

Appeal 2004



LIBERIA

Appeal no. 01.25/2004

The International Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. The Federation is the world's largest humanitarian organization, and its millions of volunteers are active in over 180 countries. All international assistance to support vulnerable communities seeks to adhere to the Code of Conduct and the Humanitarian Charter and Minimum Standards in Disaster Response, according to the SPHERE Project.

This document reflects a range of programmes and activities to be implemented in 2004, and the related funding requirements. These are based upon the broader, multi-year framework of the Federation's Project Planning Process (PPP). The PPP products are either available through hyperlinks in the text¹, or can be requested through the respective regional department. For further information concerning programmes or operations in this or other countries or regions, please also access the Federation website at <http://www.ifrc.org>

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

Programme title	2004 in CHF
Strengthening the National Society	
Health and Care	389,276
Disaster Management	519,267
Organizational Development	418,148
Coordination, Cooperation, and Strategic Partnerships	
Coordination and Implementation	31,179
Total	1,357,869²

Please note that objectives, expected results, and activities associated with the Humanitarian Values programme are included in the narrative of this appeal; the budget associated with these activities is integrated within other programme budgets. [Click here to go to the text](#)

¹ Identified by blue in the text.

² USD 1,019,805 or EUR 874,071.

National Context

Resumption of fresh hostilities in war-torn Liberia three years ago, intensified on June 5, 2003, leaving a trail thousands of deaths, displacements and abandonment. This has taken a heavy toll on a country already traumatized by the events of the 10-year civil war that had ended in 1997 and subsequent presidential elections that brought Charles Taylor as head of government. Amidst the looting and other acts of vandalism which followed, the Red Cross has incurred several losses with some of its chapters particularly in the north and west of the country now abandoned. Staff and volunteers were dispossessed of their valuables. This worsened the humanitarian situation further as thousands of internally displaced persons (IDP) fled to the capital Monrovia for refuge and safety.



Earlier on, the signing and announcement of a cease-fire agreement on 18 June 2003 by the warring parties in the Republic of Ghana had led to euphoria for thousands of war-weary Liberians. Unfortunately, it was short lived. A few days after signing of the cease-fire, a second round of fighting for the control of the capital ensued on 25 to 27 June between the government and the forces, Liberians United for Reconciliation and Democracy (LURD), further increasing the number of IDP. The implication of this mass displacement in a hostile politico-military context is the acute shortages of pre-stocked medical supplies and equipment, food and safe drinking water. Besides more hardship, there has been a rise in the cases of cholera and diarrhoea.

The highly volatile armed hostilities near the Liberian capital of Monrovia worsened on 19 July, when a fresh round of fighting forced thousands of IDP to the brink of despair. Constant bombardments on various parts of the city quickly reduced Monrovia to a mass graveyard, with civilian casualty rising daily. In the West Point community alone, two kilometres from the city centre, at least 49 bodies were collected and buried by the Liberian Red Cross Society volunteers. In all, over 400 victims were provided First Aid with the more serious cases transferred by wheelbarrow to the MSF³ clinic.

Finally, after more than two months of interruption of hostilities, the three parties involved in the conflict signed a tri-partite comprehensive peace agreement in Accra on August 18 2003. The guns have been silenced in Monrovia people are beginning to move about and shops are opening. However, the estimated one million inhabitants of Monrovia have been left in a grave state with hunger and disease being, now, their chief enemy.

With the resignation of President Charles Taylor and his departure for Nigeria, Vice-President, Moses Blah became the interim President until October when he will be replaced by Mr. Gyude Bryant, a consensus candidate of the government, the MODEL and the LURD representatives at the peace talks. He will take over as President and will lead a provisional government until general elections are held in 2005.

Hopes are high and in spite of their losses, the volunteers and staff of the **Liberian Red Cross Society** in Liberia have continued to offer assistance to the most vulnerable victims of the conflict. Today, over 80% of the population lives below the poverty line and more than half in abject poverty. Indeed, with a pre-war unemployment as high as 85%, adult literacy at 39%, infant mortality rate at 117 per 1,000 live births, under-fives mortality at 194 per 1,000 and maternal mortality rate of 578/100,000, Liberia remains one of the poorest countries in the world. (UNICEF donor update, 29 May 2002)

³ MSF – Médecins sans Frontières

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National Society Priorities

Following a deterioration of working relations between the Federation delegation and the Liberian Red Cross, a review was requested in June 2001 by the national society. Results and recommendations of the review showed that the Liberian Red Cross was not well structured to benefit from Delegation support. Subsequently, Federation delegates withdrew from the country. However, a considerable restructuring of the national society followed thereby creating an environment of mutual support. This led to the appointment of a technical advisor in January 2002 to assist the national society in developing a five-year Strategic Plan (“Plan 2007”) which was released in February 2003. The Liberian Red Cross also initiated an ambitious VCA⁴ exercise in May 2002 and the final report of this comprehensive exercise is available through the Liberian Red Cross.

At the beginning of 2003, the Liberian Red Cross requested the appointment of a Federation representative who arrived in late February. The Federation Representative, as proposed by the review of June 2001, is integrated into the Liberian Red Cross structure and works directly with the secretary general of the national society. There are no other delegates and no local Federation staff.

The national society has prepared its development plan covering the years 2003-2007. The “Plan 2007” clearly outlines the national society’s priorities for the next 5 years and takes into consideration the results of the VCA conducted in 2002. Although the intensive fighting in 2003 in the country, including three strong attacks on Monrovia itself, may impact on time frames in the “Plan 2007”, the priorities of the national society will remain the same but will now include the rebuilding and reinstallation of the looted, displaced and/or abandoned chapters.

At a glance

	Year	Comment
Statutes	2001	Revised and approved by the General Assembly in 2001
National Disaster Plan		A new Disaster Management coordinator for the Liberian Red Cross to be hired in the last quarter of 2003. A new government to be appointed last quarter of 2003. It is hoped that progress can be made on a national disaster plan in 2004.
National Development Plan	2003	Completed “Plan 2007”
CAS		To be completed 2004
Self assessment	2002	To be repeated in 2004
Elections	2001	Next GA and elections 2004
Yearly Audit		Due to the extensive looting of the Liberian Red Cross headquarters, there will be a reconciliation of accounts for 2003 rather than an audit.

Strengths

- Well-trained volunteers
- Good legal base
- Decentralized structure with chapters and branches

Challenges

- Re-establish international communication
- Incomplete decentralization
- Poor communication between chapters and headquarters
- Financial constraints and “dependency syndrome”
- Involving stakeholders and beneficiaries in decision making
- Relations between governance and management at the chapter level
- Rebuilding/repairing/refurnishing/relocating chapter offices

⁴ VCA – Vulnerability Capacity Assessment

Goals:

Disaster management: Liberian Red Cross is well prepared to respond with speed, effectiveness and quality to man-made and natural disasters.

Health and Care: Through promotion and advocacy, prevention and community action, the Liberian Red Cross will make a major difference in the health of the vulnerable people in Liberia.

Organizational Development: Liberian Red Cross becomes a well functioning national society, efficient and effective in addressing vulnerability and further fostering its institutional development.

Youth: Liberian Red Cross reacts to the results of war-torn Liberia and its repercussions by implementing the Child Advocacy and Rehabilitation (CAR) programmes.

Federation Coordination (Working together effectively): Liberian Red Cross and its partners will work together effectively through programme co-operation, long term partnerships and more active advocacy. The Federation will provide guidance to the partners in activities pertaining to the capacity building of the Liberian Red Cross and will oversee the establishment of the common operational framework for the partners coordinating closely with the ICRC.

As lead agency for Movement in Liberia, ICRC will prioritize its role regarding protection and assistance to population exposed or affected by armed conflict and violence in Liberia. Furthermore, ICRC will provide coordination of Movement activities in this field of action, coordinating its work closely with the Liberian Red Cross and the Federation.

Each area will contain a number of priorities and a list of major activities. Although the national executive board has approved areas and goals as stated above, the executive committee may make adjustments as a result of the time schedule of the implementation of the peace process throughout the country and as a result of possible modifications in the development plan as a result of the impact of the conflict.

Red Cross and Red Crescent Priorities

Movement⁵ Context:

Federation: With “Plan 2007” approved, the Federation will co-ordinate the national society’s Cooperation Agreement Strategy (CAS).

ICRC: The ICRC gives priority to protection and repatriation issues as well as providing assistance to IDP⁶ and their host communities and implementation of operations and projects with Liberian Red Cross. Another focus is to continue in the development of a well-functioning tracing system with the evolution of the conflict and the poor infrastructure in Liberia. Increasing knowledge of the International Humanitarian Law will be emphasized in their dissemination.

The ongoing co-operation between the ICRC, the Federation and the national society is supporting the strategy of the Federation, particularly in disaster management, food security and first aid activities. Regular meetings between the three components of the Movement ensure that experience gained is influencing new projects and that duplication is avoided. As much as possible, planning and working together strengthens co-operation and limits expenses.

Bilateral: Though there have not been any bilateral agreements between Liberian Red Cross and partner national societies for the last three years, partners were asked to comment on “Plan 2007”.

Primary support from the Movement in 2003

Partner	Health	Relief	Disaster Management	Humanitarian Values	Organizational Development	Other
ICRC	xx	xx	xx	xx	xx	
Federation	xx		xx		xx	

⁵ ‘Movement’ refers to the International Red Cross and Red Crescent Movement

⁶ IDP – Internally Displaced Person

National Society Strategy/Programme Priorities:

With the ICRC as lead agency in Liberia, programmes to be supported by the Federation are above all aimed at the capacity building of the national society. An extensive restructuring programme has been launched which includes a decentralization of project implementation with new roles for chapters and headquarters, finance development and attention to common governance-management issues.

A scaling-up of the national society's activities to combat HIV/AIDS surely reflects the serious situation in Liberia with an 8.2% prevalence rate last year and a very exposed population. At the same time, Liberian Red Cross would like to focus more on preventative health care in the spirit of ARCHI 2010.⁷ A campaign to recruit and train more health volunteers will be implemented in the last quarter of 2003 following the recruitment of a Director of Community Based Health Programme.

To strengthen the conflict and disaster preparedness at chapter level, Liberian Red Cross and ICRC have trained and equipped local Emergency Response Teams for all 15 chapters, displaced or not. Within the Disaster Management Programme the Federation will support the further development of the ERT with particular emphasis on the chapters and branches located in the border areas with Guinea, Côte d'Ivoire and Sierra Leone.

ICRC has experience working in with border area branches and the support to these branches will be undertaken in close coordination with the ICRC Delegation.

Strengthening the National Society

Health and Care

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Background and achievements/lessons to date

Health and care in the community is playing an important role in the Liberian Red Cross programme. Over the years, service delivery has been central and the Monrovia clinic is a high priority project until the June/July attacks on Monrovia led to the looting and vandalizing of the national society's headquarters. With ARCHI 2010, the national society is slowly moving away from the traditional health care delivery to preventive health through trained volunteers. A precondition for this is the development of a Volunteers Management System, which is a key element in "Plan 2007".

It is estimated that there are some 5,000 Red Cross volunteers in Liberia today. A few of them have received health training and there are some professional health workers in that group. Liberian Red Cross plans to develop and implement a CBHP⁸, as per ARCHI 2010 priorities. A new director for the Community-Based Health Programme will be recruited as a first step, the CBHP will be developed and 20-30 volunteers from all 15 chapters will participate in a "Training of Trainer" Programme. The CBHP will be implemented in all 15 chapters as they become accessible and/or reactivated. The trainers will train volunteers in their respective chapters and engage them in CBHP activities in the communities.

The CBHP will follow the criteria for health projects and activities set out in ARCHI 2010:

- Promotion and advocacy, focusing on nine key messages, using ARCHI tool kits;
- Prevention and community action, giving priority to condom distribution and water and sanitation;
- First Aid/initial response, above all ORS⁹ diarrhoea cases.

The teams will initiate community actions where possible and collect data in towns and villages they visit to serve as baseline information for future follow-up.

⁷ ARCHI - African Red Cross and Red Crescent Health Initiative 2010 builds on its strength: a Red Cross and Red Crescent presence in each of 53 countries in Africa and, in all, more than 2 million volunteers. The overall goal of ARCHI 2010 is to make a major difference in the health of vulnerable people in Africa. (refer to <http://www.ifrc.org/WHAT/health/archi/>)

⁸ CBHP - Community-Based Health Programme

⁹ ORS – Oral Rehydration Salts/Solution

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Following a successful HIV/AIDS campaign in Grand Bassa county in 2003, the Liberian Red Cross will expand the programme to Margibi, River Cess and Montserrado counties initially and to the other counties as they become accessible.

HIV/AIDS is an increasing concern in Liberia. The large number of IDP - over 100,000 - and their living conditions (there are 18 IDP shelters in Mamba Point alone and some 90 shelters (this is an unconfirmed figure) throughout the city of Monrovia, excluding the official IDP camps on the outskirts of Monrovia) has contributed to a deteriorating situation. Slow economic growth and 85% unemployment are other factors adding to the uncontrolled spread of the pandemic. Liberian Red Cross has, over the past 9 years, gathered considerable expertise in prevention through peer education. In the years 2002 and 2003, the national society participated in condom distribution in IDP camps and host communities in collaboration with UNFPA. Together with ICRC, Liberian Red Cross is assisting victims of the conflict as well as promoting HIV/AIDS awareness. As mentioned above, Liberian Red Cross together with the Federation conducted a successful HIV/AIDS programme in Grand Bassa county with approximately 20,000 people reached through condom distribution, public theatre and the establishment of 30 health clubs in different schools.

In 2003, Liberian Red Cross increased its contacts and co-operation with other NGOs, local organizations as well as government ministries.

Goal: The health of vulnerable people in Liberia is improved through increased knowledge of: proper hygiene and sanitation; importance of clean drinking water; and public awareness on the spread and transmission of communicable diseases.

Objective: Through peer educators and its volunteers, Liberian Red Cross is contributing to the community's ability to prevent major health hazards such as HIV/AIDS infections.

Expected Results

1. Through peer education, HIV/AIDS awareness among young people in Grand Bassa, Margibi, River Cess and Montserrado counties has been significantly increased.
 - 15 volunteers in each of the 15 chapters receive peer educator training.
 - 10,000 youth aged between 8 and 18 years are targeted to receive HIV/AIDS messages in each of Margibi, River Cess and Montserrado counties and an additional 5,000 in Grand Bassa counties.
 - 15 health clubs are established in 15 different schools in Margibi, River Cess and Montserrado counties.
 - Five additional counties are targeted in 2004 and the remaining six counties in 2005 for the HIV/AIDS programme. The counties, number of youth to be targeted as well as number of health clubs to be established, are determined as the peace process progresses and the counties become accessible.
 - Stigmatization and discrimination towards PLWHA¹⁰ are reduced in the target counties.
 - Significant behavioral change is noted among the target population.
 - A Volunteer Management System for the Community-Based Health Programme, including the HIV/AIDS programme, are developed and implemented.
2. A Community-Based Health Programme is implemented in the 15 chapters before the end of 2005.
 - In 2003, 20 volunteers in eight chapters participated in a training of trainers workshop for CBHP. In 2004, additional 20-30 volunteers are trained as trainers in CBHP covering all 15 chapters.
 - The CBHP is implemented in Margibi, Montserrado, Grand Bassa and River Cess counties initially. The Red Cross trainers train an average of 50 volunteers in each of the counties to carry the CBHP message to the people in the villages and towns. The target group is 5,000 in each county.
 - 375,000 people in the four counties have access to safe drinking water through the monthly testing and chlorinating of 1,500 wells by trained Red Cross volunteers throughout the year.
 - The CBHP is implemented in five other counties to be determined as the peace process progresses.

¹⁰ PLWHA - Persons living with HIV/AIDS

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- The remaining six counties implement the programme in 2005.
- The incidence of child mortality decreases but the impact is probably seen around 2005-2006.
- The decrease of incidence of diarrhoea cases is determined by the end of 2004 in the villages and towns where the programme has been implemented.
- The number of children vaccinated increases by 20% in the counties implementing the programme.

[<Click here to access the Logical Framework Planning Matrix document for Health and Care>](#)

Disaster Management

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Background and achievements/lessons learned to date

As mentioned above, Liberian Red Cross has been and is still assisting victims of conflict in close co-operation with ICRC. During 2003, volunteers from all fifteen chapters were trained as ERT even though some of the counties were inaccessible to the volunteers. The training covered First Aid/community-based health care, water and sanitation, relief and administration, tracing, dissemination and food security. In Monrovia, a total of six ERT were trained and equipped as part of the contingency planning. These ERT¹¹ operated throughout June, July and August during the three separate attacks on the city by the rebels, LURD. One ERT operating in West Point, near one of the contested bridges, treated over 400 people suffering from bullet or shrapnel wounds.

Although the teams, with the exception of Montserrado County, which covers Monrovia, have been established and trained very recently, some constraints or unresolved issues should be dealt with to secure the best possible performance:

- How to retain the teams when there is no emergency or any other assignment;
- Logistics - transport and radio equipment;
- Access to relief supplies above all for minor emergencies where Red Cross assistance is expected. ICRC will make relief items available when the situation demands immediate response and is within the capacity of the national society.

A long-term training plan and a database covering team members would further contribute to making the teams reliable and professional. This programme will therefore include further training, registration and equipment for the teams. An important activity is an assignment to visit towns and villages to investigate possible food insecurity and how people are coping with such difficulties. The team will also cover a community based disaster preparedness vision with support of the community itself. The Liberian Red Cross conducted a VCA in 2002 and the final report is available through the Liberian Red Cross. These results may no longer be valid given that there is increased fighting, which has taken place in various parts of the country especially in the northern and western areas as well as Monrovia, during most of 2003. However, Liberian Red Cross has gained valuable experience in carrying out VCA and, once peace is established throughout all of Liberia, a second VCA will need to be carried out.

Food security was also the focus of another disaster management programme in 2003. One thousand beneficiaries were assisted by the food security project in Grand Bassa, River Cess and Margibi. Farmers received training in proper use of fertilizer, planting and harvesting guidelines and were provided with tools and seeds: peanuts, maize and a variety of vegetables were planted in the three counties. The project proved successful and some crops were ready to be harvested when fighting started in river Cess, Grand Bassa and then Monrovia. However, reports show that the farmers in Margibi are now harvesting their crops. It will probably be another two months before representatives from the national society headquarters can visit the sites in order to report on the project. . While the programs in food security (Federation) and agriculture (ICRC) are to be considered as complimentary, the ICRC sponsored program is aimed at meeting emergency needs brought on by the conflict while the Federation programs are amore of a long term commitment to a food secure future for Liberia. The programs will be closely coordinated to achieve both immediate and long-term goals.

¹¹ ERT – Emergency Response Team

The food security project will be continued in Grand Bassa, River Cess, Margibi counties and will be extended to include the rural areas of Montserrado county. The ICRC in those counties considered the conflict zone will also carry out food security projects. Federation programs in food security and ICRC programs in agriculture are to be considered as complementary.

Goal: The Liberian Red Cross will respond to the needs of the vulnerable affected by disasters.

Objective: While developing the national society local Emergency Response Teams, the national society will learn more about the most urgent needs of the vulnerable people.

Expected Results

- The food security project in Grand Bassa, River Cess, Margibi and Montserrado is continued and expanded in 2004.
- An additional 1000 farmers in the four counties are provided with expert support in the process of preparing, planting and harvesting their crops.
- All 1000 farmers harvest sufficient crops to provide food beyond subsistence of the family for sale and for planning in the next planting season.
- Beneficiaries will be able to exhibit new techniques learned in crop management, nursery construction and management, fertilizer application and transplanting
- The local ERT are well trained and equipped to assist in emergencies and have a documented capacity to carry out needs assessment using VCA technique.
- In co-ordination and co-operation with ICRC, a data base will be developed on the volunteers and staff of the national society that have successfully completed disaster training.
- Each chapter will have a minimum of one trained ERT team with Montserrado and border counties with Guinea, Côte d'Ivoire and Sierra Leone having a minimum of three ERT.
- Refresher training is provided to trained members of ERT teams and new members to the team will participate in the weeklong training and will also be trained in needs assessment and VCA.
- A VCA will be conducted in the country beginning with the counties accessible and eventually covering the whole country as the peace process evolves.
- Relief items will be available as needed to the ERT through the ICRC.
- ERT on the border areas will be provided with transport and radio equipment.
- ERT will be provided with basic first aid response materials at the chapter and branch levels.
- National society staff in senior positions will receive disaster management training to foster increased support for disaster management activities.
- Follow-up of the ERT will be the responsibility of the national society supported by the ICRC and the Federation disaster management units.

[<Click here to access the Logical Framework Planning Matrix document for Disaster Management>](#)

Humanitarian Values

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Background and achievements to date

Liberia has been a country in the grips of civil conflict for most of the last 15 years. From 1987 through to 2003, several rebel groups have sprung to life with the main objective of ousting the Liberian government of the day. One of these rebel groups was led by the warlord Charles Taylor who later was elected president. Unfortunately, his election gave rise to only a short period of calm in the country before two more rebel groups were formed this time with the express purpose of toppling him.

The expected and sad results of the ongoing fighting in the country, not to mention the destabilizing impact on the neighboring countries of Sierra Leone, Guinea and Côte d'Ivoire, is the impact on the children of Liberia. It is estimated that at least 40% of school age children in Liberia are not in school either because the parents cannot afford to send them, their parents have been killed in the war or have died as a result of untreated illness and HIV/AIDS or their schools have been destroyed in the fighting

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and/or teachers and families displaced. Hundreds and probably thousands of these children have either volunteered or have been forced to join one of the three warring parties, the rebel groups of the LURD, the Movement for Democracy in Liberia, MODEL, as well as the government forces of Charles Taylor.

Although there are occasional outbreaks of violence in some parts of the country, with the Accra peace accord still in place, it is expected that well before the end of the year the whole country will finally enjoy a long-awaited calm. As calm returns to the country, demobilization of tens of thousands of fighters will also take place and these will include thousands of “child” soldiers with no family to return to and no education to fall back on. In addition to these children, there are thousands more who have suffered severe trauma during the years of fighting in their country.

Goal: The Liberian Red Cross will open a center in Monrovia for Child Advocacy and Rehabilitation (CAR) programme.

Objective: Some 150 children will have registered in the pilot CAR programme in Monrovia in 2003. Second and third centers are envisioned as well depending on the security situation and the results of the pilot project. The children will begin the process of healing their trauma and integration into mainstream activities.

Expected Results

- A social welfare delegate is recruited to assist the national society in developing and implementing the CAR Programme.
- A centre for the CAR programme is identified by March 2004 and planning for the programme in place.
- Following an assessment of the situation in Monrovia, 50 children are initially brought into the programme followed by another 100 before the end of the year.
- Child and human rights advocacy and sensitization are promoted to the families and members of the child’s home communities so that support, guidance and acceptance of these children have increased.
- Through the educational and skills training programmes, children have improved their health and hygiene as well as general well-being and self reliance capacities.
- Select home communities of the CAR children have received support to enhance their community life.
- Liberian Red Cross staff and volunteer teams have gained expertise in all aspects of programming, monitoring, evaluating and reporting for the CAR programme.

[<Click here to access the Logical Framework Planning Matrix document for Humanitarian Values>](#)

Organizational Development

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Background and achievements to date

Over the years, Liberian Red Cross has played a major role in assisting vulnerable people in Liberia, which has contributed to its goodwill and support. Although there have been times of internal problems in the national society, its members and volunteers have always been able to overcome the crisis. Today, with tens of thousands of IDP and a growing number of victims of armed conflicts, Liberia needs its Red Cross Society now more than ever before in spite of the signed peace accord. The leadership of Liberian Red Cross is committed to working hard to strengthen the structure, the operational and resource development capacities of the national society at headquarters, zonal and chapter levels. The ultimate goal of Liberian Red Cross is to become a well-functioning national society capable of delivering relief and development services effectively and efficiently.

Liberian Red Cross is faced with the problem of providing quality services to the vulnerable population against a background of extremely weak donor assistance and almost no income from its own resources. As a result, the level and quality of the services provided by the Liberian Red Cross is low. Lack of financial resources for organizational development prevents the national society from being able to recruit

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and retain competent staff and to maintain an efficient working environment at headquarters and chapter offices.

Limited capacity to monitor activities in the chapters threatens to disintegrate the important relation between headquarters and the chapters. The organizational structure of the headquarters has not been adequate to play its role of providing technical assistance to 15 autonomous chapters. Critical administrative and financial systems (accounting, logistics and personnel) are simply not strong enough.

In the year 2003, Liberian Red Cross launched a restructuring process, which had three main components:

- Cost reduction, through scrutinizing the structure and all budget lines of the headquarters and chapters. A new organizational chart includes a senior management structure representing seven departments and a total reduction of 11 positions.
- Efficient and transparent operations and financial management systems run by competent and well-trained staff. A consultant reviewed Liberian Red Cross financial management system and based on the report's recommendations a new financial management system will be put in place early in 2004. Liberian Red Cross administrative procedures are being reviewed and clear procedures will be developed.
- Core costs to be identified and covered by own funds within a defined time frame by development and implementation of a sustained income-generating project. A financial resource person is to be hired in 2004 and discussions are ongoing with the government for sustained government funding (due to the political situation in the country, these talks have been put on hold until such time as the government departments are identified in the new interim structure).

The aim of the restructuring is to establish a central organizational structure, a headquarters that will adequately meet the requirements of Liberian Red Cross. The role of the headquarters is:

Policy making: To ensure that the quality of the work is maintained and in accordance with Red Cross and Red Crescent policies and fundamental principles (Service Quality Control)

Advising and monitoring: A technical storehouse and a service provider to chapters and branches

Co-ordinating: An efficient partner with partner national societies, the Federation, the ICRC and governmental and international humanitarian organizations

Communicating: Responsible for external relations - within and outside the movement - and all national activities in the field of information campaigns and dissemination initiatives.

Liberian Red Cross is decentralizing, aiming to have strong chapters with the capacity to carry out the national society's mission. Members and volunteers should have the opportunity to participate in the decision making process. By empowering the chapters, community mobilization will be enhanced, which in turn will promote volunteerism, self-help and self-reliance. People feel closer to the chapters as they are more sensitive to the needs of the local people than any central institution. Local staff and volunteers show they are responsible and capable of solving problems facing their communities.

To reach a real decentralized structure, the restructuring will support the chapters to obtain:

- Statutes that allow members or their representatives to elect an executive board in a democratic way
- Core staff and a core group of volunteers
- Functional chapter offices, equipped with electricity and means of communication and mobility
- Capacity to implement projects
- Self-reliance, with income-generating activities to cover core costs

It is also part of the restructuring to underline the specific functions of Governance, and the importance of a clear separation between governance and management activities.

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Goal: Liberian Red Cross is a well-functioning national society with goals already stated in the report.

Objective: Liberian Red Cross is capable of delivering its services effectively and efficiently.

Expected results

1. The national society has a decentralized structure with active chapters, which facilitate its improved operational capacities and resource development capacities.
 - Governance has clearly defined job descriptions, and work of governance is distinctly different from the work of management.
 - The national society is decentralized, having strong chapters with the capacity to carry out the mission of the national society.
 - Headquarters provides technical support to the chapters.
 - Efficient and transparent management systems run by competent and well- trained staff in place.
 - Core costs identified and covered by national society's own funds within a defined time frame.
2. The national society moves towards meeting the criteria of a well-functioning national society.
 - The 15 chapters will hold their Annual Meetings in 2004 in preparation for the Liberian Red Cross national general assembly.
 - The Liberian Red Cross will hold its general assembly in December 2004.
 - Information sessions on the separation of governance and management and their respective responsibilities will be held at the headquarters' level as well as for each of the 15 chapters.
 - Management training was carried out for the headquarters staff in 2003 and will be carried out for chapter staff in 2004.
 - A financial management system will be implemented at the headquarters level in the first quarter of 2004.
 - Financial management training will be provided at headquarters and at 15 chapters.
 - A reconciliation of the Liberian Red Cross Society accounts for 2003 will be carried out. It will not be possible to carry out an audit due to the extensive looting that took place at the headquarters which resulted in the loss of financial documents
 - As a result of the continued fighting in the country during 2003, the Liberian Red Cross "Plan 2007" will be reviewed and revised and will become "Plan 2008".
 - A self assessment will again be carried out in 2004.

[<Click here to access the Logical Framework Planning Matrix document for Organizational Development>](#)

Coordination, Cooperation, and Strategic Partnerships

Federation Coordination

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Background and achievements to date

Recent developments have initiated a shift in the Federation's country presence from a parallel to an integrated structure to enable the national society to make decisions with the Federation taking the advisory and facultative role. The decision by the Federation to introduce an integrated model in Liberia does not limit the co-operation between the Federation and the Liberian Red Cross; but it ensures that no parallel structure can replace the national society in the driver's seat. At the same time, the Federation will keep its regional and country delegations and regional offices which now have redefined roles and responsibilities supporting the West Africa national societies in their capacity building and disaster response and for purposes of humanitarian advocacy and profiling the Federation regionally.

The West and Central Africa Regional Delegation (Dakar) will work closely with the Liberia representative in providing support to the Liberian Red Cross. The Regional office in Abidjan will establish an integrated regional coordination mechanism in all sectors (Health, HIV/AIDS, DP, HV, Reporting, Information, Finance, Administration, IT/Telecommunications and Logistics) that will

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facilitate knowledge sharing between national societies in the region through regional seminars and workshops in collaboration with the ICRC. This will be done with the regional technical personnel already in place and others that will be recruited in 2004. The regional office will therefore become an operational centre for management, coordination and continuous education of country delegations and national societies in the region. These efforts will include evaluation and monitoring of the development of the national society counterparts in the region. Furthermore, the office will develop and implement a regional cooperation strategy between countries whereby Liberia will work with Sierra Leone, Guinea-Bissau will work with Guinea Conakry and Côte d'Ivoire will work with Guinea-Bissau, each one coaching the other on areas they are stronger.

The Federation Representative is assisting the national society in co-coordinating its partner relations and ensuring that available funds are utilized in the most efficient way. To support this, a CAS will be developed in 2004 and will be the key tool in the Federation's efforts to co-ordinate the programming of various partners. Success will depend on the strength and robustness of the Liberian Red Cross's "Plan 2007", which is to be reviewed and revised in 2004 and on its partner national societies demonstrating more transparently that they value the coherence of the Movement and commitment to CAS frameworks.

As lead agency for the Movement in Liberia, the ICRC is co-coordinating emergency response operations, working with the Liberian Red Cross to assist the victims. In the wake of the Federation leaving Liberia in 2001, the ICRC expanded its support to the national society to include capacity building elements and administrative support. This support was very important and was a prerequisite of Liberian Red Cross' contributing to the implementation of projects and operations. With the arrival of the Federation representative in February 2003, the Federation once again assumed the lead role in institutional development and is also providing administrative support.

The partnership meeting planned for the first quarter of 2003 was postponed due to an ICRC concern on the security situation in the country. A partnership meeting is now planned for October 2003.

Goal: The Federation in Liberia is supporting Liberian Red Cross's priority needs and all forms of partnership and co-operation.

Objective: Liberian Red Cross has defined its strategy for developing partnerships.

Expected Results

The CAS process is successfully introduced and partnership relations strengthened.

- The CAS process is finalized
- A successful partnership meeting takes place in September or October 2004.

Critical Assumptions

- The peace process continues and Monrovia as well as the rest of the country is free from conflict.
- The budget request is met.
- Federation delegates and, or regional expertise are available to assist the Liberian Red Cross with the development and implementation of their programmes.
- The Liberian Red Cross continues its progress towards a well functioning national society.
- The Liberian Red Cross chapters are reinstalled in the counties currently inaccessible due to the insecurity situation still existing in the country.
- Experienced and competent staff is recruited by the national society.

[<Click here to access the Logical Framework Planning Matrix document for Federation Cooperation>](#)

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BUDGET 2004

PROGRAMME BUDGETS SUMMARY

Appeal no.: 01.25/2004

Name: Liberia

PROGRAMME:

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	0	0	0	0	0	0	0
Clothing & textiles	0	0	0	0	0	0	0
Food	0	58,175	0	0	0	0	58,175
Seeds & plants	0	0	0	0	0	0	0
Water & Sanitation	33,087	0	0	0	0	0	33,087
Medical & first aid	3,000	4,000	0	0	0	0	7,000
Teaching materials	52,070	15,000	0	0	0	0	67,070
Utensils & tools	0	16,363	0	0	0	0	16,363
Other relief supplies	0	10,000	0	0	0	0	10,000
SUPPLIES	88,157	103,538	0	0	0	0	191,695
Land & Buildings	0	0	0	25,000	0	0	25,000
Vehicles	0	0	0	0	0	0	0
Computers & telecom	11,029	19,759	0	30,000	0	0	60,788
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
CAPITAL EXPENSES	11,029	19,759	0	55,000	0	0	85,788
Warehouse & Distribution	0	0	0	0	600	0	600
Transport & Vehicules	21,600	39,600	0	21,600	0	0	82,800
TRANSPORT & STORAGE	21,600	39,600	0	21,600	600	0	83,400
Programme Support	25,303	33,752	0	27,180	2,027	0	88,261
PROGRAMME SUPPORT	25,303	33,752	0	27,180	2,027	0	88,261
Personnel-delegates	156,000	172,000	0	132,000	12,412	0	472,412
Personnel-national staff	45,000	82,968	0	107,368	0	0	235,336
Consultants	0	0	0	0	0	0	0
PERSONNEL	201,000	254,968	0	239,368	12,412	0	707,748
W/shops & Training	15,000	35,000	0	50,000	0	0	100,000
WORKSHOPS & TRAINING	15,000	35,000	0	50,000	0	0	100,000
Travel & related expenses	20,400	10,000	0	25,000	1,789	0	57,189
Information	0	0	0	0	10,474	0	10,474
Other General costs	6,787	22,650	0	0	3,877	0	33,314
GENERAL EXPENSES	27,187	32,650	0	25,000	16,140	0	100,977
TOTAL BUDGET:	389,276	519,267	0	418,148	31,179	0	1,357,869