

# ANNUAL REPORT



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

30 April 2005

### In Brief

**Appeal No.:** 01.25/2004 – [http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual04/012504.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual04/012504.pdf)

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

**Appeal coverage:** 91.7% ([Click here to access the final financial report](#))

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

*This Annual Report reflects activities implemented over a one-year period; they form part of, and are based on, longer-term, multi-year planning. All International Federation assistance seeks to adhere to the Code of Conduct and is committed to the Humanitarian Charter and Minimum Standards in Disaster Response in delivering assistance to the most vulnerable. For support to or for further information concerning Federation programmes or operations in this or other countries, please access the Federation's website at <http://www.ifrc.org>*

**For further information specifically related to this Annual Appeal please contact:**

- **In Liberia:** Daniel S. Clarke, Jr., Secretary General, Liberian Red Cross Society, Monrovia: Email [lnrcs@yahoo.com](mailto:lnrcs@yahoo.com) or [clarkesumo@yahoo.com](mailto:clarkesumo@yahoo.com); Mobile phone +231.6.551.335
- **In Liberia:** Sally Miller, Federation Liberia Representative, Monrovia; Email [ifrc1r01@ifrc.org](mailto:ifrc1r01@ifrc.org); Mobile phone +231.6.553.195
- **In Geneva:** Madeleine Lundberg, Federation Regional Officer for West and Central Africa, Africa Dept; Email [madeleine.lundberg@ifrc.org](mailto:madeleine.lundberg@ifrc.org); Phone +41.22.730.4260; Fax +41.22.733.0395

### Overall analysis of the programme

The ICRC in collaboration with the Federation has been actively involved in developing the Liberian Red Cross Society's<sup>1</sup> programme delivery capacity. Within this framework, A comprehensive community-based health programme (CBHP), which includes HIV and AIDS, WatSan, and health and hygiene, was developed during the year. Twenty-one volunteers from two pilot counties had a six-day training course and the programme has now been implemented in seven communities in Margibi and Grand Bassa counties. At least four additional counties will be added in 2005.

A total of 13,131 individuals benefited from the food security programme which supported 2,181 farmers in nine counties with seeds, tools and training in agricultural techniques. The farmers cultivated 286 acres, and harvested rice, cassava, peanuts and assorted vegetables.

The Child Advocacy and Rehabilitation Programme developed through the assistance of the social welfare delegate, selected 150 war-affected children for its pilot phase which began in Monrovia on 17 January 2005.

The national society held its 45<sup>th</sup> General Assembly in December and elected a new group of leaders for the next four years.

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

## Objectives, Achievements, and Constraints

### Health and care: Community-based health programme

**Goal: The health of the 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 1: Through peer educators and its volunteers, Liberian Red Cross is contributing to the community's ability to prevent major health hazards such as HIV and AIDS infections.**

#### Achievements:

- The CBHP has been reinforced through a restructuring which combines several programmes, including HIV and AIDS, WatSan, and health and hygiene.
- The health and care department developed:
  - training modules for training-of-trainers (TOT) courses;
  - information, education and communication (IEC) tools on HIV and AIDS, malaria and diarrhoea;
  - volunteer recruitment strategies;
  - assessment and base line survey tools; and,
  - monitoring, evaluation and reporting formats.
- In partnership with a local women's group, CONWASA, the department marked Africa Malaria Day through distribution of leaflets on malaria.
- In collaboration with the Liberian Red Cross clinic and the Health Ministry, the department conducted anti-polio national immunization days (NID) funded by the CBHP. Red Cross volunteers from Grand Gedeh chapter carried out the programme under the supervision of the Liberian Red Cross clinic. They achieved 95 per cent coverage (**see table 1**).
- A six-day TOT course was held in October in Kakata, Margibi County for 21 newly recruited CBHP volunteers.
- Headquarters' staff made follow-up field trips to targeted counties to assist chapter officers in programme planning.
- Selected communities were assessed and base-line surveys conducted for the implementation of promotional health activities (**see table 2 for population distribution**).
- About 70 per cent of the CBHP training modules as well as core modules for the TOT courses have been completed.
- The CBHP acting director attended a regional disaster management workshop in Abidjan with one of the objectives being coordinating DM and health activities.
- The CBHP contacted both the Health Ministry and WHO to join the task force on Lassa fever.
- The HIV and AIDS coordinator attended meetings with the National AIDS Control Programme in developing a KAP-B<sup>2</sup> questionnaire, producing HIV and AIDS IEC materials and coordinating national activities.
- A total of 150 hygiene kits and 130 tool sets were purchased for distribution to the most vulnerable in the CBHP communities.
- The WatSan Unit participated in the UNICEF- sponsored national water and sanitation assessment. The unit carried out the assessment in 119 communities in two districts in Nimba County. A complete report on the results will be available through UNICEF.
- The ICRC supported the repair of 26 hand pumps in River Gee County (**see table 3 for details**).
- The WatSan unit repaired the pump at the Liberian Red Cross headquarters.
- The CBHP funded the construction of a new well at the CAR centre; the WatSan unit carried out the work.
- The CBHP is now part of the PHAST<sup>3</sup> group.

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<sup>2</sup> KAP-B: knowledge, attitudes, practices and behaviour

<sup>3</sup> PHAST – Participatory hygiene and sanitation transformation

## **Liberia; Appeal no. 01.25/2004; Annual Report**

### **Impact:**

- With the exception of the director, the CBHP structure is now in place. It has started in two new counties and so far received positive responses from the selected communities in each county. It is however, far too early to measure the impact on health.
- Prior to the merger of the HIV and AIDS programme with CBHP in April 2004, the Youth Department had an active HIV and AIDS programme in Grand Bassa and Margibi. (see table 4). The Grand Bassa and Margibi Liberian Red Cross chapters have now developed structural capacities to implement the health and hygiene as well as HIV and AIDS information activities. Both have developed a four-month work plan. During informal interviews and discussions with many youths in these chapters, the youth showed an increased awareness of HIV and AIDS.
- Red Cross volunteers trained in community participation and partnership have a good understanding of the importance of true partnership with communities. Partnerships with the Ministries of Health and Rural Development, UNICEF, WHO and various NGOs have also been strengthened.
- The Liberian Red Cross has developed information pamphlets and flyers on HIV and AIDS, polio and malaria which have been approved by the Health Ministry and the national AIDS Control Programme. These pamphlets and flyers have been used to disseminate information to beneficiaries.

### **Constraints:**

- Some IEC materials developed for HIV and AIDS were not perceived as culturally sensitive to some members of the more remote communities. The model penis, for example, received negative reception by a few of the older members as they felt it showed a sign of disrespect. They also said “it is disrespectful to openly discuss sex”. Similarly, in some communities, advocating condom use raises complex practical and moral issues, especially in the Christian context.
- Community members rely on subsistent farming for their livelihood. During farming season, adolescent males are engaged in brushing, burning and clearing activities and were unavailable to participate in HIV and AIDS information sessions.
- A high degree of poverty exists in the country with the rural communities the worst affected. This contributes to a high degree of promiscuity that perpetuates the spread of HIV and AIDS.
- The programme could not be active in all five counties as planned in the 2004-2005 Appeal. This is largely due to the fact that the strategy needed to be reformulated and the CBHP department developed.
- The department still does not have a director while the absence of vehicles in the chapters to facilitate the movement of trainers is hampering the smooth operation of the programme. In the same vein, the lack of a pick-up for the WatSan programme also impedes work progress.
- The delay in chapter revitalization has resulted in the absence of capable finance personnel in the chapter offices raising concerns as the CBHP handles significant amounts of cash monthly.
- The WatSan unit coordinator has been over- stretched and has relied heavily on the good will of unpaid volunteers to carry out activities.
- There is no policy for Red Cross volunteers and this has caused delay and confusion in the programme implementation.

### **Lessons Learned:**

- The CBHP Appeal for 2004 was rather ambitious and new to the Liberian Red Cross, thus time was needed to develop a quality product.
- It is also critical to know, understand and respect the population’s cultural sensitivities and customs.
- While there has been an improved understanding within the Liberian Red Cross, both at the chapter and headquarters level, regarding the importance of community participation, partnership and ownership, partnerships outside the Movement need to be clearly defined including funding commitments. Similarly, the Liberian Red Cross has learned the importance of all departments collaborating for the benefit of the most vulnerable.
- There is a need for additional training in PHAST and PRA<sup>4</sup> techniques both at the headquarters and chapter levels.
- Additional training in the “hardware” component of WatSan is requested by the coordinator.

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<sup>4</sup> PRA – Participatory rural appraisal

## **Liberia; Appeal no. 01.25/2004; Annual Report**

- The Department realized that one person handling the coordination of Health and Hygiene as well as Acting Director of CBHP was hardly doing justice to both.
- The programme philosophy of the Liberian Red Cross' CBHP remains unclear to the chapter governance. Besides, the number of trainers appointed at chapter level is too high. The costs associated with incentives, transportation of trainers and other costs cannot be supported by present or future funding.

**Please refer to the following tables, presented as Annex 1 at the end of this narrative:**

- **Table 1 – Polio Immunization Statistics – Grand Gedeh County**
- **Table 2 – Population Distribution – CBHP Community**
- **Table 3 – Hand pump repairs in River Gee County**
- **Table 4 – HIV and AIDS Statistics**

## **Disaster Management**

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

**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.**

## **Disaster Management: Food Security**

### **Achievements:**

- A five-day agricultural and food security training workshop was carried out in Buchanan, Grand Bassa County (11-15 October) with 14 participants from 14 chapters (Maryland was unable to attend due to road conditions).
- The Liberian Red Cross food security unit participated in the World Food Day (tele-food) programme held in Kakata, Margibi County (16 October). A Red Cross booth was constructed and crops from three counties were on display.
- The food security unit constructed eight scaffold nurseries in Margibi, Grand Bassa and Montserrado counties.
- Two thousand one hundred and eighty one farmers cultivated 286 acres of rice, cassava, peanut and vegetable crops. (see tables 5 and 6)
- A total of 13,131 individuals were supported by the food security programme.
- A total of 3,805 farming tools were distributed. (see table 7).
- A total of 16,200 kg of rice, peanut and plato seeds, 37,390 gm of pepper, butter ball, egg plant, callor, cabbage, corn, okra, watermelon and cucumber seeds and 2,000 bundles of cassava were distributed to the 2,181 farmers (see table 8).
- Training and supervision of farmers in the project was on-going by the Coordinator of the food security unit and the agro technicians in the chapters.
- The food security unit carried out a needs assessment for 2005 and an additional 2,000 farmers have been identified for assistance.

### **Impact:**

- The food security programme has provided the means for 2,181 farmers and their extended families to ensure availability of food, seeds for next season's planting and some small money through the sale of extra crops to buy additional food supplies/condiments.
- The training provided by the food security unit to all assisted farmers is enabling them get a better yield and prepare for the next planting season.
- The nurseries provide seedlings for planting.
- The training of chapter agro-technicians enables a continuous supervision and support of the farmers in the programme.

### **Constraints:**

- The food security project received no funding in 2004 resulting in fewer farmers being assisted than could have been if the appeal budget has been met or at least partially supported.

## **Liberia; Appeal no. 01.25/2004; Annual Report**

- Access to the southeast and Lofa chapters during the rainy season is difficult and therefore all assistance to farmers has to take place during the January to May period. The heavy rains also caused loss of crops which had to be replaced.
- The lack of a pick-up truck to transport tools and seeds has been a problem and has meant hiring trucks which is very expensive in Liberia.

### **Lessons Learned:**

- To have an effective food security programme, with emphasis on security, the programme must have a training component and a minimum 18- month follow up which includes assessing the impact on the health of the population through the CBHP. The two departments have been working on ways to achieve and monitor this.
- The impact of cooperatives versus individual farmers is being assessed.

### **Please refer to the following tables, presented as Annex 1 at the end of this narrative:**

- **Table 5 - Farmers assisted through the food security programme by county and sex**
- **Table 6 – Acreage of land cultivated per crop**
- **Table 7 – Farming tools distributed**
- **Table 8 – Seeds distributed**

## **Disaster Management: Relief**

### **Achievements:**

- 147 bales of clothing were distributed to 8,640 individuals (**see table 9**).
- The director of the Disaster Management Department attended vulnerability and capacity assessment (VCA) training in Spain.
- Preparation for a country-wide VCA has been completed and will take place in the first quarter of 2005 (the last VCA was carried out in 2002).
- The disaster management and community-based health departments carried out an assessment following the arrival of over 10,000 refugees from Côte d'Ivoire. Results of this assessment were shared during a contingency planning meeting in Dakar.
- Following the contingency planning meeting in Dakar, an Appeal has been launched to assist the newly arrived refugees.
- A project to assist Liberians returning to their communities from refugee and IDP camps was submitted to the Norwegian Red Cross and has been approved. The project commences in January, 2005 and will provide assistance at border crossings and in the communities through first aid, tracing, distribution of non-food items, food security, water and sanitation and community health programmes. The project is led by the DM department but in cooperation with the tracing, communication, information and dissemination and community-based health departments.

### **Impact:**

- With the varied needs of arriving refugees and returnees, the different departments in the Liberian Red Cross have begun to work in ways that complement each other's efforts thus providing better quality and more services to the beneficiaries. Volunteers will also be continually trained on effective and rapid response to population movement.

### **Constraints:**

- The under-funding of the disaster management department posed a major challenge to effective and quick response.
- There were inadequate vehicles allotted to the DM department to cover first aid, food security and relief.

## **Liberia; Appeal no. 01.25/2004; Annual Report**

### **Lessons Learned:**

- Good planning in all aspects of disaster management projects is critical to success.
- The absence of a National Disaster Management Plan impacts negatively on response.

**Please refer to the following table, presented as Annex 1 at the end of this narrative:**

- **Table 9 – Distribution of clothing donated by British Red Cross through the Federation**

## **Disaster Management: First Aid**

### **Achievements:**

- The Liberian Red Cross First Aid teams attended 13 public events and provided first aid to 234 injured spectators and participants. They responded to fights and riots providing first aid to 9 injured individuals; transferred two pregnant women and 200 sick and wounded individuals to hospitals; carried out beach patrols and responded to one fire incident (**see table 10**).
- Forty two border response volunteers in Nimba County participated in a First Aid workshop. (**see table 10**)
- Nineteen representatives from the 15 chapters in Buchanan had a First Aid refresher course. (**see table 10**)
- The Liberian Red Cross First Aid unit carried out four First Aid Training workshops for four different NGOs. (**see table 10**)
- In cooperation with the ICRC and the Danish Red Cross, a First Aid delegate will arrive in January, 2005 to assist the Liberian Red Cross to develop a comprehensive First Aid Programme.

### **Impact:**

- The Liberian Red Cross has established visibility and credibility by being present at most public events and providing first aid assistance to the injured and sick.
- The development of a comprehensive First Aid Programme will improve the quality of the training and provide supporting documentation.

### **Constraints:**

- Funding for First Aid response teams had been inadequate.

### **Lessons Learned:**

- To establish credibility and increase public demand for first aid training, the Liberian Red Cross must have proper handouts and equipment to work with.
- It is essential that all Red Cross staff and volunteers, including drivers are trained in first aid.

**Please refer to the following table, presented as Annex 1 at the end of this narrative:**

- **Table 10 – First Aid Activities during 2004**

## **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.**

## **Humanitarian Values: Child Advocacy and Rehabilitation (CAR)**

### **Achievements:**

- The Social Welfare delegate's arrival in March 2004 assisted the Liberian Red Cross develop a Child Advocacy and Rehabilitation Programme (CAR) and a Community Animation for Peace Support Programme (CAPS).

## **Liberia; Appeal no. 01.25/2004; Annual Report**

- An NGO survey tool developed to identify gaps, need areas and locations for support to children, helped determine the location of the first CAR centre and the proposed location of the second. It also helped identify the county for the first CAPS programme and establish the beginning of a new relationship between the Liberian Red Cross and the NGO community. A total of 25 INGOs and NGOs were selected and 22 were interviewed. The results of the survey are available through the Liberian Red Cross.
- Capacity building of the Liberian Red Cross CAR team was carried out in the following areas: developing NGO and community survey tools; field testing questionnaires; writing appeals and developing log frames for the appeal; writing job descriptions; selection processes; and community sensitization.
- A new level of cooperation and collaboration was opened at the national and regional levels with visits to Sierra Leone, discussions with the Ministries of Gender and Development and Education and participation in the monthly Child Protection Working Group.
- A CAR concept paper was developed and presented to the Liberian Red Cross governance and secretariat, the Federation, the ICRC and other National Red Cross and Red Crescent Societies.
- A building was rented for the first year of the CAR programme with the hope that funding will be available in 2005 to construct a permanent site.
- A coordinator, three supervisors and 10 activists for the CAR programme were recruited. They went through an eight day orientation session, developed and carried out a community survey which was followed by community sensitization.
- Over 300 children registered for the programme. All were verified as a means of confirming that they met the selection criteria and 150 (the maximum for each CAR programme) were selected.
- The first CAR centre opened 17 January 2005 in Monrovia.

### **Impact:**

- The NGOs interviewed expressed appreciation for the process and approach establishing a new spirit of cooperation.
- The Liberian Red Cross' work gained more recognition through its interaction with several state ministries including the Ministry of Education and the Ministry of Gender and Development.
- There is an increased organization of internal and external files.
- The development and dissemination of the CAR concept paper provided clarification about the programme.
- The hiring of the full complement of CAR staff enhanced the development and implementation of the community survey, followed by the registration and selection of the first 150 CAR children beneficiaries.
- A closer relationship has been established between the Montserrado Chapter and the humanitarian values department through the implementation of the programme.
- The programme has fostered an initiative of collaboration at the regional level between two National Red Cross Societies expected to extend to other regional national societies.
- The coaching that took place throughout the hiring of the first three CAR staff meant that the director and the human resource officer were able to complete the selection process of the 10 activists with little support required.
- The CAR team was able to acquire materials for the accelerated learning process (ALP) meaning that the schooling part of the programme will begin immediately followed two months later with the implementation of the skills areas.
- The Liberian Red Cross gained great credibility with the communities targeted by following up the registration with the actual programme.

### **Constraints:**

- Time was insufficient for the planning of the integrated programme and the development and processing of a workable budget.
- The delay in getting the CAR staff in place on the planned date contributed to the delay in the opening of the CAR centre.
- There has been a lack of an appropriate child protection strategy in Liberian Red Cross.
- The programme encountered financial problems as about 40 per cent of its budget was not funded; the CAR centre could not be constructed as planned.

## **Liberia; Appeal no. 01.25/2004; Annual Report**

### **Lessons Learned:**

- The development of specific programmes/projects gives ownership and commitment to the programme and projects developed.
- Proper time used wisely for planning the CAR project yielded smooth and efficient implementation of the activities.
- The appeal planning process was thorough but intensive and also a capacity building process for the Department.
- The securing of a space for the hosting of the CAR programme was an educational process as it involved the type of space needed, the negotiation to get permission and the legal implementation, which should be known before commencing negotiation.
- The various surveys are important as baseline tools, but the in-putting of the data, analyzing and writing the reports is time consuming although necessary.

### **Please refer to the following tables, presented as Annex 1 at the end of this narrative:**

- **Table 11: CAR beneficiaries by sex and communities**
- **Table 12: CAR beneficiaries by community and selected trade**

## **Humanitarian Values: Youth**

### **Achievements:**

- A volunteer data base for the 15 Red Cross chapters in Liberia was developed. The data base shows that there are approximately 2,500 youth volunteers throughout the country; 2/3 are male and 1/3 female.
- 253 youth volunteers from Montserrado County have been trained in awareness and advocacy in HIV and AIDS.
- 26 school clubs in four counties have been reactivated.
- The Liberian Red Cross Youth Unit collaborated with the YMCA, YWCA, Boy Scouts and Girl Guides to structure a mini-secretariat on the prevention of HIV and AIDS.
- Through the Liberian Red Cross chapter revitalization process, fifteen new youth representatives were elected to serve on their respective Chapter Governance Board.
- The development and adoption of the National Youth Policy was the first major document for youth in the Liberian Red Cross.
- Liberian Red Cross held a National Youth Assembly in December, only the second in the history of the national society.
- 225 youth volunteers participated in the observance of International Volunteers' Day on 5 December. The youth carried out clean-up campaigns, information sharing on volunteerism, fed 105 blind people and senior citizens and took care of patients in three hospitals.
- Red Cross Youth joined other youth all over the country in the observance of World Aids Day.
- Red Cross Youth carried out sensitization sessions in twenty-seven communities in Montserrado, Bong and Nimba counties on the integrated early childhood development (IECD) concept which is geared towards the rights and care of children.

### **Impact:**

- Liberian Red Cross received commendation from the recipients and communities where International Volunteers' Day activities were carried out.
- Ten high schools in Monrovia have begun to promote the ideals of the Movement in their schools.
- With more focus on youth in Liberian Red Cross, more youth are joining the ranks of the Red Cross Youth Movement.

### **Constraints:**

- Liberian Red Cross youth did not have an approved budget to operate with.
- The Liberian Red Cross secretariat lacked sufficient human resources to monitor activities in the chapters.
- Youth found it difficult to access funds due to the priority placed on core programmes.

## **Liberia; Appeal no. 01.25/2004; Annual Report**

### **Lessons learned:**

The youth can make a difference in the national development and thus need to be taken seriously. They are capable of performing any task and making a positive impact on the Red Cross development. Lack of financial support for youth programmes cripples the spirit of youth volunteerism within the national society.

## **Humanitarian Values: Community Animation and Peace Support (CAPS)**

### **Achievements:**

- The development of a concept paper is nearing completion.
- A field trip to Nimba and Grand Gedeh counties was carried out to visit divided and destroyed communities as an initial attempt to identify communities for the CAPS programme.

### **Lessons learned:**

In discussions with community members, do not use the words conflict and problems as many will not discuss this openly.

Adequate time frames must be allotted for entry into the communities for peace building programmes.

Some basic needs must be met in order to engage the community in peace building efforts.

The presence of individuals with the required knowledge of the area, commitment to reside in the community and willingness to work with the residents is an absolute necessity.

## **Organizational Development**

**Goal: The Liberian National Red Cross Society is a well functioning national society with goals already stated in the report.**

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

### **Achievements:**

- A Federation finance development delegate arrived 2 June 2004 to work directly with Liberian Red Cross in developing and implementing an appropriate and transparent financial system.
- A three-day planning session was held to help prepare for the 2005 Appeal for Liberia. The result was a detailed and comprehensive document including all aspects of the Liberian Red Cross work plan for next year regardless of the donor.
- A three-day management training workshop was held for Liberian Red Cross senior managers and coordinators.
- A three-day session on training and presentation skills was held for the senior managers and their coordinators.
- A document for chapter revitalization was prepared and circulated to chapters. The Liberian Red Cross headquarters and chapter management and governance have agreed that the core staff for chapters will be a field officer and an accountant/secretary. All other staff will be programme staff.
- The regional logistics delegate spent a total of eight weeks in Monrovia working with the Liberian Red Cross. A detailed job description was developed for a logistics coordinator and interviews were held. Unfortunately, only one suitable candidate was found and he refused the job based on salary.
- A document on how to conduct chapter elections was prepared and information sessions were held in all chapters prior to the actual annual meetings. Fourteen of the fifteen chapters held their annual meetings and elections in October and November and ten chapters elected new chairpersons.
- The Liberian Red Cross held its' 45<sup>th</sup> General Assembly over a three-day period in December. All fifteen chapters attended and were represented by their respective chairperson, youth representative and one branch representative. A new slate of Liberian Red Cross officers was elected to govern the national society for the next four years; all were elected unopposed.<sup>5</sup>
- Wave mail has been set up at the Liberian Red Cross headquarters for the Liberian Red Cross staff and delegates.

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<sup>5</sup> The elected officials are: President, Mrs. Theresa Leigh Sherman; First Vice-President, Mr. Emmanuel Kparh; Second Vice-President, Mr. David Vinton; Third Vice-President, Mr. Harry Holder.

## **Liberia; Appeal no. 01.25/2004; Annual Report**

- A one-day workshop on the Seville Agreement, Red Cross/Red Crescent principles and programme activities was held for chapter chairpersons and field officers.
- A one-day information session was held for the newly elected chapter chairpersons focusing on the individual mandates of the three components.
- The Liberian Red Cross Statutes have been signed by the President and a copy sent to Geneva. However, there are gaps in the Statutes that still have to be addressed. For example, the Statutes make no reference to branches and references to chapters must be strengthened. Therefore, the National Executive Board of the Liberian Red Cross has appointed a special committee to review and revise the Statutes and it has been agreed that a special General Assembly will be held in December 2005 to approve the revised Statutes.
- The national society, supported by the ICRC and the Federation, has had several meetings with government departments regarding the enactment of a law to protect the emblem. Progress is being made.
- A status agreement between the Federation and the government of Liberia is nearing conclusion and should be signed in January 2005.
- A human resource management system has started to be implemented including a performance appraisal format; all senior managers were appraised during November. There still remains a lot of work to do in this areas but it is a beginning.
- A personnel handbook is being developed and, hopefully, will be available for staff in the first quarter of next year.
- A policy and procedures manual is being developed policy by policy and procedure by procedure with the first policy and accompanying procedure being that for Liberian Red Cross recruitment.
- The position of director of administration has been eliminated; as from 1 December 2004, the director of finance will assume those duties, in addition to normal duties.
- Following the resignation of its director earlier in the year, the communications, information and dissemination department was combined with the tracing department.
- Other members of the senior management of the Liberian Red Cross include the Secretary General, the Assistant Secretary General, the Director of Disaster Management, the Director of Humanitarian Values and the Director of Community-Based Health.
- Revised job descriptions have been developed for the new structure.
- The finance director and finance development delegate spent a week in Nairobi visiting the Kenya Red Cross and studying their financial management system.
- The then-acting president and the secretary general of the national society attended the Pan African Conference in Algiers in September.
- An audit of the Liberian Red Cross 2003 accounts was carried out; the report is available through the Liberian Red Cross.
- Following the looting and destruction during the years of fighting in Liberia, ten of the fifteen chapters were either rehabilitated or have completely new structures. There are still five chapters requiring assistance and these are planned for 2005. At the present time they are working out of rented premises.
- The national society secretary general and the Federation representative attended an organizational workshop in Geneva.
- The Liberian Red Cross has introduced a new salary scale for all staff based on salaries being paid by other NGOs and the cost of living in Liberia.
- The assistant secretary general and the director of tracing attended training in Lagos on the Federation's project planning process (PPP).
- The delegation has developed an exit strategy approved by the Liberian Red Cross on condition that all aspects of the strategy are met. The last delegate in Liberia would leave in March 2007.

### **Impact:**

- The Chapter Election Guidelines and the Information Sessions introducing these guidelines were a first for the Liberian Red Cross and ensured that chapter elections were conducted smoothly and transparently.
- From the Chapter Election Guidelines were developed the General Assembly Election Guidelines which were approved at the General Assembly; their application also ensured smooth and transparent elections.

## **Liberia; Appeal no. 01.25/2004; Annual Report**

- The initiation of a human resource management system emphasizes the importance of the human resources for 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 new salary scale introduced by the Liberian Red Cross should make it easier for the national society to retain their senior staff.
- The restructuring of the Liberian Red Cross senior staff 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.
- The renovation or construction of the chapter offices has provided chapter governance and staff the means to carry out much needed programmes in support of the Liberian people.

### **Constraints:**

- The organizational development budget of the Appeal was not very well supported. This has resulted in some of the plans for the development of the national society to be postponed and a weak OD support also has a negative impact on programme development and sustainability.
- The rainy season makes accessibility to most of the chapters in the southeast and Lofa impossible for about 4 months of the year. Assistance and programme development to these chapters must be well planned to avoid the rainy season.
- There are still an estimated 600,000 refugees or internally displaced Liberians out of a total population of about 3 million. Accurate figures of how many will return to which communities are very difficult to determine.

### **Lessons Learned:**

- The integrated approach being used by the Federation in Liberia is working very well. The delegation has no staff of its own and relies on the Liberian Red Cross to provide the required support such as administration, drivers, purchasing, etc. The Federation delegates work in the same office as their counterparts. This approach has not only promoted transparency but developed the Liberian Red Cross 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.
- Of the five new directors hired in late 2003 and 2004, two have already resigned to take better paying positions. During their short stay with Liberian Red Cross time and money was spent providing training in country and out of country. It is clear that, if the Federation's exit strategy is to work, Liberian Red Cross must have well qualified staff and must be able to retain them. It is hoped that the new salary structure will address this, at least in part.

*[Annex 1, Tables 1-12 and final financial report below](#)*  
*[Click here to return to title page and contact information](#)*

**STATISTICAL AND INFORMATION TABLES, LIBERIA 2004 ANNUAL REPORT**

**Table 1 – Polio Immunization Statistics – Grand Gedeh County**

Target Age	Vaccinated – Round One	Vaccinated – Round Two
Birth – 6 months	127	184
7 months – 12 months	1,876	1,024
13 months – 59 months	3,204	4,092
<b>Total</b>	<b>5,207</b>	<b>5,300</b>

**Table 2 – Population Distribution – CBHP Community**

Chapter	Selected Communities	Population
Margibi	Kornema	275
Margibi	Kwolokolamah	300
Margibi	Gblorkorleh	700
Grand Bassa	Noryou Town	536
Grand Bassa	Zoe Town	636
Grand Bassa	Saturday Town	300
Grand Bassa	Boeglay Town	533
Grand Bassa	Gor Town	521
<b>Total</b>	<b>8 communities</b>	<b>3,801</b>

**Table 3 – Hand pump repairs in River Gee County**

District/Branch	Town	Population
Gbeapo	Kenweaken	3,696
	Swenken	302
	Tartuken	612
	Paroken	685
	Pronoken	72
	Jatoken	51
	Taiken	412
	Flewroken	10,155
	Dwehken	636
	Joquieken	3,123
<b>Total</b>	<b>10 towns</b>	<b>19,744</b>

**Table 4 – HIV/AIDS Statistics**

County	Location	Communities Visited	Youth 9-19	Youth 20-24	Youth > 24
Margibi	Kakata	8	1,080	998	0
Margibi	Harbel	4	150	32	27
Margibi	Gibi	2	45	33	0
Grand Bassa	Buchanan	24	3,767	730	0
Grand Bassa	District # 1	6	29	17	29
Grand Bassa	District # 2	24	140	60	0
Grand Bassa	District # 3	4	75	150	0
Grand Bassa	District # 4	3	30	50	0
<b>Total</b>		<b>75</b>	<b>5,316</b>	<b>2,070</b>	<b>56</b>

**Liberia; Appeal no. 01.25/2004; Annual Report**

**Table 5 - Farmers assisted through the food security programme by county and sex**

No	County	Male	Female	Total farmers	Total beneficiaries
1	Grand Bassa	253	144	397	2,383
2	Bong	35	15	50	317
3	Cape Mount	72	28	100	650
4	Grand Gedeh	49	21	70	504
5	Margibi	384	253	637	3,822
6	Montserrado	162	78	240	911
7	Rivercess	374	159	533	3,591
8	River Gee	66	31	97	614
9	Sinoe	32	25	57	340
<b>Total</b>		<b>1,427</b>	<b>754</b>	<b>2,181</b>	<b>13,131</b>

**Table 6 – Acreage of land cultivated per crop**

No	Crop	Acreage
1	Rice	162
2	Cassava	86
3	Peanut	21
4	Vegetable	17
<b>Total</b>		<b>286</b>

**Table 7 – Farming Tools Distributed**

County	Cutlas	Regular Hoe	Scratching Hoe	Shovel	Ax	Digger	File	Water Can	Wheel Barrow	Rake	G/stone	Pingalin
Grand Bassa	259	148	34	100	39	2	26	3	2	2	6	1
Bong	50	50	-	50	-	-	-	2	2	-	-	-
Cape Mount	75	50	-	50	-	-	-	3	2	-	-	-
Grand Gedeh	70	70	-	70	-	-	-	4	2	-	-	-
Margibi	717	331	126	54	45	4	35	15	4	4	9	2
Montserrado	124	111	40	98	-	2	-	5	5	-	-	1
Rivercess	296	150	50	50	27	2	-	4	3	-	10	1
River Gee	50	50	-	50	-	-	-	2	2	-	-	-
Sinoe	50	50	-	50	-	-	-	2	2	-	-	-
<b>Total</b>	<b>1,691</b>	<b>1,010</b>	<b>250</b>	<b>572</b>	<b>111</b>	<b>10</b>	<b>61</b>	<b>40</b>	<b>24</b>	<b>6</b>	<b>25</b>	<b>5</b>

**Table 8 – Seeds distributed**

County	Rice kg	Peanut kg	Pepper gm	B.Ball gm	E.Plant gm	Plato kg	Callo gm	Cabbage gm	Corn gm	Okra gm	W.Melon gm	Cucumber gm	Cassava bundles
Grand Bassa	1,650	400	600	600	600	-	150	100	-	-	-	-	375
Bong	1,000	-	400	400	400	-	-	-	-	-	-	-	-
Cape Mount	1,000	-	400	400	400	-	-	-	-	-	-	-	-
Grand Gedeh	1,400	-	600	600	600	-	-	-	-	-	-	-	-
Margibi	1,350	1800	2000	2000	2000	2600	300	140	5540	3200	1800	2600	925
Montserrado	2,000	200	1000	1000	1000	-	200	200	1000	800	-	-	-
Rivercess	2,300	400	700	600	600	1400	130	130	700	600	-	-	700
River Gee	1,000	-	400	400	400	-	-	-	-	-	-	-	-
Sinoe	1,000	-	600	600	600	-	-	-	-	-	-	-	-
<b>Total</b>	<b>12,700</b>	<b>2,800</b>	<b>6,700</b>	<b>6,600</b>	<b>6,600</b>	<b>4,000</b>	<b>780</b>	<b>570</b>	<b>7240</b>	<b>4600</b>	<b>1800</b>	<b>2600</b>	<b>2000</b>

**Liberia; Appeal no. 01.25/2004; Annual Report**

**Table 9 – Distribution of clothing donated by British Red Cross through the Federation**

Month (2004)	County	Communities	Family Heads	Male	Female	Total	Bales
January	Montserrado	2	110	230	320	550	5
February	Montserrado	4	213	495	568	1063	13
March	Montserrado	2	305	528	996	1524	15
April	Montserrado	5	185	330	594	924	8
May	Rivercess, Montserrado Bomi	3	185	438	485	923	32
June	Montserrado	1	13	33	34	67	2
July	Montserrado	2	59	123	130	253	4
August	Montserrado	2	39	87	110	197	5
September	15 chapters	15	36	95	84	179	6
October	Montserrado	2	64	163	164	327	8
November	Montserrado	1	22	58	52	110	2
December	Montserrado	4	505	1,191	1,332	2,523	47
<b>Total</b>		<b>43</b>	<b>1,728</b>	<b>3,771</b>	<b>4,869</b>	<b>8,640</b>	<b>147</b>

**Table 10 – First Aid Activities during 2004**

No	Activity	No of persons	No of wounded	Female	Male	Total
1	Parades (6)	30,000	15	8	7	15
2	National Football Matches (2)	9,000	165	15	150	165
3	International Football Matches (4)	20,000	50	5	45	50
4	Fighting	6	2	0	2	2
5	Riots	1,000	7	3	4	7
6	Transfer of pregnant women	2		2		2
7	Transfer of sick and wounded	200		30	170	200
8	Beach patrol (5)		1	1		1
9	Fire (1)	1	1		1	1
10	Flag Day Celebration	5,000	4	1	3	4
11	Workshop for NGOs (4)	139		66	73	139
12	Workshop 1 <sup>st</sup> Aid – border response	42		35	47	82
13	Refresher ERT 1 <sup>st</sup> Aid workshop	19		14	5	19
	<b>Total</b>	<b>65,409</b>	<b>245</b>	<b>180</b>	<b>507</b>	<b>687</b>

**Table 11: CAR beneficiaries by sex and communities**

Community	Male	Female	Total
Gardnersville	4	8	12
Logan Town	14	8	22
West Point	10	8	18
Clara Town	16	19	35
Paynesville	6	12	18
New Kru Town	20	14	34
New Georgia	5	6	11
<b>Total</b>	<b>75</b>	<b>75</b>	<b>150</b>

**Table 12: CAR beneficiaries by community and selected trade**

Community	Welding		Tailoring		Pastry		Masonry		Carpentry		Tie dyeing & Soap making		Schooling	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
Gardnersville	1	0	0	2	0	1	0	0	1	0	0	2	1	0
Logan Town	2	0	1	3	0	2	3	0	1	0	1	2	3	1
West Point	2	0	1	1	1	4	1	0	2	0	0	1	4	2
Clara Town	4	0	2	7	0	5	3	0	4	0	1	3	9	3
Paynesville	1	0	0	4	0	4	2	0	1	0	0	3	1	0
New Kru Town	0	0	1	2	0	4	5	0	3	0	1	5	10	4
New Georgia	2	0	0	1	0	0	1	0	1	0	0	3	2	2
<b>Total</b>	<b>12</b>	<b>0</b>	<b>5</b>	<b>20</b>	<b>1</b>	<b>20</b>	<b>15</b>	<b>0</b>	<b>13</b>	<b>0</b>	<b>3</b>	<b>19</b>	<b>30</b>	<b>12</b>

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA025
Budget	APPEAL

All figures are in Swiss Francs (CHF)

**I. Consolidated Response to Appeal**

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
Budget (A)	389'276	519'267		418'148	31'179	1'357'870
Opening Balance (B)	100'623	61'724		-44'297	0	118'050
<b>Income</b>						
Cash contributions						
British Red Cross	224'804	144'925		132'660		502'390
Danish Red Cross				45'000		45'000
German Red Cross				77'975		77'975
Other		0			0	0
Swedish Red Cross	127'125			203'275		330'400
Cash contributions (C1)	351'929	144'925		458'910	0	955'765
Reallocations (within appeal or from/to another appeal)						
British Red Cross	15'221					15'221
Finnish Red Cross	15'911					15'911
Reallocations (C2)	31'131					31'131
Inkind Personnel						
British Red Cross	74'400			25'833		100'233
Canadian Red Cross Society				34'000		34'000
Inkind Personnel (C4)	74'400			59'833		134'233
Total Income (C) = SUM(C1..C5)	457'461	144'925		518'743	0	1'121'129
Total Funding (B + C)	558'084	206'649		474'446	0	1'239'179

**II. Balance of Funds**

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	TOTAL
Opening Balance (B)	100'623	61'724		-44'297	0	118'050
Income (C)	457'461	144'925		518'743	0	1'121'129
Expenditure (D)	-440'786	-353'229		-541'762		-1'335'778
Closing Balance (B + C + D)	117'297	-146'580		-67'316	0	-96'599

Selected Parameters	
Year/Period	2004/1-2004/12
Appeal	M04AA025
Budget	APPEAL

All figures are in Swiss Francs (CHF)

**III. Budget Analysis / Breakdown of Expenditure**

Account Groups	Budget	Expenditure					TOTAL	Variance
		Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation		
A		B					A - B	
<b>BUDGET (C)</b>		389'276	519'267		418'148	31'179	1'357'870	
<b>Supplies</b>								
Construction		1'345	126		32'453		33'923	-33'923
Clothing & textiles					57		57	-57
Food	58'175	914	1'609		480		3'004	55'171
Seeds,Plants			30'019		242		30'261	-30'261
Water & Sanitation	33'087	39'749	376		57		40'182	-7'095
Medical & First Aid	7'000	5'681	454				6'135	865
Teaching Materials	67'070	21'413	10'062		116		31'592	35'478
Utensils & Tools	16'363		18'738		62		18'800	-2'437
Other Supplies & Services	10'000	761	639		11		1'411	8'589
<b>Total Supplies</b>	<b>191'695</b>	<b>69'862</b>	<b>62'024</b>		<b>33'477</b>		<b>165'364</b>	<b>26'332</b>
<b>Land, vehicles &amp; equipment</b>								
Land & Buildings	25'000	332			390		722	24'278
Computers & Telecom	60'788	5'296	20'178		49'150		74'624	-13'836
Office/Household Furniture & Eq		4'983	11'583		10'287		26'854	-26'854
<b>Total Land, vehicles &amp; equipme</b>	<b>85'788</b>	<b>10'611</b>	<b>31'762</b>		<b>59'827</b>		<b>102'200</b>	<b>-16'412</b>
<b>Transport &amp; Storage</b>								
Storage	600	1'002	1'473		1'045		3'520	-2'920
Distribution & Monitoring		75	10'041		1'289		11'405	-11'405
Transport & Vehicle Costs	82'800	14'977	12'582		40'933		68'492	14'308
<b>Total Transport &amp; Storage</b>	<b>83'400</b>	<b>16'054</b>	<b>24'096</b>		<b>43'266</b>		<b>83'417</b>	<b>-17</b>
<b>Personnel Expenditures</b>								
Delegates Payroll	472'412	616	679		282		1'578	470'834
Delegate Benefits		161'202	104'425		203'375		469'002	-469'002
Regionally Deployed Staff	235'336	478	522		191		1'192	234'144
National & National Society Stal		70'862	31'706		56'780		159'348	-159'348
Consultants		291	148		3'747		4'186	-4'186
<b>Total Personnel Expenditures</b>	<b>707'748</b>	<b>233'450</b>	<b>137'481</b>		<b>264'374</b>		<b>635'306</b>	<b>72'442</b>
<b>Workshops &amp; Training</b>								
Workshops & Training	100'000	13'089	4'171		7'016		24'277	75'723
<b>Total Workshops &amp; Training</b>	<b>100'000</b>	<b>13'089</b>	<b>4'171</b>		<b>7'016</b>		<b>24'277</b>	<b>75'723</b>
<b>General Expenditure</b>								
Travel	57'189	18'095	5'148		29'784		53'028	4'161
Information & Public Relation	10'474	18'676	8'127		23'995		50'799	-40'325
Office Costs	33'314	20'092	47'484		19'162		86'738	-53'424
Communications		2'961	4'422		19'968		27'351	-27'351
Professional Fees		3'067	959		20'979		25'006	-25'006
Financial Charges		18'592	2'468		12'673		33'733	-33'733
Other General Expenses		2'029	447		4'027		6'503	-6'503
<b>Total General Expenditure</b>	<b>100'977</b>	<b>83'512</b>	<b>69'056</b>		<b>130'589</b>		<b>283'158</b>	<b>-182'181</b>
<b>Program Support</b>								
Program Support	88'262	28'337	22'977		34'962		86'276	1'986
<b>Total Program Support</b>	<b>88'262</b>	<b>28'337</b>	<b>22'977</b>		<b>34'962</b>		<b>86'276</b>	<b>1'986</b>
<b>Operational Provisions</b>								
Operational Provisions		-14'130	1'661		-31'750		-44'219	44'219
<b>Total Operational Provisions</b>		<b>-14'130</b>	<b>1'661</b>		<b>-31'750</b>		<b>-44'219</b>	<b>44'219</b>
<b>TOTAL EXPENDITURE (D)</b>	<b>1'357'870</b>	<b>440'786</b>	<b>353'229</b>		<b>541'762</b>		<b>1'335'778</b>	<b>22'092</b>
<b>VARIANCE (C - D)</b>		<b>-51'510</b>	<b>166'038</b>		<b>-123'615</b>	<b>31'179</b>	<b>22'092</b>	