

Appeal 2001-2002



International Federation
of Red Cross and Red Crescent Societies

Liberia (Appeal 01.04/2001)

Click on programme title or figures to go to the text or budget

	<i>In CHF</i>
1. Disaster Response	1,185,055
2. Disaster Preparedness	851,784
3. Health and Care	1,032,850
4. Humanitarian Values	70,499
5. Institutional Development	698,933
6. Co-ordination & Management	691,923
Total	4,531,044



Introduction

The seven year Liberian civil crisis which began in 1989 caused the death of nearly 150,000 persons and displaced about 1.7 million persons internally and externally, contributed to a widespread exodus of highly qualified people in all sectors of Liberian society, and exacerbated an already high rate of adult illiteracy which stands at about 70%. Communications, electricity and potable water are generally not available throughout the country and roads are generally impassable in the interior especially during the rainy season in the interior of Liberia.

The social and economic crisis which persisted in Liberia during the 1980s has been accelerated by the political-military conflicts of the 1990s leaving a crippled economy unable to meet the needs of the Liberian people. All productive sectors were adversely affected and those reactivated are operating at less than 40% of pre-war levels. Public and private capital has been depleted with wide-spread destruction of physical infrastructure, massive population displacements, and disruption of the capacity, development and growth of public and private organisations.

The Liberian National Red Cross Society (LNRCS) was itself a victim of the civil crisis, resulting in mass looting and destruction of its' physical facilities, dislocation of its volunteers and incapacitation of its chapters and branches. While still in the process of rebuilding, the Liberian Red Cross is faced with the imposing challenges of providing quality services to the vulnerable population while donor interest in the country continues to diminish.

[return to top](#)

1. Disaster Response

Assistance to Returnees and Other Vulnerable Persons

Background and progress to date

The LNRCS, supported by the Federation and the ICRC, provided basic survival supports to the vulnerable communities during the war. These included the provision of non-food and food items to thousands of civilians fleeing fighting in central and northern Liberia during the onset of the war. Further assistance of non-food items were provided to over 60,000 IDPs in Buchanan between 1994 to 1995.

The society has worked in partnership with UN and other humanitarian agencies to address the situation of those who were made vulnerable during the war, especially those from western Liberia; notably, Bomi, Cape Mount, rural Montserrado and Lofa Counties. From 1993 to 1994, the LNRCS became the only implementing partner of the WFP, distributing rations to new influxes of displaced persons. Under the program, the LNRCS also established several emergency shelters for IDPs and conducted tarpaulin distribution at those shelters for the UNDP. The LNRCS was also a lead agency in ten displaced camps of over 65,000 IDPs in rural Montserrado for over six years.

In 1995, the LNRCS was involved in the provision of emergency services including the distribution of food to Sierra Leonean refugees, who had fled the war in that country during this period. Under this operation, the LNRCS started the construction of the Sinje Refugee Camp in Cape Mount County.

Presently, the LNRCS conducts food aid program for the WFP in over 170 schools with a total student population of over 42,000. Under this program, the Society also distributes food rations to over 5000 vulnerable persons and farmers in Bomi and Lower Lofa counties. The LNRCS is also the implementing partner of the IDP Relocation Assistance Program, which has been funded by the UNDP, the Liberian Government, the Federation and other agencies. Since it started in 1997, the program has resettled and reintegrated some 126,000 IDPs to both western and south-eastern Liberia.

Goal To resettle and reintegrate vulnerable returnees, empower them and help to strengthen their communities so that they become self supporting and to strengthen the capacities of local Red Cross chapters and branches to enable them to undertake effective emergency relief actions in their communities.

Objectives and Activities planned

Objective 1 To resettle Internally Displaced Persons who volunteer to return to their pre-war homesteads and provide them with emergency shelter kits. to facilitate their integration.

The activities to achieve this objective are:

- Beneficiary identification in conjunction with the Liberian Relief, Relocation and Resettlement Commission (LRRRC) and the Liberian Red Cross.
- Procurement of relocation kits containing: blankets, Jerry-cans, machete, one axe, one hammer, 1 kg. nail, one tarpaulin, two bars laundry soap and used clothes.
- Distribution of 500 kits to selected beneficiary families. The kits will allow the families to construct temporary structures to aid in their return to their community of origin.

Objective 2 To strengthen local coping capacities of return communities in two counties of western and southern Liberia by providing technical and material assistance for the rehabilitation and reconstruction of these communities.

The activities to achieve this objective are:

- Procurement of 100 community return kits containing 2 wheel barrows, 6 axes, 5 hammers, 7 kg nail, 10 whippers, 5 buckets, 5 shovels, 10 hoes, 2 bow saws, 20 cutlasses, 5 rakes and 5 files.

- The distribution of 100 community kits to villages in Bomi and Grand Gedeh Counties. Kits will be community owned and are intended to facilitate communities efforts to rehabilitate roads, protect water sources and undertake self help micro agriculture and other development programs.
- Chapter volunteers and hired labour will also be used to assist in improving the housing conditions of extremely vulnerable persons in 15 villages in Bomi and Grand Gedeh Counties. Some 250 vulnerable families (about 1,150 persons) are targeted to be assisted under this activity.
- External inputs will be zinc sheets and nails for roofing, and cement for floor laying.
- Food for Work support will be sought from the World Food Program.
- The project will also provide assistance to 10 communities in Grand Gedeh and Bomi to construct 10 elementary schools. The schools will be constructed mainly of mud bricks and other local resources on self-help basis. Again external inputs will be zinc sheets, cement, nail, doors, and steel rod.
- Stationery, books and school furniture will be provided vulnerable students.
- A memorandum of understanding between the community and the Red Cross will be entered into, which will detail the phasing out procedures and the taking over of the facilities by the community and the Ministry of Education.
- Construction of four small warehouses of local materials in four branches in Bomi and Grand Gedeh Counties to provide storage support to the LNRCS integrated relief and health programs in the two counties. Purchase of cement, zinc, sand, timber and nail will be required.

Expected results

- 500 IDP families will be given family kits and will have all been resettled and reintegrated into their pre-war or choice homesteads in the Southeast by mid 2001.
- 10 communities approximately holding 500 persons will have received community kits and will have engaged in improving the conditions of their farm to market roads, communities' water and sanitation conditions, micro agricultural projects, the manufacturing of school chairs and other community projects.
- Some 250 extremely vulnerable IDP families (mainly single mothers, disabled and elderly persons) will have been sheltered in traditional huts with zinc roof with cement floors.
- Ten communities of returnee IDPs will have had 10 elementary schools with water and sanitation facilities by the end of 2002.
- Four mini- warehouses will have been constructed in four local branches by 2001 ending.

Indicators

- Distribution and monthly reports.
- Increase in population and population using shelter materials provided by the Red Cross in the Southeast.
- Self-help micro projects implemented.
- Improved road conditions.
- Number of vegetable gardens planted in Bomi and Grand Gedeh.
- Number of local houses with zinc roofs and cement floors occupied by vulnerable families in Bomi and Grand Gedeh Counties.
- Number of community schools constructed in Grand Gedeh and Bomi Counties.
- Number of warehouses in four branches in Bomi and Grand Gedeh Counties.

Critical assumptions

The successful implementation of the program hinges on the following assumptions:

- The political situation remains stable.
- Retention of technical personnel and volunteers.
- Commitment to the project at all levels (National Society, chapters, volunteers, communities, donors).
- Funds are forthcoming and on time.
- Regional political situations are stable.

Monitoring and Evaluation arrangements

The LNRCS relief monitor will be present at distribution point; the LNRCS relief officer and the chapter relief officer will conduct post distribution monitoring a week following the distribution. Reports will be thoroughly checked and compared with assessment report by the relief field officer. The chapter field officer will pay weekly visits to the communities, hold discussions with community leaders, beneficiaries, and volunteers and assess the project achievement, community participation and constraints and compile and submit weekly report. The LNRCS relief field officer will pay bi-weekly visits to the project sites and compile and submit biweekly updates on the projects.

A quarterly evaluations of project will be conducted by the LNRCS Relief Coordinator, the Chapter Field Officer and the Federation Relief Delegate. Representative of the beneficial communities and the heads of the implementing teams will form parts of the evaluation.

Final evaluations of the projects will be carried out by the LNRCS relief coordinator, the Assistant Secretary General and the Federation relief delegate. Representatives from the donors, the beneficiary communities and the local Red Cross chapters in the operating areas will also form parts of these evaluations.

[return to top](#)

2. Disaster Preparedness

Background and progress to date

The political and social history of Liberia is plagued with ethnocentrism, discrimination and ethnic marginalization. The indigenous people constitutes the down trodden majority; while the elite, mostly of Americo-Liberian stock, controls the existing political, social and economic activities. This appeared to have been the fundamental cause of the seven year civil war in Liberia from 1989 to 1996 which resulted in 150,000 persons killed, 1,071,000 internally displaced, and over 870,000 fleeing to neighboring countries. The infrastructure of the country, including basic social facilities, were devastated and several communities, especially in western and south-eastern Liberia were left in total ruins. The country has also experienced a number of other disasters. The government has not yet put in place a National DPP policy for Liberia nor a guide for common incidents.

Liberia is prone to recurrent natural disasters such as floods, fires, and epidemics of other diseases. The outbreak of political violence and armed conflict in the early 1990s plunged the country into chaos, characterised by killings and displacement of large sections of the population and destruction of basic infrastructure. The years of war deprived the population of the basic means of survival and highlighted their vulnerability. The need for the Liberian Red Cross to strengthen its DPP capacity, in collaboration or partnership with other organisations (local and /or international), to help respond should a disaster strikes has become one of the major priorities for the LNRCS.

Goal The program seeks to strengthen and improve the DPP management capacities of the LNRCS at the headquarters and branches and will build capacity of the most vulnerable in communities so that they can better cope should a disaster strike.

Objectives and Activities planned

Objective 1 To facilitate the development of a contingency guide for common disasters in Liberia (violence, floods and storms).

The activity to achieve this objective is to assist the government to organise a symposium of about 60 participants from the Liberian Red Cross and relevant UN agencies, NGOs and government to discuss a DPP policy for Liberia and to develop a DPP contingency guide.

Objective 2 To decentralise LNRCS DPP program activities to the chapter and branch levels and strengthen the capacities of risk communities by providing these communities technical and material assistance.

The activities to achieve this objective are:

- First Aid and DPP management training sessions for 60 relief and health personnel and volunteers from National Society headquarters (15 participants) and three zonal areas, Grand Gedeh, Montserrado and Bong Chapters (45 participants).
- Organisation of DPP Zonal Task Forces.
- Construction of two zonal warehouses in the strategically located chapters of Bong in Central, and Montserrado in western Liberia will continue.
- Equipping these warehouses (and one in Grand Gedeh) with First Aid and basic emergency non-food items.
- Providing support and training in logistics, transportation and communication.
- A Vulnerability and Capacity Assessment (VCA) workshop for 30 National Society and chapters relief volunteers of Bomi and Grand Gedeh Counties.
- Conduct a VCA in five risk counties.
- To support household food security for 1,400 small farmers (mostly vulnerable female farmers) in Bomi and Grand Gedeh Counties, distribution of seeds, chemicals and fertilisers distribution and the provision of mini food processors (rice and farina mills) and other agricultural inputs.
- Farmers will also be trained and encouraged to organise into small farmer groups.

- Local variety Seed multiplication will also be encouraged amongst farmers so that they develop the habit of growing local crops with high market value. WFP will cosponsor this on a food for work basis.
- The establishment of micro credit scheme and distribution of empowerment kits to 400 vulnerable women in Bomi and Grand Gedeh Counties.
- Workshops in small business management and home economics sessions amongst these women.

Expected results

- A symposium will have been held and a DPP contingency Guide for common disasters in Liberia will have been produced by mid 2001.
- Sixty LNRCS headquarters and zonal staff and volunteers will have been trained and organised into three DPP Zonal Task Force equipped with rapid disaster response kits by the third quarter of 2001.
- Two zonal warehouses will have been constructed and equipped with transportation, communication, and stockpiled with basic non-food supplementary food items, including blankets, clothe, footwear, stretchers, first aid kits, prefabricated tents, plastic sheeting, detergent and utensils.
- Thirty LNRCS relief staff and chapter relief volunteers of Grand Gedeh and Bomi Counties will have been trained and a VCA report on five counties in Liberia will have been available by mid 2001.
- Some 1,400 mostly female farmers in Bomi and Grand Gedeh Counties will have had individual farms or be organised into small farmer co-operatives and will have developed techniques to improve their household food security by mid 2002.
- Some 400 women in Bomi and Grand Gedeh Counties will be have their own micro businesses or projects and will have been trained and empowered to manage these projects by mid 2002.

Indicators

- Some 400 women in Bomi and Grand Gedeh Counties will be have their own micro businesses or projects and will have been trained and empowered to manage these projects by mid 2002.
- DPP contingency manual (guide) available by mid 2002.
- Number of staff and volunteers trained in first aid and DPP management, equipped with first aid kits and organised into three task forces by end of third quarter 2001.
- Number of zonal warehouses stockpiled with relief items, vehicles, HF radio and logistics by mid 2002.
- Number of LNRCS relief and chapter volunteers trained in VCA .
- Number of VCA reports available.
- Number of women and other extremely vulnerable persons engaged in modern farming activities, and food processing in return communities as well as women in agriculture co-operatives by mid 2002.
- Number of vulnerable women with empowerment kits and small businesses by mid 2002.

Critical assumptions

- The political situation, nationally and regionally, remains stable.
- Retention of technical personnel and volunteers.
- Commitment to the project at all levels (National Society, chapters, volunteers, communities, donors).
- Funds are forthcoming and on time.

Monitoring and Evaluation arrangements

DPP consultants will be invited to facilitate and monitor the symposium on the formulation of a national policy on DPP and a DPP guide. Facilitators will also come from the Federation in Liberia, the National Society, the government and the relevant UN and other agencies.

DPP and First Aid Trainers from the Federation, LNRCS and relevant NGOs will be invited to facilitate and monitor the DPP management and First Aid workshop.

The Chapter field officers in the zonal areas will pay regular visits to the construction sites and update the relief department weekly. The relief field officer will pay biweekly visits to the project and submit to the relief department written biweekly updates, which will be copied to the ASG, the relief delegate and the building committee.

The VCA workshop will be facilitated and monitored by a consultant from abroad and the Federation relief delegate in Liberia. The conduct of the VCA will be monitored by the LNRCS relief field supervisor and the relief coordinator.

The LNRCS chapter field officer will pay regular visit during the week to the women and other vulnerable projects. The Women in Development coordinator will pay weekly or biweekly visits to the project, accompanied by the agriculture officer and or the officer of the relief department.

Quarterly evaluations of the project will be conducted by the LNRCS relief coordinator, the chapter field officer and the Federation relief delegate. Representative of the beneficiary communities and the heads of the implementing teams will form parts of the evaluation.

Midterm and final evaluations of the projects will be carried out by the LNRCS Relief Coordinator, the Assistant Secretary General and the Federation Relief Delegate. Representative from the donors, the beneficiary communities and the local Red Cross chapters in the operating areas will also form parts of these evaluations.

[return to top](#)

3. Health and Care

Background and progress to date

Prior to the seven years of internal conflict in Liberia (1990-1996), the Liberian Red Cross enjoyed prominence with the Liberian Government, Non-Governmental Organisations and the local communities. The National Society suffered extensive damage to its volunteer base and properties (such as chapters, branches and health facilities) during the period of active combat, thus adversely affecting its capacity and ability to meet its core costs and provide humanitarian services to the vulnerable. As a result of the civil conflict in Liberia in 1989, the national health delivery system lost over 90% of its assets. Hospitals and other health facilities were massively vandalised and over 95% of the health professionals are either dislodged or unaccounted for. While, 90% of the population have no access to health care, only 16.9% have access to adequate sanitation and 11% receive clean water. However, with the advent of an elected government, Liberia witnessed the large influx of INGOs which greatly contributed to the rehabilitation of over 75% of the health facilities. Even though, most of these facilities have been rehabilitated by INGOs and the donor community, the problem of providing drugs and medical supplies still remain a problem. Presently, the Government of Liberia does not have the capacity to run the health facilities, and 85%-95% of the health care services are being provided by both INGOs and local NGOs.

The LNRCS has a very good working relationship with the Ministry of Health and Social Welfare (MOH), and provides logistical and manpower support to the MOH programs. The National Society, with its extensive network of trained medical staff and volunteers in various community mobilisation strategies on EPI, health education, sanitation and hygiene, HIV/AIDS, and disaster management has the capability to undertake basic health care activities and education, which would significantly improve the health status of target communities, if given the needed financial and technical support.

The LNRCS, supported by the Federation, was one of the few organisations that provided relief to vulnerable groups throughout the civil war (1990-1999). The LNRCS operated 11 clinics and 3 health post (located at transit points) during the emergency period and after the war. These facilities provided services to close to 100,000 persons. The services provided included mainly curative services to internally displaced persons and local residents.

Today, the National Society is operating three Primary Health clinics in the Southeast, one clinic with laboratory facilities at the NS Headquarters (which is 75% self-sustainable) and one health center in Kakata. Attached to the Headquarters clinic is a medical laboratory which was upgraded in 1998 through assistance from the British Red Cross. This laboratory has served as the major source of income for the Headquarters clinic, and because of its efficiency it is used as a referral laboratory. The Kakata health center has an inpatient capacity of 20 beds, a maternity and child health care section including an expanded program of immunisation (EPI) service, and there is also an emergency ambulance service attached to the health center. The marketing association and the driver's union provides a minimal monthly funding for the ambulance service. The health center was built and supported by MSF, however, the funding came to an end in 1999 with a three months phasing-out plan. Presently, MSF is providing drugs and supplies sporadically. The health center provided health care services and education to 20,000 patients during 1999-2000.

The National Society is a member of the Technical Advisory Committee, of the Diarrhoea/Cholera Control Committee and a standing member of the HIV/AIDS Commission which was recently appointed by the President of Liberia. The Technical Advisory Committee advises the Ministry of Health on policy-related issues, to ensure that there is uniformity in the Health Delivery services, and acts as a liaison between the MOH and NGOs. The Diarrhoea/Cholera Disease Control Committee meets regularly to study the trend of diseases, identify high risks communities, and standardise intervention protocols. In the HIV/AIDS Commission, the National Society along with other members of the Committee will draft policy documents on HIV/AIDS; identify funding, and work closely with Government to ensure the necessary Political commitment.

The National Society has worked in partnership with the United Nations Children's Education Fund (UNICEF) and other humanitarian agencies to address the water and sanitation needs in Western and Central Liberia. During

the emergency period, the NS constructed 75 VIP latrines in eleven camps for the internally displaced in Monrovia and surrounding environs. From 1999-2000, the chapters based in the south-eastern region constructed nine wells, five institutional latrines and ninety-five family latrines in Grand Gedeh; seven wells, eight institutional latrines and seventy family latrines in Grand Kru; and rehabilitated three wells, and constructed four wells, fourteen institutional latrines, 293 family latrines in Maryland counties.

The LNRCs with its integrated grass root community based health approach and past record of activities has been successful in its delivery of health services through out the program period. The health care activities and services are based on a three year (1998-2000) Framework for Development Co-operative Plan with the Federation. The health development plan places an emphasis on the bottom up approach to health care delivery, wherein the community members are the major stock holders; and also, the training and empowerment of chapter staff and volunteers, so as to enable them to effectively and efficiently carry out the implementation of all health activities.

In the future the Health program will be focused on the continuous operation of clinic activities and the medical diagnostic laboratory services at HQ, and the water and sanitation services at the field level. The HIV/AIDS programs will be integrated into the CBFA/FA programs and work closely with the Youth and Women-in-Development programs. In addition, the health programme will construct two health promotion centres and ten first aid posts in high-risk areas and CBFA/FA activities in every branch of LNRCs. The health promotion centres during the first year will focus on teaching of First Aid knowledge, health hygiene information, production of IEC materials, HIV/AIDS education and the training of village health workers. While the First Aid post will provide basic first aid service and deliver service to community members at minimal fees. The program intends to reactivate one clinic located in Cape Mount county and two clinics in Nimba county, and to continue to provide health care services, CBFA and water and sanitation services in three clinics located in the south-east region (Maryland, Grand Gedeh and Grand Kru) of the country.

Goal(s) To improve the general health and social conditions for the most vulnerable population through the provision of curative, preventive and health promotion activities, increasing access to quality health services in nine counties. The health intervention programme consist of six components: Primary Health Care, Mother and Child Care (MCH), EPI, Community Based First Aid (CBFA) and First Aid, and Water and Sanitation services.

Objectives and Activities planned

Objective 1 To operate seven clinics (in Western, Central and South-Eastern regions) and one health center in the Central-West region targeting an estimated 50,000 persons with a special emphasis on services to women and children, and the elderly living in remote villages and poor urban areas.

Activities to achieve objective 1 are:

- Retraining of 24 clinic staff in rational drug usage in 2001. These staff members are expected to provide quality service to patients attending these clinics.
- Refresher courses for 21 professional staff located in the Health facilities.
- Distribute, on a monthly basis, drug and medical supplies to the 8 Health facilities.
- Purchase and distribute basic medical equipment to 8 Health facilities.
- Distribute on a monthly basis charts and janitorial supplies to the health facilities.

Objective 2 To further develop, strengthen and upgrade the existing community based integrated health care facilities.

Activities to achieve this objective are:

- Establish cooperation with two community based traditional birth attendants and 2 village health workers who will be trained and equipped with home delivery kits.
- The TBA and Village Health workers will provide service at each first aid post on alternative days in Grand Gedeh during 2001, and a similar exercise will be carried out in 2002.
- Select and train one Public health promotion supervisor based in Grand Gedeh county in 2001 and one supervisor based in Bomi county in 2002.
- To construct and furnish one health promotion center and five first aid posts in Grand Gedeh in 2001 and one health promotion center in five first aid posts in Bomi in 2002.
- To provide logistical support for the health promotion centres comprising: one motor bike for the supervisor and six bicycles for the village health workers in 2001 in Grand Gedeh and in Bomi in 2002.

- To produce local information, educational and communication (IEC) materials.

Objective 3 To improve the health and well-being of vulnerable communities by promoting CBFA in four priority counties in the south-east and Grand Bassa county in 2001. To expand the services to the Central/Western region (Rivercess, Cape Mount, Bomi and Lofa) in 2002. Also, to further develop and strengthen the existing CBFA programme and First Aid response capacity of six Chapters in 2001 and seven Chapters in 2002 through the LNRCS integrated training programme. The training will be integrated into both capacity building and disaster preparedness and response programmes focusing on the human resource development of the Red Cross volunteer and Youth networks.

Activities to achieve this objective are:

- Reactivating of the CBFA Technical Committee.
- Revision and finalization of the CBFA Curriculum by the Technical Committee.
- The holding of CBFA Training of Trainers in the Southeast for Maryland, Grand Gedeh, Sinoe, Grand Kru, and Grand Bassa in 2001.
- These trainers will in turn train 10 Red Cross volunteers per district. In 2002, similar exercise will be carried out in Rivercess, Grand Cape Mount, Bomi and Lofa.
- The trained volunteers and trainers will be equipped with First Aid kits and will provide services in their respective areas.
- In collaboration with MOH, a Response team/Early Warning team will be established at the district level.
- Data base collection on NGOs, concessions, institutions, drivers union, police, ministries, and interested persons in the training of their employees for minimum fees.

Objective 4 To reduce and prevent the spread of diseases by promoting public information and health education on disease prevention, personal health and general hygiene through health awareness campaigns. The main focus will be on STD/HIV/AIDS transmission, drug and alcohol abuse, smoking, tuberculosis.

Activities to achieve this objective are:

- In collaboration with MOH, 6 high risk communities will be selected.
- In collaboration with MOH, 5 Health/Hygiene Animators will be trained per Community. These animators will make house visits twice weekly as well as hold community meetings once monthly.
- In collaboration with the National AIDS and STDs Control Program, three students per school will be trained in HIV/AIDS and STD knowledge. These trainers will organise HIV/AIDS school health club in each of the 10 schools.
- Over 20,000 condoms will be distributed by the HIV/AIDS trainers.
- Information, Education and Communications (IEC) materials, including billboards, posters, and leaflets, will be produced locally and distributed.

Objective 5 To provide and seek affordable and sustainable methods of supplying clean water to rural areas, and to promote good hygiene and sanitation practices.

Activities to achieve this objective are:

- In collaboration with the target communities, establish a Community Based Management (CBM) team in Watsan and Health in each target community prior to the commencement of the WatSan operation. This management team will assist in the mobilisation and activation of community members; act as a liaison between the community and the Red Cross, and manage the health facilities at the end of the project period.
- Provide training for the CBM teams, and develop training materials and handouts.
- To construct ten institutional ventilated improved pit (VIP) latrines, seventy five family latrines and ten hand dug wells mounted with hand pumps in three counties - Nimba in 2001-2002, Grand Gedeh in 2002 and Bomi in 2002.
- To select and train ten pump technicians, five pump care takers, five latrine care takers and ten watsan construction technicians from three counties respectively in.

Expected results

Results related to objective 1:

- 28 Clinic staff trained in rational drug usage will be available in the LNRCS health facilities. Thereby ensuring proper usage of the drugs.

- 21 Professional staff would have undergone refresher courses, thereby enhancing quality of services provided.
- Drugs and medical supplies, equipment, patient's charts and janitorial supplies will be available in the clinics.

Results related to objective 2:

- 20 Community based TBAs and 20 village health workers trained and providing service at the Health Posts.
- 2 qualified Health Promotion Center Supervisors recruited and providing service in the Health Promotion Center.
- 2 Health Promotion Center and 10 First Aid Posts established and functioning in Grand Gedeh and Bomi counties.

Results related to objective 3:

- A technical team with the responsibility of periodically reviewing the activities of the CBFA will be functional.
- A CBFA curriculum will be completed and will be used as a training guide.
- A total of 25 CBFA trainers and 240 CBFA trained volunteers will be available providing service in Grand Gedeh, Maryland, Sinoe, Grand Kru, Grand Bassa, Grand Cape Mount, Rivercess, Bomi and Lofa chapters.
- A Response team/Early Warning team established at the district level.
- A data base of potential clients for first aid training will be established at the HQ and chapter level for income-generating purposes.

Results related to objective 4:

- 6 high risk communities identified.
- 30 trained Health/Hygiene Animators will provide service in the 6 high risk communities.
- 30 students trained in HIV/AIDS education and 10 School Health Clubs organised.
- 20,000 Condoms distributed.
- IEC materials produced and available.

Results related to objective 5:

- Fifteen Community Based Management teams established and functioning in Grand Gedeh, Nimba and Bomi counties.
- The committees will have a membership of six people who are selected by the community with the endorsement of the community leaders, and half of the members should be female.
- A cost recovery system of the project is established.
- Ten institutional ventilated improved pit (VIP) latrines, 75 family latrines and 10 hand dugged wells mounted with hand pumps will be accessible and utilised by community members in Grand Gedeh, Nimba and Bomi counties, respectively.
- Ten pump technicians, 5 Pump caretakers, 5 latrine caretakers and 10 WatSan construction technicians will be trained and providing services in Grand Gedeh, Nimba and Bomi counties, respectively.

Indicators

- Number of staff trained in rational drug usage, number prescriptions issued in clinics are appropriate according to the population of region.
- Number of refresher courses and attendees, better medical practices in clinics.
- Amount of drugs, purchase and prescribed in clinics, reduction in morbidity and mortality rates.
- Amount of medical equipment purchased and distributed, to which clinics.
- Amount of clinical support material distribute.
- Number TBAs trained and active and reduced health problems for mothers and children.
- Number of health promoters trained.
- Number of health posts and centres constructed.
- Motor bikes and bicycles provided.
- CBFA program regularly reviewed and updated
- CBFA curriculum completed and in use in a number of counties.
- Number of trainers trained and volunteers active in providing CBFA services.
- Early warning teams established.
- Number of paying clients taking advantage of first aid training.
- Communities are identified and the number of animators providing service.
- Number of students trained and health clubs organised.
- Number of condoms distributed.

- Number of committees using IEC materials.
- Number of management teams formed and functioning.
- Return on cost recovery system.
- Number of latrines installed.
- Number of technicians and assistants trained and operating in field.

Critical assumptions

- Security conditions, nationally and regionally remain stable.
- NS management stability.
- Available of qualify staff locally.
- Retention of qualify staff at all levels.
- Sufficient funding secured on time.

Monitoring and Evaluation arrangements

The NS health programs activities will be monitored during the year through the submission of monthly progress reports and joint field mission with the Society, the Delegation and the Ministry of Health.

The Federation will co-ordinate and provide technical support which will enable the National Society to effectively and efficiently carry out these programs.

The LNRCS through its chapters and branches will be responsible for the day to day supervision of the project. They will submit a weekly implemented report stating member of facilities constructed, number of patients attending the facilities and an updated plan of action. These reports will be submitted to the chapter project officer for submission to the Health Co-ordinator. Headquarters project managers will pay regular monitoring visit to project sites and submit monthly reports to the health co-ordinator and Watsan/health delegate.

The project will be subjected to a joint midterm and final evaluation. The National Society with input from donors will formulate the terms of reference for the evaluations. All parties will provide one team member including at least one representative from the community.

To enhance the services of the LNRCS health center, laboratory, clinics and other health related activities, a comprehensive review of the health activities and the existing three year development plan (expiration December 2000) will be conducted by March 2001. Based on the findings and the ARCHI 2010, The SPHERE Project, Country Health Strategy for 2001-2002, and the Strategy 2010, a five year Health Care Development Plan of Action will be developed.

[return to top](#)

4. Humanitarian Values

Background and progress to date

The sporadic tribal conflict among ethnic groups of Liberia, coupled with antagonism between descendants of 18th century American immigrants and indigenous people of Liberia, surfaced and exploded in 1989 giving rise to a 7-year civil war in Liberia which devastated the nation's infrastructure, disintegrated its government structure, and promoted disunity, hatred, animosity and acts of revenge among the population.

The Liberian Red Cross Information Dissemination Program aims to address this critical situation with the goal of restoring the virtues of unity, tolerance, reconciliation and integration to the Liberian Society by sensitising each inhabitant to respect human values and dignity.

The program as envisaged will, at the grass root level, calm the strained relationship among the people of various former rival warring factions and tribes. It is hope the program will have a positive impact on the social life, economic prosperity and infrastructural development of their clans, districts and counties. Similarly, it will create a fruitful cooperation between the communities and the Liberian Red Cross at the branch, chapter ,and headquarters levels, thus empowering the Liberian Red Cross to render improved humanitarian assistance to the vulnerable.

Goal To promote the seven fundamental Principles of the Red Cross/Red Crescent Movement and foster respect for human values and dignity, unity, tolerance, reconciliation and reintegration through the dissemination of the activities of the Liberian National Red Cross Society.

Objectives and Activities planned

Objective 1 To train Information Dissemination Officers and Youth Clubs from the Liberian Red Cross to deliver in an effective manner humanitarian ideals and the publicise the activities of the Red Cross in the country. Target audiences include: youth groups, women's organisations, marketing associations, clans, districts and the general public.

The activities to achieve this objective are:

- Conduct six Trainer Of Trainers Workshops for Information Dissemination Officers from the 13 LNRCS Chapters.
- The Information Officers will conduct 24 Information Dissemination Workshops for Red Cross youth clubs and women's organisations, the Liberia Marketing Association and for various clans, districts and the general public.
- These groups will be the front-line for disseminating information on humanitarian values and Liberian Red Cross humanitarian action.

Objective 2 Conduct vigorous public awareness campaigns to promote the image of the Liberian Red Cross and the Red Cross Crescent Movement and seek public and government support.

The activities to achieve this objective are:

- Publication of a development information manual.
- Eight publications of LNRCS Newsletter.
- Distribute 105 sets of Training of Trainers handouts.
- Distribute four Liberia Red Cross Video profile documentation.
- Produce 48 public awareness programs for the electronic and print media.

Expected results

- 40 Youth groups and women organisations in all of the 13 Chapters by the end of 2001 another 42 groups by the end of 2002 will be in a position to motivate and mobilise volunteers as well as make viable contributions to the LNRCS projects and programs by recruiting, training and retaining volunteers.

- Government Ministries, Agencies and Public Corporation Executives, staff in Monrovia and in the 13 counties and also the Governing Committees at the National and local levels and staff of the National Society will be informed of the Red Cross/Crescent Principles and the Liberian Red Cross activities, development, and assistance to the vulnerable by the end of 2002.
- The reading population of the Liberian Red Cross Newsletter circulated will be about one thousand persons who will have access to the publication by the end of 2002.

Indicators

- Increased number of active volunteers in the 13 chapters of LNRCS in comparison to the previous year.
- Number of people aware of the Red Cross International values, emblem issues and Liberian Red Cross actions in comparison to the previous year.
- Degree to which overall program objectives are achieved and benefiting communities take action to support Red Cross programs and start to take ownership of Red Cross community activities in order to sustain them.

Critical assumptions

- The overall security situation in Liberia is conducive or calm.
- The funding for the project will be made available on time.
- The accessibility throughout Liberia by road is possible.

Monitoring and Evaluation arrangements

Monitoring will be done by the LNRCS Secretariat and donor through the project site visits and report analysis.

Evaluation will be done jointly by the LNRCS Secretariat and donors biannually.

5. Institutional & Resource Development

Background and progress to date

Goal To strengthen the National Society governance, leadership and management capacity at both headquarters' and chapter levels and to build a stronger volunteer base; to develop institutional structures, systems and procedures to strengthen the capacity to provide services to the most vulnerable population and to establish a resource base and a level of sustainable income from local sources.

Objectives and Activities planned

Objective 1 To reinforce the management capacities of the Liberia Red Cross Society at headquarters level and support decentralisation process by building managerial and implementation capacity in the chapters,

Activities to achieve this objective are:

- a SWOT analysis workshop in 2001.
- Support to help conduct a comprehensive SWOT analysis of the LNRCS at all levels at the end of 2001 with support from the Federation and outside resource persons.
- To implement a new management organisational structure and improve staff administration.
- Restructure, produce and approve LNRCS organogram reflecting level of responsibility and authority both at the Head Office and Chapters.
- To undertake a sustained human resource development (both staff and volunteers) to meet both the short term and strategic needs of the National Society.
- Provide training in personnel/volunteer recruitment and maintenance, and leadership (women and youths), one session each in 2001 and 2002.
- Prepare/update job description of the National Society staff and ensure that staff have clear job description and contracts of employment.
- Finalise and Implement personnel handbook policies, and review and restructure the salary and per diem structure making it consistent with the capacity and long term sustainability of the National Society.
- Logistics: Provide training in reporting, warehouse keeping.
- Project management: Provide training in project writing, budgeting, monitoring/evaluation. One each in 2001 and in 2002.
- Develop an integrated planning strategy involving chapters, branches and Headquarters- to finalise a three-year Development Plan of the National Society, (2003- 2005).
- Continue the decentralisation of the activities of the National Secretariat through the three Zonal Offices established in Gnarnga, Zwedru and Montserrado Counties.
- Establish Zonal Committees and their terms of references to assist Zonal Offices.

Objective 2 To reinforce the financial management and reporting capacities of the National Society.

Activities to achieve this objective are:

- Develop a financial accounting and audit system which allows for improved transparency as well as improved records and reporting at all levels.
- Provide computer software accounting system for Resource and Finance departments and ensure training for Finance Officer and Account Staff.
- Standardise financial reporting system procedure and processes in all LNRCS Chapters, and conduct an annual audit by an independent auditors.

Objective 3 To support governance of the National Society in carrying out its mandate.

Activities to achieve this objective are:

- Provide technical support for finalization of LNRCS constitution in 2001.
- Provide financial support to co-facilitate Chapters Annual Meeting and one General Assembly which will be held in the last month 2001 and 2002 respectively.

- Facilitate one each Good Governance and Management workshop and regular consultations in 2001 and 2002 for Headquarters and Chapter level staff and volunteers.

Objective 4 To further develop and to continue implement a Resource Development Plan linked to local mobilisation of resources, promotion of networking, and support small scale chapter level income generating and fund raising activities.

Activities to achieve this objective are:

- Assist the Head Office and 8 Chapters (Nimba, Cape Mount, Montserrado, Rivercess, Grand Bassa, Margibi, Grand Kru and Lofa) to establish at least one income generating projects per chapter based upon capacity to manage and sustain them.
- Continue to build networking and partnership at local level with UN Agencies, other NGO and the local communities to enhance collaborative ventures.
- Training in Resource mobilisation (fund raising/income generating projects).
- Workshop on Testing Income Generating Guidelines in selected chapters, one workshop in 2001 and two in 2002.

Objective 5 To support LNRCS Youth development (Capacity building, policy development, National Plan of Action and Youth Volunteer Empowerment).

Activities to achieve this objective are:

- Provide support for development of youth policy regarding structure, management and implementation of youth programs.
- Central and regional level youth workshops will be supported to streamline the effective mobilisation of the youth. Provide financial support for two youth work camps, 30 youths for local camp, and 3 Red Cross youths for international camp).
- Continue to implement special projects such as War Affected Youth.
- Leadership capacity development and enhancement.

Objective 6 To support Women and Development initiatives and support programs targeting disadvantaged females and women empowerment.

Activities to achieve this objective are:

- The Department's Coordinator will attend a regional Human Resource Development training to improve management capacity.
- The department will be supported and strengthened to help LNRCS chapters identify and implement gender projects to support especially among families displaced by the conflict.
- Support Women's Groups empowerment through self-supporting projects in 4 LNRCS Chapters, benefiting 100 women headed families each in 2001 and 2002.

Objective 7 To promote Local Capacity for Peace Project (LCPP) of the Federation at all levels of the programs of the National Society.

Activities to achieve objective 3

- Conduct 3 awareness sessions and 4 workshops for 13 chapters of the LNRCS in Local Capacity for Peace Project (LCPP) in 2001 and 2002.
- Provide sports supplies to facilitate interaction in three potential conflict zones (Nimba, Grand Gedeh and Sinoe) under LCPP project.
- Establish joint management committees to manage LCPP actions in 2 potential risk zones to enhance interaction.
- Conduct needs assessment in Bomi and Grand Gedeh Counties.

Objective 8 To assist the National Society in building up sufficient human resources and infrastructure to implement their mandate in the country to continue the rehabilitation and strengthening of the Head Office and Chapter infrastructure.

Activities to achieve this objective are:

- Provide financial support to National Society Headquarters and to cover only core administration costs, to be gradually phased out by the end of 2001.

- Provide financial support to chapters core cost for the initial months of 2001, it will be reduced to one third in 2001 and phased out by the end of 2002.
- Finalise the setting up and refurbishing of the 3rd Zonal Office in Montserrado Chapter.
- Extend to three new chapters Establish 3 HF radios/communication network (with a power supply generator and solar panels) to run radios and supply lights to offices in Rivercess, Bomi, and Grand Bassa Chapters.
- Finalise rehabilitation of Offices and guest houses (for the purpose of local income generation) in the four chapters of Nimba, Rivercess, Grand Bassa and Grand Kru, provide basic refurbishment for the chapters.
- Provide one motor bike per chapter in Lofa, Grand Bassa, Rivercess and River Gee Counties.
- The physical rehabilitation of LNRCs chapters and their revitalisation are still essential as most of them were completely damaged during the internal conflict in the country.
- Provide Headquarters and chapters in 2001 two vehicles.
- In 2002, the three Zonal Red Cross offices will require a vehicle each to manage their Zonal/Chapters activities and monitoring.

Expected results

Results related to objective 1:

- The National Secretariat (Headquarters and Chapters) as well as various programs will be better managed by qualified staff which will have improved an overall performance of the National Society.
- Staff manual and Zonal Guidelines will be ready for implementation.
- Project writing, management and reporting workshops shall enable chapters to properly administer and report on their income generating projects.
- Chapter management workshops for all aspects of chapter activities held for seven Chapters during of 2000 will result into better management of income generating projects and the chapters development programs.

Results related to objective 2:

- New financial accounting system is in place and assists the National society in its efforts.
- Accounting system is computerised and finance staff is trained in its use.
- National Society conducts regular audits of its operations.

Results related to objective 3:

- The role of governance is understood and appreciated.
- Society functions according to the guidelines set in “Well Functioning National Society”

Results related to objective 4:

- Five chapters will have their own local income means, hence Cape mount, Bomi, Grand Bassa, Rivercess and Sinoe Chapters will be able to underwrite their core operation cost by September 2002.
- The National Society Chapters and Branches will start to implement a co-ordinated fund-raising and resource mobilisation plan.
- Self-supporting income generating projects will be fully operational in Bong, Bomi, Bassa, Grand Kru, Nimba, Sinoe, Grand Gedeh and Maryland by the end of the 2nd Quarter of 2002.
- 75% of the National Society Chapters should be sustainable, reducing the dependence of the National Society on external support for core costs by the end of 2002.

Results related to objective 5:

- A policy document will have been developed to guide the composition, structure of the Youth department and the design, implementation and evaluation of youth activities and programs.
- Youth workshops (on management and implementation of programs) will be held and policy developed.

Results related to objective 6:

- Two women groups (100 disadvantaged women headed families) will have been empowered to run micro-business and benefit from the project.

Results related to objective 7:

- 13 Chapter Officers will have learned and be able to apply the LCPP concepts in their implementation of Red Cross programs in their areas.
- Localised structures will have been established at the community level to promote activities that will enhance the application of the concept and contribute to peace in 2 potential high risk areas in the country.

Results related to objective 8:

- The Third Zonal office and a warehouse facility in Montserrado Chapter will be put into place by the end of the 2nd Quarter of 2001.
- Two Zonal warehouses in Grand Gedeh and Bong Counties are expected to be completed by the end of the 3rd Quarter of 2001.
- Three HF radio communication network will be installed in three chapters (Bomi, Grand Bassa and Rivercess) by December 2001.
- The basic office rehabilitation and construction of offices and Guest Houses completed in Sinoe, Bomi, Grand Bassa, Rivercess and Grand Kru by December 2001. Rehabilitated offices in Grand Kru, Sinoe and Bomi will be ready for chapter services by the end of December 2000.
- Chapters Have access to transportation means that allows them to carry out their work more efficiently.

Indicators

- SWOT training and analysis takes place and is used in future planning.
- New organisational structure of the society is implemented.
- New organogram exists.
- Number of trainings on human resource issues, better human resource management.
- Job descriptions exist for all employees.
- Personnel handbook exists and salary structure is revised and implemented
- Number of logistics trainings, logistics procedures in place.
- Number of project management trainings, improved project management.
- Three year Development Plan for the NS exists.
- Number of zonal committees in existence with proper TOR.
- Computerised accounting system installed and in use.
- Better and more timely financial reports issued
- Yearly audit carried out and it reflects well on the National Society procedures.
- Governance and management demonstrate in practice understanding of their roles.
- Amount of financial support generated through local fund-raising and income generation projects.
- Less dependence on outside support for core costs.
- Youth policy in place.
- Number of youth programs functioning.
- Number of women's programs functioning.
- Number of chapters applying local capacity for Peace Concept, where necessary.
- Financial support for core costs to HQ and Chapters phased out on schedule.
- Number of chapter buildings completed.
- Number of vehicles and motorbikes purchased and in use in, more efficient support of programs results.

Critical assumptions

- The National Society Board is committed to positive change and development of the National Society.
- Relative peace and security are maintained in the country.
- That the LNRCS puts in place a credible financial system.
- That the LNRCS will recruit qualified staff and volunteers and be able to maintain them.
- The National Board committees to mobilise local resources and works out implementation strategy.
- Adequate and timely finance is secured from donors for Institutional & Development projects.

Monitoring and Evaluation arrangements

- Regular project progress reports (monthly, six-months and annual reports).
- Donor specific reports will be prepared also depending on the reporting requirement of the donor.
- Joint field missions by LNRCS/IFRC and other partners such as ICRC and donors.
- Quarterly and interim evaluations will be conducted by the LNRCS/Federation, ICRC and donors, representative from the community and line Ministry, follow by an annual and final evaluation at the close of the program by all parties/take holders in the evaluation process.
- Structural and/ or informal interviews with staff, volunteers, community members and other partners. Discussions will be held and previous monitoring reports will be reviewed.

[return to top](#)

6. Co-ordination & Management

Background and progress to date

The Liberia Country Delegation started operating in the country in May 1991 with one Federation Representative. Due to the civil war, during the first years the operation was restricted to the assessment of needs and development of programs and to the distribution of used clothes, pots, and buckets to the displaced people in Bomi Hills, Cape Mount and Banga.

In 1996 the number of delegates increased to 6: a health delegate, a relief and logistics delegate, a development program delegate, a finance delegate and a head of delegation. In the following years, the delegation was preoccupied with putting in place an accounting system, establishing basic records, setting up a logistics and fleet system and other management infrastructure.

In April 1996, as the war broke out again, the operation was suspended and delegates were evacuated to Freetown by plane and the delegation was temporarily closed until July 1997. During this period, all 6 vehicles were looted from the Federation residence and only one was retrieved. The Delegation was able to restart the operation with one Toyota Land Cruiser on loan from the Sierra Leone Delegation. At the end of the civil war, the delegation operation restarted health, relief and capacity building programs.

In February 1999, the “Framework for Liberia, Country Assistance Strategy” was developed, and serves as the basis on which the appeal 2000 and 2001 are prepared. The ongoing chapter renovation programs, the completion of the water and sanitation project, the youth integration and skill training programs, the planning and construction of regional warehouses to increase the capacity of the National Society to respond to disasters, are in line with this strategy.

Currently, the number of delegates has increased to 7. In April 2000, the delegation opened a sub-delegation office in Harper to closely direct and co-ordinate Watsan projects in South East Liberia.

The program co-ordination and management focuses on LNRCS capacity building priorities which occupy an important place in the overall country assistance strategy. Program co-ordination shares, supports and works towards the realisation of the objectives of core activities of the National Society. Its mandates and activities directly relate to strengthening the capacity of the LNRCS to effectively deliver humanitarian assistance, achieve greater transparency and re-establish financial credibility through management and systems development capacity building exercise. It is also intended to link and co-ordinate the Federation core programs through consulting, financial and administrative services.

Goal Assist the Liberia Red Cross Society to develop acceptable standards of technical competence, efficiency, accountability, transparency, and results based operational performance so that it can deliver effective needs of vulnerable people.

Objectives and Activities planned

Objective 1 To support and accelerate management capacity building of National Society and its chapters to effectively deliver humanitarian assistance and to achieve increased financial credibility and transparency.

The activities to achieve this objective are:

- Provide advice and guidance to National Society on policy issues, development of systems and procedures, training and manpower development and undertake other capacity building initiatives.
- Organise and facilitate management development program to improve quality of leadership and team work at LNRCS through workshops on management principles and practices (managerial functions and responsibilities, communication, and decision making, team work).
- Review and establish basic accounting records and procedures at headquarters level and reinforce internal control system.

- Train and mentor LNRCS key accounting personnel in accounting, internal control and administrative procedures.
- Organise and conduct training on FBS for program managers and their counterparts.

Objective 2 To direct and co-ordinate the development of core programs and budgets.

The activities to achieve this objective are:

- Provide operational support services (financial and logistical arrangements) and monitor the implementation of approved programs so program objectives are met.
- Maintain communication, work closely and develop good working relations with the National Society and with implementing partners, government organisations, INGO and NGOs.
- Strengthen internal control, monitor the financial operation, ensure compliance to Standard Federation Procedures, Rules and regulations and donors reporting requirements.
- Develop regulations and code of conduct for locally contracted personnel by the delegation.
- Monitor funding ,maintain liaison with Geneva , Regional Delegation, other National Societies and outside partners.

Expected results

- A well functioning National Society with stronger internal control in place, with creditability and transparency.
- A program focused strong management team, a transparent decision making process with adequate documentation, an increased planning, budgeting, implementing and monitoring of core programs capability.
- Improved budgetary performance and timely financial reporting at delegation level.
- Improved knowledge sharing process with stakeholders and assurance of compliance to Federation Quality Standards.

Indicators

- Timely submission of monthly financial reports.
- Adequate documentation of source expenditure documents.
- Availability of budget performance reports for program managers.
- Management audits on compliance.
- Absence of discrepancies and absence of legal claims.
- Good communication and team work among delegates and local staff.
- Good and supportive working relationship between LNRCS management and delegation.
- Free flow of information and good counterpart relationship.
- Improved donor relations, expressed donor satisfaction, more financial support to programs.

Critical assumptions

- Continuity and stability of LNRCS management team.
- Continuity of Support from the secretariat on providing capable program managers and adequate financial support.
- Continuity of support from Donors for program co-ordination and support activities.
- Security situation in the country to freely move and monitor programs.

Monitoring and Evaluation arrangements

The HOD will be responsible for general monitoring by checking written reports against programme activity and through staff management meetings, visits to Branches and delegate feedback on their monitoring activity. This will include matching of financial expenditure against reported activity and developments. Verification of stated programme results will be closely monitored.

Regional Delegation, Partner National Society and Geneva Secretariat working visits will all contribute to monitoring and evaluation of the programme.

[return to top](#)

DELEGATION: LIBERIA							
PROGRAMME	Disaster response	DP	Health & services	Human values	IDRD	Coord. & mgt	TOTAL
Shelter & construction	244,357	320,201	158,516	902	49,290	0	773,266
Clothing & textiles	14,760	37,750	5,250	4,919	0	0	62,679
Food & seeds	10,826	72,875	11,476	369	6,300	0	101,845
Water	0	0	0	0	0	0	0
Medical & first aid	0	0	59,268	0	0	0	59,268
Teaching materials	11,864	0	65,767	0	54,300	0	131,932
Utensils & tools	51,114	81,413	28,281	9,837	3,000	820	174,465
Other relief supplies	24,744	3,745	14,674	0	0	0	43,163
Sub total supplies	357,665	515,984	343,233	16,026	112,890	820	1,346,618
Land & Buildings	0	0	0	0	18,000	0	18,000
Vehicles	0	37,300	11,850	0	88,457	0	137,607
Computers & telecom	31,490	32,956	4,286	0	900	0	69,631
Medical equipment	0	0	27,708	0	0	0	27,708
Other capital expenses	35,799	0	24,116	656	57,550	9,244	127,365
Sub total capital	67,289	70,256	67,960	656	164,907	9,244	380,311
Programme management	79,908	57,436	69,645	4,754	47,129	46,656	305,528
Technical services	23,920	17,193	20,848	1,423	14,108	13,966	91,459
Professional services	26,527	19,067	23,120	1,578	15,646	15,489	101,427
Sub total programme support	130,356	93,696	113,613	7,755	76,883	76,112	498,415
Transport & storage	230,602	12,479	187,255	1,312	52,135	73,828	557,611
Personnel (delegates & expatriates)	302,600	119,517	117,753	5,820	124,800	203,954	874,444
Personnel (local staff)	72,808	23,042	159,172	29,931	142,508	88,680	516,141
Sub total personnel	375,408	142,559	276,925	35,751	267,308	292,634	1,390,585
Travel & related expenses	5,979	656	1,500	0	0	14,346	22,480
Information expenses	9,116	11,662	20,904	9,000	1,050	5,271	57,002
Expert fees	2,000	0	0	0	3,600	26,888	32,488
Admin. - general expenses	6,640	4,492	21,459	0	20,160	192,782	245,534
Training workshops / seminars	0	0	0	0	0	0	0
Sub total travel, training, general exp.	23,735	16,810	43,863	9,000	24,810	239,287	357,504
Total budget	1,185,055	851,784	1,032,850	70,499	698,933	691,923	4,531,044