

# PROGRAMME UPDATE



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

## LIBERIA

7 December 2004

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### In Brief

**Appeal No. 01.25/2004; Programme Update no. 2; Period covered: June to November 2004; Appeal coverage: 85.3%; Outstanding needs: CHF 199,948 (USD 176,600 or EUR 129,600).**  
[Click here to go directly to the attached Contributions List, also available on the website.](#)

**Appeal target: CHF 1,357,870 (USD 1,019,805 or EUR 874,071).**

**Related Emergency or Annual Appeals: Liberia 2005 Annual Appeal no. 05AA022 –**  
[http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/05AA022.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/05AA022.pdf)

#### Programme summary:

The Liberian Red Cross Society<sup>1</sup> management structure has been revised and is now composed of five Directors, the Secretary General and the Assistant Secretary General. Two director positions have been eliminated and Communication, Information and Dissemination department merged with the Tracing department. Administration is now part of the Finance department.

The national society will hold its General assembly from December 8 to 11, 2004. In preparation for this, 14 of the 15 chapters have held their annual meetings and elections. Meanwhile, the HIV/AIDS programme has been integrated into the CBH which also embraces the health/hygiene and WatSan components. The three components each have a coordinator and the program has been implemented in two counties and seven communities. The general population and the communities' elders have responded favourably to these activities.

The Food Security Programme continues to increase its target base and is now supporting 1,657 individual farmers and 10 cooperatives. Similarly, the rehabilitation programme has received a boost with the planned first Child Advocacy and Rehabilitation, (CAR) Centre to be opened in January 2005. The centre's staff recruitment was completed in early November and consists of a coordinator, one supervisor, two advocacy officers and 10 activists. Community sensitization began in November while the identification of the CAR children will be done in December.

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<sup>1</sup> Liberian Red Cross Society – refer to <http://www.ifrc.org/where/country/check.asp?countryid=103>

*This Programme Update reflects activities to be implemented over a one-year period. This forms part of, and is based on, longer-term, multi-year planning (refer below to access the detailed logframe documents).*

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## **Operational developments**

The Federation has maintained its approach of functioning as an integral part of the Liberian National Red Cross Society as opposed to existing as a parallel structure. In late November, 2003, a Health Delegate arrived to assist the Liberian Red Cross in developing and implementing a community-based health programme and in early March, 2004, a Social Welfare delegate arrived to work with the national society in addressing the needs of the country's traumatized youth. Similarly, a Finance Development delegate assisted the national society in identifying and implementing a financial management system which meets the Liberian Red Cross needs in June 2004. All three delegates share offices with their counterparts and provide expertise, guidance and coaching in their respective areas. The Regional Logistics delegate spent eight weeks at the Liberian Red Cross headquarters to assist in developing and implementing an overall transparent and efficient logistics department. The Regional DM delegate also visited the national society to provide advice and support to the DM Director.

The Liberian Red Cross has reviewed its management structure to reduce the senior management number as well as increase its programs' effectiveness and support. The Communication, Information and Dissemination (CID) director's resignation and the Administration director's non-renewal of contract resulted in a new management structure as follows: a Director of Finance and Administration; a CID and Tracing director; a CBH and Primary Health director; a director of Humanitarian Values which embraces the CAR project, the Community Animation and Peace Support (CAPS) Program and Youth; and a DM director.

## **Health and care**

**Goal: The Health of vulnerable people in Liberia is improved through access to safe water, improved sanitation and increased awareness on the spread and prevention of HIV/AIDS and other health related issues.**

**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.**

## **Progress/Achievements**

### **Community-Based Health Programme (CBHP)**

- The CBHP is comprised of the WatSan, HIV/AIDS and Health and Hygiene programs. Training modules and tools for community members have been developed with the ARCHI Tool Kits, PHAST and Together We Can (HIV/AIDS) serving as guides.
- In the first quarter of the year, the national society procured 1,500 hygiene kits and 130 tool sets. Distribution began in December with the CBH Program's implementation in two counties.
- The selected counties for the pilot CBHP, Margibi and Grand Bassa, have strong HIV/AIDS and Food Security Programs which complement the CBHP.
- A six-day comprehensive trainers' course was developed to enhance the CBHP staff's capacity to train volunteers at the chapter level. The course covers all key areas of the Red Cross Movement.
- Job descriptions have been developed for all the strategic trainers in HIV/AIDS, Health/Hygiene and the CBH officers at chapter and branch levels.
- Red Cross volunteers were selected for the CBH Program through advertisement and interviews. Each county had four HIV/AIDS trainers, four Health/Hygiene trainers, two branch supervisors and one CBHP officer selected.

## **Liberia; Appeal no. 01.25/2004; Programme Update no.2**

- These volunteers participated in the trainers' course and were provided with a shoulder bag, t-shirts, trainer's manual and key rings with an HIV/AIDS message. In addition, the HIV/AIDS trainers received peer educators activity handbooks and training models.
- Three communities in the Grand Bassa and four in Margibi counties have been selected for the CBHP and initial assessments have been conducted. Community Based Organizations (CBOs) have been established in all seven communities. The teams are now selecting community volunteers to be trained as either HIV/AIDS Peer Educators or Health and Hygiene promoters.
- The CBHP department is now a member of the PHAST group embracing several national societies and Federation delegations. The PHAST (Participatory Hygiene and Sanitation Transformation) is an adopted Federation strategy to supply WatSan in communities.
- The CBHP Acting Director and the Food Security Coordinator from the DM unit attended a Regional DM workshop in Abidjan to harmonize disaster management activities within the Mano River Basin countries (Sierra Leone, Liberia, Guinea, Guinea Conakry and Côte d'Ivoire). Consequently, the Mano River National Societies agreed to intensify their information exchange and increase their disaster response capacities.

### **HIV/AIDS**

- The HIV/AIDS program has been integrated in the CBH Program and continues in Grand Bassa and Margibi counties with a community-based approach. Peer educators will be selected from their respective communities.
- Under the CBHP, HIV/AIDS training modules and tools for community members were developed. Other resource materials especially from the Federation delegations in Lagos, Harare and Nairobi, provided substantial guidance in the development process.
- The IEC materials and pictures were designed to support these modules and additional pictures, posters and leaflets are being developed.
- Eight volunteers from Margibi and Grand Bassa were selected through an interview process and given a six-day trainers' course (see CBHP achievements). These trainers will set up AIDS Action Committees with the communities and peer educators' support. They will also assist in conducting assessment and monitoring activities.
- Each community has organized drama groups (as opposed to the original program when one drama group went from one community to another). They will be trained with skills in drama performances.
- The HIV/AIDS coordinator and a Youth Department, member attended meetings of the "Big Five", comprising members of the Boy Scouts, Girl Guides, YMCA, YWCA and Red Cross. The purpose is to initiate the Strategic Plan that was developed at the Pan African Youth Forum held in Dakar.
- A Liberian National Action Plan has been developed by the Big Five and the NACP. The Action Plan includes the formation of youth and mothers' clubs in Monrovia and its environs; activities will also focus on HIV/AIDS issues.
- The HIV/AIDS Coordinator also participated in meetings with the National AIDS Control Program (NACP) regarding the development of a KAP-B questionnaire, production of HIV/AIDS IEC materials and coordinating activities for World AIDS Day. The Liberian Red Cross is also a member of the National AIDS Commission.
- The School Health Clubs have been disbanded due to the absence of a formal policy on either curriculum activities or clearly defined roles and responsibilities. Consequently, the Youth department is taking the lead role in developing a RC Club program which will embrace HIV/AIDS and Health/Hygiene. These will have a close link to the CBH Program especially in developing modules for training activities within schools and trainers' workshops.

### **Health and Hygiene**

- See also achievements under CBHP.
- The Health and Hygiene section of the CBHP Department, in partnership with a local women's group, Conwasa, participated in the Africa Malaria Day activities through providing sanitation materials for the Gardnesville clean-up campaign, participating in a walk, providing water at points along the walk, a back up vehicle to support the Health Ministry and leaflets on malaria prevention.

## **Liberia; Appeal no. 01.25/2004; Programme Update no.2**

- In Grand Gedeh, the Liberian Red Cross conducted a national polio campaign and produced pamphlets for beneficiaries' parents with Federation assistance. The campaign achieved a 97 per cent coverage resulting in the vaccination of 10,540 children.
- Following the concerns raised in Geneva regarding the issue of Lassa fever in West Africa, the CBHP team contacted the Ministry of Health and WHO and as a result, the Liberian Red Cross and the Federation have been invited to join the task force on Lassa fever. The CBHP Department is coordinating with the Federation Delegations and National Societies in Mano River regarding a regional planning process and response. The CBHP Department is also working on a Lassa fever module to include in the CBH Program for the communities.

### **Water and Sanitation**

- The WatSan unit has been involved in the CBHP training module development and tools identification for community volunteers.
- In August, 2004, the WatSan unit repaired the Liberian Red Cross headquarters' well preventing a more serious breakdown. With funding from the ICRC, the unit also carried out 20 repairs to hand pumps in River Gee County in 12 communities.
- The WatSan coordinator served as facilitator on the first CBHP ToT workshop held in Kakata, Margibi chapter in October.
- The unit participated in the UNICEF-sponsored national WatSan assessment in 119 communities within the Tappita and Yarwein Mensohnon districts in Nimba County. The assessment was aimed at gathering WatSan data on the two districts. A comprehensive national WatSan report will be issued by UNICEF.
- The WatSan Coordinator has developed WatSan software training modules and is similar modules on the hardware component including well and latrine construction, wells and latrines rehabilitation, pump repairs, slab/culvert fabrication and chlorination.
- In collaboration with the Federation Health Delegate, the WatSan Coordinator has had a series of meetings with possible partners including UNICEF, Rural Development ministry, ICRC and NGOs working in the field.
- Job descriptions for staff and volunteers in WatSan have been developed. In collaboration with the CAR Program, the unit is also involved in well rehabilitation at the Monrovia new CAR centre.

### **Impact**

With the exception of the Director, the administrative CBHP structure has been put in place at the Liberian Red Cross Secretariat. So far, seven communities in two counties have benefited from the CBH Programme. It is however too soon to measure the full impact on the community health. Meanwhile, the Grand Bassa and Margibi Liberian Red Cross chapters have developed structural capacities to implement health and hygiene and HIV/AIDS information activities. With the HQ staff's assistance, the chapters have developed a four-month work plan. During informal interviewing and discussions, these chapters' youth showed an increased HIV/ AIDS awareness.

Trained Red Cross volunteers have a better understanding of true partnership with the communities through the Community Participation and Partnerships programme. Similarly, partnerships with the Health and Rural Development Ministries, UNICEF and WHO have been strengthened. At a broader level the Liberian Red Cross has developed information pamphlets and flyers on HIV/AIDS, Polio and Malaria acceptable to the Health Ministry and the National AIDS Control Program. These have assisted in disseminating information on these topics to beneficiaries.

### **Constraints**

- Some of the HIV/AIDS IEC materials such as the model penis were not perceived as being culturally sensitive to some members of the more remote communities. A few older community members felt it was disrespectful to openly discuss sex. In some communities, advocating condom use raises complex practical and moral issues, especially within the Christian context. Silence on the subject and neglect of condom use has had an impact on the demand for condoms. However, promotion of faithfulness emphasized in rural settings make condom acceptable to some degree.

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- Since community members rely mainly on subsistent farming for their livelihoods, adolescent and adult males are engaged in brushing, burning and clearing activities in their respective communities and are unavailable to attend CBHP activities during farming seasons. In addition, the high poverty level, especially in rural communities contributes to widespread promiscuity that perpetuates the HIV/AIDS prevalence. Therefore, vigorous and extensive campaigns would be required to determine behavioural change.
- The CBHP could not be active in all five counties as indicated in the 2004-2005 Appeal due to a number of reasons including: the failure to hire a Health Director; the delay in appointing the three CBHP coordinators; the need to redesign the HIV/AIDS program to make it more community-based oriented; and the need to have all training/ community information materials prepared prior to implementation.
- The delay in the chapter revitalization program has resulted in the absence of a suitable person for finance in the chapter offices which will be handling relatively large sums of money. In addition, is the fact that financial management training is yet to take place at the chapter level.
- The CBHP Department still lacks a director which is bound to have an impact on the programme development and on the Federation's exit strategy.

### **Lessons Learned:**

- It is critical to know and understand the population's cultural sensitivities and customs.
- The close collaboration between the Health/Hygiene and the WatSan units has led to a greater impact on the beneficiaries.
- There is an improved understanding of community participation, partnership and ownership and its link to sustainable change and capacity building within the communities.
- There is a need to constantly follow up on CBHP volunteers involved in activities at the chapter level to allow for additional coaching in PHAST and other participatory methods.
- A need for additional training in PHAST and PRA techniques has been identified for chapter and HQ volunteers and staff.
- Additional training in the hardware component for WatSan has been identified for the Coordinator.

## **Disaster Management**

**Goal: The Liberian Red Cross has reduced the number of vulnerable persons affected by war and disasters through the extension and strengthening of services to all fifteen chapters.**

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

### **Achievements**

- A relief coordinator was confirmed in his position and the DM Director attended VCA training in Alcente, Spain.
- A total of 173 families and 1,138 individuals received assistance through the distribution of 27 bales of clothing.
- The Relief unit assessed and distributed relief items including clothing, buckets and other household utensils to victims of losses from fire incidents (327) and floods (1). Two orphanages and an old folk feeding centre also received aid.
- Volunteers provided first aid stand by support during football matches; the October crisis in Monrovia; walk-a-thons; beach patrols and the United Nations Day program.
- The Norwegian Red Cross approved the returnees' assistance project in the form of food security, CBH and first aid.
- Fifteen food security officers representing the 15 chapters in Buchanan received a Food Security/Agro refresher training workshop from October 11 – 15, 2004.
- The Liberian Red Cross Food Security Unit participated in the World Food Day (tele-Food) program held in Kakata, Margibi County on October 16, 2004. A Red Cross booth displaying crops from River Cess, Grand Bassa and Margibi chapters was set up.

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- The food security project supported farmers in 18 different communities in four counties (see table). It also distributed insecticides and fertilizers as follows: 150 kg of N.P.K, 150 kg of T.S.P., 175 kg of urea, 650 kg of manure, 15 heaps of compost, 3 litres of perfection, 1.5 litres of regent, 3 litres of deci and 3 kg of furadan.
- The areas cultivated under the food security program per acre were: 48.85 of rice, 51.5 of cassava, 20.2 of peanuts, 11.7 of corn, 3 of okra, 3 of pepper, 2.5 of butterball, 2 of eggplant, 1.75 of callor, 1.75 of cabbage and 1.75 of plato.
- The Food Security project constructed 8 scaffold nurseries in Montserrado, Margibi and Grand Bassa counties and conducted a food security needs assessment these counties.
- At the writing of this update, the Food Security team is in the southeast to identify farmers and areas for support in 2005.

**Number of beneficiaries:** 1,657 farmers

Items	Quantity
cutlasses	1,045
R/ hoes	594
shovels	77
S/hoes	126
M/files	50
G/stones	25
axes	111
wheel barrels	6
rice	3,700 kg
cassava	2,000 bundles
peanuts	2,800 kg
corn	3,100 kg
Okra	600 gm
pepper	1.2kg
butterball	1,000 gm
eggplant	800gm
callor	260 gm
cabbage	210 gm
plato	500 gm

### Impact

- The food security program has provided food and the seeds for the next season. It has also provided funding for the purchase of additional food and condiments for 1,657 farmers and their families. All assisted farmers trained through the program get a better yield and prepare for the next planting season. The nurseries provide seedlings for planting.
- The DM Director's training in conducting a VCA is critical to the success of the planned 2005 VCA.

### Constraints

- Inadequate DM budget prevented the food security project from reaching more counties and more farmers. Similarly, the rainy season made many roads inaccessible and sometimes hindering the food security team from reaching some of the projects.

### Lessons learned

Good planning is critical to the success of all aspects of the DM projects. The absence of a national DM plan impacts negatively on response.

## **Humanitarian Values**

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

**Objective: Some 150 children registered in the pilot CAR programme in Monrovia in 2004 will begin the healing process of their trauma and integration into mainstream activities. Second and third centres are envisaged depending on the security situation and the results of the pilot project.**

### **Achievements**

- A CAR concept paper based on the learning gained from the Liberian Red Cross team's visit to Sierra Leone and the results of the NGO survey conducted in Monrovia was produced and presented at a number of forums
- During the survey, child protection agencies and orphanages were visited and some of these requested toys. On the African Child Day, the Youth Director, the Secretary General and the Vice President visited five centres and donated games and educational materials. These centres were: CAP (Child Assistance Program), Think, Liberian Christian Orphanage Careysburg, Good Samaritan Ministries and Stepchild.
- The newly recruited coordinator and CAR supervisory team began work on October 4<sup>th</sup> while the 10 activists began on November 8<sup>th</sup>. An 8-day orientation was developed and implemented for the new staff which included reading, workshops, exercises, departmental meetings and assignments.
- A temporary site has been secured for the CAR centre and the move will take place November ending. Meanwhile, a minibus and a land cruiser for the CAR and CAPS Program have arrived in Monrovia through the leasing program.
- The ICRC with the Federation/Liberian Red Cross support organized two workshops facilitated by the Federation's Social Welfare Delegate. Participants included the ICRC Tracing and Protection delegates and staff as well as the Liberian Red Cross Tracing volunteers and CAR staff. The first workshop was based on the Rights of the Child, International Humanitarian Law and Principles. The second workshop covered the same topics and participants were the CAR Activists and other ICRC and Liberian Red Cross Tracing Field Officers.
- In June, a walking visit was made to the prospective CAR communities – West Point, New Kru Town, Clara Town, and Logan Town and in Red Light the communities of Paynesville, Gardnersville, Caldwell, Johnsonville, Barnersville and Virginia.
- The CAR Supervisory team carried out an initial survey on October 20<sup>th</sup> and 21<sup>st</sup> to learn about the communities' governance and opinion leaders structure in six communities mentioned above. When reviewing the information received, gaps were identified and questions added to the survey which was then completed November 22<sup>nd</sup> to 25<sup>th</sup>.
- The Accelerated Learning materials and textbooks have been purchased.
- On the job training and coaching was completed with the Youth Director and other staff on the PPP approach to log frames.
- Orientation to electronic and document filing systems was completed and implemented.

### **Impact**

- The Humanitarian Values programs have a clear, sequential plan that is integrated with the plans of the CBHP, Food Security First Aid and Tracing programs.
- The development and dissemination of the CAR concept paper was a good vehicle to discuss the chapter and branch roles in the program. The presentation provided clarity to certain areas of dispute.
- Now that the CAR staffing is completed, preparations have begun for community sensitization and registration of CAR beneficiaries, community surveys, development of modules for the skills training components and the purchasing and preparation of equipment and supplies.
- The cost of operating a CAR centre in Liberia is proving to be higher than in Sierra Leone. All needed supplies are more expensive and the cost of renting the CAR centre for one year is fifteen times higher than the first CAR centre in Sierra Leone.
- The CAR centre is in a visible and central location that will enable easy access for the target beneficiary groups to reach the centre.

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- The joint training of Liberian Red Cross Tracing and CAR staff and the ICRC field officers has enabled both to learn about each other's area of service. Also, it has been an opportunity for capacity building on the Convention of the Rights of the Child and IHL and also for the Directors in terms of becoming facilitators in these and upcoming topic areas.
- Orderly organization of internal and external papers and electronic files of the CAR program has increased the efficiency of the unit including saving time.
- The NGO survey resulted in increased collaboration and contact with community groups and the orphanages.
- The integrated coordination between CBHP and CAR as well as other programs will allow for greater impact on these communities.
- The presentation and discussion of the CAR concept paper with the chapter and branch Tracing and Dissemination officers will allow the branch to build a profile in areas where their presence and activities have been limited.
- The purchase of the Accelerated Learning Materials and the essential furniture and equipment means that the CAR program can start its core curriculum within the first two months of the program.

### **Constraints**

- § There have been financial constraints. A little more than 60 per cent of the budget has been funded, therefore, building construction and skill materials purchasing has been postponed until next year.
- § Continuing tensions and sporadic violence among groups and especially young people throughout this update period has meant work stoppages for a day and sometimes a week or more. Therefore, some work has fallen behind schedule.
- § The tighter controls on spending in Federation programs and the process of obtaining budget approvals does not allow for much flexibility. The process has to be approved by many levels and can be time consuming.
- § The organizational change at the Secretariat, regional and even in some donor societies has resulted in uncertainty of whether funds will be forthcoming or with whom to follow up.
- § The opportunities for field trips were limited due to terrible road conditions in the rainy season, especially during the July to October period.

### **Lessons learned**

- Surveys are very important as baseline information but the analysis and reporting are time consuming and challenging to complete given that other CAR program areas need simultaneous development. Time lines for the surveys completion need to be extended.
- Seeking legal advice before securing a rental property and finalizing a lease agreement is necessary as the process is not as straightforward as in other contexts.
- Field trips to the country's south-eastern parts are best scheduled between December to May as the roads become inaccessible in the rainy season. Consequently, if the second CAR centre is to be selected for this area, the whole preparatory process must be done prior to this period.
- The process of receiving donated land from government or other sources is lengthy and complicated and requires a great deal of time and persistence to follow up. One or two persons can be assigned to immediately begin land search if the Montserrado CAR program does not wish to rent in 2006.

## **Community Animation and Peace Support (CAPS) Program**

### **Achievements**

- The CAPS development concept has started and will be completed by December.
- A total of 16 communities in Nimba and Grand Gedeh counties are targets for the pilot CAPS program. A field trip from December 13<sup>th</sup> to 16<sup>th</sup> is planned to learn about the divisions and conflicts.

### **Impact**

None as yet as the program is still in the planning stage.

### **Constraints**

- § The Humanitarian Values Program's staffs are already working at a fast pace to get the CAR and Youth programs underway. The challenge is maintaining this pace with the addition of starting a CAPS program and a second CAR centre.

### **Lessons Learned**

- The conflict and the continuous tensions amongst targeted communities for the CAPS program are different from those of the CAPS communities in Sierra Leone. These tensions have been deeply rooted in time and have been further divided by political and factional influences. Entry into the communities may have to be formulated differently as the divisions are still expressing themselves in hostile and often violent ways.

### **Youth Development Program**

#### **Achievements**

- A youth development policy has been developed and is to be reviewed and approved at the youth General Assembly to be held just prior to the Liberian Red Cross General Assembly in December.
- Fourteen chapters have held their annual meetings and 14 youth representatives were elected.
- The Liberian Red Cross youth department has been invited to be part of the Big Five Youth meetings in Liberia. The body will work with other local youth-oriented groups and organizations to address the HIV/AIDS issue.
- The youth department has been invited to be part of the task force on the Integrated Early Childhood Development program which is a joint initiative of UNICEF and several government ministries. The aim of this 11-month initiative is to mobilize communities to advance the health and educational development of children between the ages of 2 and 18 years.
- The youth department participated in the planning for the Youth National Policy conference – a policy that youth organizations are hoping will be presented to and adopted by the Legislature.
- A framework on Red Cross school clubs has been drafted and is in the process of being circulated for comments.
- A service-oriented work plan to celebrate International Volunteers' Day on 5 December was developed for three counties – Grand Bassa, Bomi and Montserrado.
- Margibi youths have opened a school targeted at elementary school-aged children in difficult circumstances in the Kakata branch compound. Most of the teachers are youth volunteers from the branch and the school has 115 children.

#### **Impact**

- The youth policy and strategy document will allow the youth and staff adult members of governance to have input into youth's course and direction within the Liberian Red Cross. In addition, to play a role in decision making and participation in the national society's programs.
- The youth representatives' roles and responsibilities have been more clearly defined and the process election has been well prepared.
- The Liberian Red Cross has been recognized as a viable agency that can reach out to youth and disseminate messages on HIV/AIDS prevention.
- The IECD program has undergone transformation from its early conception and Liberian Red Cross has made significant contributions to shape that change.
- The Liberian Red Cross' performance and contributions at the planning meetings for the youth policy conference for has influenced and changed organizers concept of youth involvement. As a result there is a greater youth involvement and participation in the organization and direction of the conference.
- The intent of the Red Cross school clubs framework is to obtain uniformity and unity in implementation of these clubs across the country.
- The intent for youth to provide services on International Volunteers' Day is for the public to see that Liberian Red Cross youth are volunteering and providing valuable services to the community to make it a better place to live.

### **Constraints**

- § Funding for the Youth Development program is extremely limited.
- § Action on youth development programs has been delayed because the Youth secretariat has not been fully organized. This problem is expected to end when all the youth Representatives have been elected.

### **Lessons Learned**

- Youths are requiring training in leadership, community mobilization and programs to enhance their services and increase opportunity for national society's activities.
- From the participation in the IECD planning, it was clear that the Liberian Red Cross has contributions and capacity to shape educational programming. These contributions were listened to and taken seriously. It is important to be participating and proactive in these kinds of forums.

## **Organizational Development**

**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.**

### **Achievements**

- Efforts are in place to develop and implement an appropriate and transparent financial management system through a finance management consultant. The Finance Director and the Finance Development Delegate visited the Kenya Red Cross to study its financial management system.
- A detailed and comprehensive document including all aspects of the Liberian Red Cross work plan for next year has evolved from the 3-day working session for the Liberia 2005 Appeal. A chapter revitalization document was prepared and circulated to chapters. The Liberian Red Cross HQ and chapter management/governance have agreed that the chapters' core staff will be a field officer and an accountant/secretary.
- A document on conducting Chapter elections was prepared and information sessions held in all 15 chapters prior to the actual annual meetings. Support for these and the chapter annual meetings were provided by ICRC and the Federation.
- Fourteen chapters have held their annual meetings and their elections. Nine of these chapters have new chairpersons. The chapter governance consists of a chairperson, three vice-chairpersons, a secretary, a treasurer, a youth representative, three eminent persons and the immediate past chairperson.
- Wave mail has been set up at the headquarters for the Liberian Red Cross staff and delegates. A workshop on the Seville Agreement, Red Cross/Red Crescent Principles and program activities was held for chapter chairpersons and field officers.
- The Liberian Red Cross board has appointed a committee to review the national society's statutes which have already been signed. A special General Assembly will be held in December, 2005 to approve the revised statutes.
- Progress is being made on the enactment of a Law to protect the Emblem.
- A Human Resource management system and senior manager's performance appraisal format have begun implementation.
- A personnel handbook and a Policy and Procedures manual is being developed with the first policy and accompanying procedure being that for Liberian Red Cross Recruitment. The handbook will be available by next year's first quarter.
- The Acting President and the Secretary General attended the September Pan African Conference in Algiers.
- The Assistant Secretary General and the Director of Tracing attended PPP training in Lagos.
- The General Assembly election guidelines have been written and are to be approved by the General Assembly prior to the elections.

**Impact**

- The Chapter election guidelines and the information sessions a first for the Liberian Red Cross and ensured that chapter elections were conducted smoothly and transparently.
- The initiation of a Human Resource Management system has emphasized the importance of the human resources on Liberian Red Cross as an organization.
- The Recruitment Policy and Procedures has ensured that all Liberian Red Cross positions have been filled based on most qualified person for the job.
- The restructuring of the Liberian Red Cross Senior Management means a leaner and more focused team.
- The work done on the 2005 Appeal has provided the Departments of the Liberian Red Cross with a detailed and comprehensive work plan for 2005.
- Visits to other national societies such as Sierra Leone and Nairobi will lead to a greater contact, cooperation and exchange of experience and knowledge between national societies.

**Constraints**

- § The rainy season, which has made travel to the south-eastern chapters, caused delays in conducting the election guidelines information sessions and the chapter annual meetings.
- § There are still an estimated 600,000 Liberians refugees or internally displaced out of a population of three million.
- § Funding for the Organizational Development program was below the original budget and impacted on carrying out certain projects.
- § The national society's staff salaries are very low, even for Liberia, and staff recruitment and retention is difficult. If the Federation exit strategy is to work, the national society must have competent people in place and pay reasonable salaries.

**Lessons learned**

- The Federation's integrated approach is working extremely well. The delegation has no staff of its own and relies on the Liberian Red Cross to provide the required support. The Federation delegates work in the same offices as their counterparts. This approach has not only promoted transparency, but developed the LNRC's capacities and created a better working relationship and environment.
- It is difficult to develop a sound human resource management system without experienced and knowledgeable staff. The restructuring should address this issue.
- If the Liberian Red Cross is to attain its objective of becoming a well functioning national society and if the Federation's exit strategy is to work, salaries at the Liberian Red Cross must at least be competitive with other local organizations.

[Contributions list below; click here to return to the title page and contact information.](#)

APPEAL No. 01.25/2004

## PLEDGES RECEIVED

11/01/2005

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
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## CASH

REQUESTED IN APPEAL CHF ----->					TOTAL COVERAGE	
					1,357,870	85.3%
CASH CARRIED FORWARD				118,050		
BRITISH - RC		30,000	GBP	70,785	27.02.04	HEALTH & CARE
BRITISH - RC		40,000	GBP	94,380	27.02.04	ORGANISATIONAL DEVELOPMENT
BRITISH - RC		29,005	USD	36,735	22.03.04	RUNNING COSTS CLINIC FOR 9 MONTHS
BRITISH - RC		9,500	GBP	21,926	21.04.04	ORGANISATIONAL DEVELOPMENT / CAR
BRITISH - RC		40,500	GBP	92,583	09.09.04	CAR PROGRAMME
BRITISH - RC		25,465	GBP	58,213	19.10.04	CAR PROGRAMME
BIJOU TRUST		50,000	GBP	114,300	02.08.04	HEALTH/CBHP
DANISH - RC				45,000	16.12.04	ORGANISATIONAL DEVELOPMENT/FINANCIAL DEVELOPMENT
GERMAN - RC		50,000	EUR	77,975	16.03.04	HUMANITARIAN VALUES, CHILD ADVOCACY & REHABILITATION
SWEDISH - RC		500,000	SEK	84,500	06.05.04	HUMANITARIAN VALUES (CAR % CAPS)
SWEDISH - RC		1,200,000	SEK	202,800	06.05.04	HEALTH & CARE, ORGANISATIONAL DEVELOPMENT
SWEDISH - RC		250,000	SEK	41,875	02.11.04	ORGANISATIONAL DEVELOPMENT
SUB/TOTAL RECEIVED IN CASH				1,059,122	CHF	78.0%

## KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
GREAT BRITAIN	DELEGATE			98,800		
Note: due to systems upgrades in process, contributions in kind and services may be incomplete.						
SUB/TOTAL RECEIVED IN KIND/SERVICES				98,800	CHF	7.3%

## ADDITIONAL TO APPEAL BUDGET

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
SUB/TOTAL RECEIVED						
				0	CHF	