001 Quarterly Meeting, the National Executive Board through the President announced the appointment of Mr. Daniel S. Clarke, Jr., as Secretary General and Mrs. H. Boweh Barduae, as Assistant Secretary General effective 1 July 2001.</li> </ul>
<i>Ensuring LNRCS governing body decisions reflect the views of the NEB in its entirety.</i>	<ul style="list-style-type: none"> <li>• In the absence of the General Assembly, the National Executive Board meets once every quarter (four times a year) to take important decisions on behalf of the National Society. In the absence of the National Executive Board, a nine-member Executive Committee comprising of the five elected officers, two Chapter Chairpersons and two Eminent Persons meet monthly to discuss and take decisions on issues put forward by the Secretariat. Next NEB meeting was held 29 September 2001.</li> </ul>
<i>Initiating the process preparatory to drafting a current and comprehensive time bound LNRCS development plan</i>	<ul style="list-style-type: none"> <li>• The process leading to the preparation of the National Development Plan is being discussed at the level of the Secretariat. The Framework of Development Cooperation (document 1998 - 2000) between the Federation and the LNRCS expired in December 2000. The development of the next plan required a SWOT analysis of the 1998 Framework Vulnerability Survey in the communities to identify the core priorities of the National Society programmes in line with Federation Strategy 2010, ARCHI 2010 and the Ouagadougou Declaration. This</li> </ul>

	<p>process requires technical assistance from the Regional Delegation to finalize. A working document has been forwarded to the HoRD, Abidjan.</p>
<p><i>Initiating the process preparatory to establishing a system for sound financial management, budgeting, accounting and external, independent auditing, with clear accountability for use of funds - including a plan of action, timeline and cost estimate covering full implementation</i></p>	<ul style="list-style-type: none"> <li>• The LNRCS presently conducts a manual accounting system as per its own specification designed by a local accounting firm. In early 2000, a Finance Officer was appointed following a process of screening involving the National Society and the Federation Liberia Delegation. Technical assistance is needed from the Regional Delegation to build the LNRCS Finance Department capacity to prepare Appeal budgets, record financial transactions and do financial reporting in line with Federation standards and software tools. Approval (checks) for disbursements of LNRCS funds are perfected by three signatures: The President, National Treasurer and the Finance Officer.</li> </ul>
<p><i>Providing regular progress reports to the Federation, and other stakeholders on LNRCS activities and the use of resources</i></p>	<ul style="list-style-type: none"> <li>• The National Society has planned to ensure regular reporting to all components of the Red Cross Movement, as well as other stakeholders. The office of the Assistant Secretary General of the LNRCS has been made responsible to coordinate the Society’s reporting process which will have the involvement of all program managers. The key outstanding issue remains that the National Society lacks appropriate communication facilities to ensure that reports are promptly submitted. Assistance is needed in this direction. The Communication Consultant from the Federation Regional Delegation is currently in Monrovia, Liberia to facilitate the installation of an e-mail system and train the LNRCS Information/Dissemination staff.</li> </ul>
<p><i>Liaising with the Government of Liberia to enable a suitable legal status agreement applicable to the immunities, personnel, assets and the activities of the International Federation in Liberia to be concluded immediately</i></p>	<ul style="list-style-type: none"> <li>• The required documentation is presently before the Government Ministry of Foreign Affairs. Follow-up being done for feedback.</li> </ul>