

# Appeal 2005



International Federation  
of Red Cross and Red Crescent Societies

## LIBERIA

### Appeal no. 05AA022

*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 181 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, objectives, and related activities to be implemented in 2005, and the corresponding 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 text, or can be requested through the respective regional department.*

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*Click on the title below to go to the relevant text; click on the figure to go to the programme budget*

Programme title	2005 in CHF
<b>Strengthening the National Society</b>	
Health and care	1,600,507
Disaster management	1,800,895
Organizational development	1,007,011
<b>Total</b>	<b>4,408,413<sup>1</sup></b>

*The following programmes are included in this Appeal narrative; however, their associated budgets are integrated within other programme budgets. Click the title to go to the text: [Humanitarian Values – Coordination](#)*

<sup>1</sup> USD 3,501,500 or EUR 2,839,600.

## **National Context**

Liberia is recovering from a ten year-civil war which ended in 1997 with the election of Charles Taylor as President of Liberia, but resumed in 1999 leaving thousands dead, tens of thousands displaced. Many Red Cross chapters were abandoned in the north, south-east and west of the country. Intense fighting, which, erupted in 2003 between the Liberian Government troops and forces of the Liberians United for Reconciliation and Democracy (LURD), about six kilometers West of Monrovia, also led to further massive displacements and increased vulnerability of the local population with thousands of IDP in search of refuge and safety.



Looting and vandalism targeted at humanitarian organizations and private enterprises led to acute shortages of pre-stocked medical supplies, drugs and equipment, food and safe drinking water thereby resulting in increased hardship and a rise of cholera and diarrhea cases.

The signing of the Comprehensive Peace Agreement in Accra on August 18 2003 ended the second round of politico-military hostilities that had engulfed Liberia since 1999. This was followed by President Taylor's departure into exile thereby making way for the deployment of 15,000 UNMIL (UN Mission in Liberia) peace keepers and the installation of a National Transitional Government of Liberia (NTGL) in October, 2003. This government will govern the country until national elections are held in October 2005.

These events and the disarmament of over 70,000 ex-combatants which began in April, 2004, has provided a gradual improvement in the general security situation in the country thereby making way for hundreds of thousands of war weary Liberians in IDP and refugee camps in and outside of Liberia, to return home.

The guns have now been silenced in Monrovia and people are going about their normal duties. New shops, major buildings and hotels have sprung up in Monrovia speeding up the rehabilitation of the city. However, as in the countryside, the estimated one million inhabitants of Monrovia have been left in a grave state of poverty, mass unemployment, hunger, disease and acute shortage of affordable shelter.

In February 2004, the UN Secretary General hosted an International Reconstruction Conference on Liberia in New York, consisting of the Government of Liberia (GOL) and representatives from major donor nations and five hundred million dollars was raised for Liberia reconstruction and development. A result-focus transition framework for 2004-2005 was presented by the Government seeking to urgently facilitate:

- the process of disarmament, demobilization, reintegration and rehabilitation of the fighting forces; return of IDP and refugees to their communities;
- reorganizing and retraining the judicial system and the law enforcement agents
- the national security network towards national reconciliation.

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To raise additional local funding for the rehabilitation process and provide gainful employment for thousands of unemployed, the government has requested the UN Security Council to review the sanctions placed on logging and exports of gold and diamonds with a view of removing it.

Over 80% of the population lives below the poverty line and more than half in abject poverty. With unemployment before the June and July attacks as high as 85%, adult literacy at 39% (25% for females), infant mortality rate at 117/1,000 live births, under five mortality at 194/1,000 and maternal mortality rate at 578/100,000, Liberia remains one of the poorest countries in the world. (From UNICEF donor update, 29 May 2002)

For ease of reference, the table below lists the standard abbreviations and references used in this Appeal.

CAS – Cooperation Agreement Strategies	PNS - Partner National Society(ies)
IDP – Internally-displaced persons	STI – Sexually Transmitted Infections
ITN – Insecticide-treated mosquito bed nets	VCA – Vulnerability and capacity assessment
Movement - International Red Cross and Red Crescent Movement.	
ARCHI 2010 – refer to <a href="http://www.ifrc.org/what/health/archi/">http://www.ifrc.org/what/health/archi/</a>	
ERU – Emergency Response Unit(s) Refer to <a href="http://www.ifrc.org/what/disasters/eru/">http://www.ifrc.org/what/disasters/eru/</a>	
FACT – Field Assessment and Coordination Team(s). Refer to <a href="http://www.ifrc.org/what/disasters/fact/">http://www.ifrc.org/what/disasters/fact/</a>	
Ouagadougou Declaration – refer to <a href="http://www.ifrc.org/meetings/regional/africa/5thpac/5thpacde.asp">http://www.ifrc.org/meetings/regional/africa/5thpac/5thpacde.asp</a>	
Seville Agreement – refer to <a href="http://www.ifrc.org/meetings/statutory/ga/ga97/ga_97_8.asp">http://www.ifrc.org/meetings/statutory/ga/ga97/ga_97_8.asp</a>	
Strategy 2010 – refer to <a href="http://www.ifrc.org/who/strategy.asp">http://www.ifrc.org/who/strategy.asp</a>	

## **Red Cross and Red Crescent Priorities**

### **National Society Priorities**

The Liberian Red Cross Society<sup>2</sup> was completely looted during the war, even to the point of having all of their doors and windows stolen. Volunteers and staff were forced to flee their homes and many lost all their possessions. Notwithstanding, volunteers and staff have started returning to their chapters and branches and the Liberian Red Cross presence has been re-established in the 15 districts of the country. Liberian Red Cross continued to work and offer assistance to the victims of the conflict. The national society embarked upon the challenging task of reactivating and restructuring its headquarters with the development of appropriate operating systems and the recruitment and placement of six out of seven directors in addition to program development. At the chapter level, a revitalization process has been started with the rehabilitation and construction of chapter and branch offices in 10 out of 15 chapters. The chapters will become effective and efficient when the offices are fully furnished and provided with basic clerical and communication equipment and their relationship with the headquarters, which was affected by the war, revitalized. This will enable the Liberian Red Cross to continue their assistance to hundred of thousands of returnees and children affected by the war.

The national society has prepared its development plan covering the years 2003-2007. The “Plan 2007” clearly outlines the national society’s priorities for five years and takes into consideration the results of the VCA conducted in 2002. Although the DDR (disarmament and demobilization and rehabilitation) as well as the massive return, reintegration and resettlement of Liberians brought about by the emerging peace process may require the plan to be appropriately updated, the priorities of the national society will remain the same. However, it will now include the reinstallation and rehabilitation of the looted, displaced and/or abandoned chapters, development of a resettlement assistance programme to the returnees, child rehabilitation, family reunification and the continuing development of a well functioning national society.

<sup>2</sup> Liberian Red Cross Society - <http://www.ifrc.org/where/country/check.asp?countryid=103>

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With “Plan 2007” revised as a result of the impact of the conflict and approved as “Plan 2008”, the Federation will co-ordinate the national society’s CAS.

### **Liberian Red Cross Society At a Glance**

<b>Subject</b>	<b>Year</b>	<b>Comment</b>
Statutes	2001	Revised and approved by the General Assembly
	2004	Additional revisions for approval by the General Assembly
National disaster plan		The new Director of Disaster Management for the Liberian Red Cross has been hired and has, through the Federation, been provided VCA training. The Liberian Red Cross is expected to conduct a VCA in the fourth quarter of 2004 or in early 2005. The findings from the VCA exercise are expected to assist the Liberian Red Cross in engaging the Government in the development of a national disaster management plan in 2005.
National Development Plan	2003	Completed “Plan 2007”
National Development Plan	2004	To be reviewed and revised, if necessary, following the VCA.
CAS	2004	To be completed in fourth quarter of 2004
Self assessment	2002	To be repeated in 2004
Elections	2001	Next General Assembly and elections in December 2004
Yearly audit	2003	2003 audit report completed and available

#### **Main Strengths**

- Well trained volunteers
- Good legal base
- Decentralized structure with chapters and branches
- Restructuring process 90% completed
- Separation of governance and management at headquarter level

#### **Main 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, refurbishing and relocating chapter offices

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 for the implementation of the peace process throughout the country and possible modifications in the development plan.

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### **National Society Strategy/Program Priorities**

A scaling-up of the national society's activities to combat HIV/AIDS 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. A campaign to recruit and train more health volunteers will be implemented in the last quarter of 2004 following the development of the community based health program.

To strengthen the disaster preparedness at chapter level, Liberian Red Cross and ICRC have trained and equipped local emergency response teams in all 15 chapters, displaced or not. Within the Disaster Management Program the Secretariat will support the further development of ERT (emergency response teams) with particular emphasis on the chapters and branches located in the border areas with Guinea, Côte d'Ivoire and Sierra Leone. First-aiders will also be trained nationwide as part of the overall preparedness and response mechanism.

With the expected massive return of vulnerable people to their communities from the IDP and refugee camps, there is increasing demand to continue addressing food insecurity in the community. The Liberian Red Cross intends to use its experience gained from its existing food security program – working with some 2,000 farmers in nine counties – to continue its support to the most vulnerable family households to reduce the threat of malnutrition and hunger.

### **Movement Context:**

#### **Federation:**

In January 2002, a technical advisor was appointed and welcomed by the Liberian Red Cross. The technical advisor assisted the national society in developing and implementing a VCA and subsequently preparing a five year Strategic Plan, "*Plan 2007*", which was released in February 2003. However, another VCA exercise is now required and the plan shall be updated to reflect the rapidly changing realities in Liberia.

In early 2003, the Liberian Red Cross requested the appointment of a Federation Representative, who arrived in late February. The Federation Representative is integrated into the Liberian Red Cross structure and works directly with the Secretary General of the national society. A Health Delegate arrived in November 2003 to assist the national society in the development of its community based health program, which is expected to be field tested in the fourth quarter of 2004. In early March, a Social Welfare Delegate arrived to work with the national society to develop the child advocacy and rehabilitation program and the community animation and peace building support program. The Regional Logistics Delegate visits Liberian Red Cross regularly from the Abidjan sub-regional office providing assistance to the Liberian Red Cross in the development of its logistic system. A financial consultant supported by the British Red Cross is also in Liberia, assisting the Liberian Red Cross to develop and standardize its finance management system.

With the ICRC as lead agency in Liberia, programs to be supported by the Federation are focusing on capacity building of the national society. An extensive restructuring program, which includes a decentralization of project implementation with new roles for chapters and headquarters, finance development and common governance-management issues, was launched in 2003 and continued in 2004.

**ICRC:** The ICRC gives priority to protection and repatriation issues as well as providing assistance to Liberian returnees through tracing and project implementation with the Liberian Red Cross. Their dissemination will focus on increasing knowledge in International Humanitarian Law.

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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, first aid activities and programs to assist the development and reintegration of war affected children back into their communities. Regular meetings between the three components of the Movement ensure that experience gained influences new projects and that duplication is avoided. Joint planning among the three members strengthens co-operation and limits expenses.

### **Bilateral:**

In November 2003, the national society hosted a week long partnership meeting in Monrovia with seven PNS in attendance including the British Red Cross, German Red Cross, Norwegian Red Cross, Netherlands Red Cross, Swedish Red Cross, Danish Red Cross and the Spanish Red Cross as well as a Federation Geneva Representative and the ICRC Liberia delegation. An intensive joint planning process further strengthened the capacity of the Liberian Red Cross to direct the preparation of its 2005 Annual Appeal.

Although there have not been any bilateral agreements between the Liberian Red Cross and PNS over the last four years, partners have been asked to comment on “*Plan 2007*”.

### **Primary support to the Liberian Red Cross from the Movement in 2004**

<b>Partner</b>	<b>Health</b>	<b>Relief</b>	<b>Disaster Management</b>	<b>Food Security</b>	<b>Humanitarian Values</b>	<b>Organizational Development</b>
ICRC	XX	XX	XX	XX	XX	XX
Federation	XX	XX	XX	XX	XX	XX

## **Strengthening the National Society**

### **Health and Care**

#### **Background and Achievements**

Health and care in the community is playing an important role in the Liberian Red Cross programme. Learning from the experiences of the nineties and taking to heart Strategy 2010, ARCHI 2010 and the Ouagadougou Declaration, the national society is taking active steps to strengthen its role in facilitating the promotion of good health and care within the community, using trained volunteers. The Liberian Red Cross is improving its community based health program through three core areas - health and hygiene promotion, WatSan and HIV/AIDS/STI education.

To assist in the program planning and development of the CBHP, a Health Delegate arrived in December 2003 and has worked with the three national society coordinators, Water and Sanitation, HIV/AIDS and health and hygiene promotion. The program will be piloted in two counties in October 2004 following the identification and training of trainers and community volunteers.

The prevalence of common and preventable illnesses connected with bad health practices is a formidable problem in Liberia. Over the past 15 years of conflict in the country, the health institutions have been gradually destroyed and/or abandoned. Although many IDP have been provided health care by NGO and International organizations working in the country, the vast majority of Liberians have been without any kind of health care.

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The HIV/AIDS global crisis constitutes one of the most formidable challenges to development and social progress. In the most affected countries, HIV/AIDS is eroding decades of development gains, undermining economies, threatening security and destabilizing societies. Although the true rate of HIV/AIDS infection is difficult to measure in Liberia, it is on the rise and the Ministry of Health estimates that 8.2% of the population is infected and of these the youth of Liberia account for over 85%.

The Liberian Red Cross has had an active HIV/AIDS prevention program for the past two years. The program worked through a network of peer educators and theatre activists who were trained by the Liberian Red Cross to disseminate awareness sessions in various communities in their respective counties (Grand Bassa, Margibi and Montserrado). From January 2004 to May 2004, some 35,000 people have been reached through theatre performances, house to house and focus group discussions. The program is continuing through the CBHP but will take a different approach. Peer educators will be trained to work in their own communities and will not be limited to youth. Theatre groups will also be established in the communities and Red Cross branches will be responsible for the program. It is hoped that in this manner the number of people reached will be greatly increased while the cost of the program will be reduced.

The 15 year conflict in Liberia has left the country with the challenges of limited access to safe WatSan as basic tools to improve sanitation throughout Liberia are either damaged or lacking. Data produced in 2001 from a UNICEF study indicated that only 25% of the population had access to a safe water supply and 36% to safe excreta disposal. Although more recent figures can not be procured, the impact of the last three years of civil conflict in the country has made matters worse. Annually Liberia suffers outbreaks of cholera and other WatSan related diseases especially in the over-crowded urban and destitute communities. As reported above, it is estimated that 60% of the cases seen at health centers, where they exist in the country, are illnesses attributed to poor WatSan conditions.

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

### **Objective 1: Health and hygiene promotion**

**Through effective Red Cross health promotion training and education of the target groups, 60 selected communities in six chapters have increased their awareness and strategies to prevent illness in their families and communities.**

#### **Expected Results:**

1. Survey data obtained has helped in a realistic way to understand knowledge, attitudes and practices of beneficiaries around the health and hygiene issues in the targeted communities.
2. Red Cross staff, volunteers and trained community health and hygiene promoters are knowledgeable and have skills in teaching health and hygiene promotion.
3. Red Cross staff and volunteers have a greater understanding of Red Cross mandate and principles.
4. The targeted communities have increased their knowledge of the Red Cross tracing program and understand how to access the program and where the tracing booths are located.
5. Community members have increased their knowledge on practices that bring about good health and are practicing good health habits.

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6. The capacity to prevent and respond effectively to cholera outbreaks is strengthened within the targeted communities.
7. The community based health department has collaborated with other Liberian Red Cross departments and with the ICRC (where it is operational in the same communities). This has increased and enhanced the impact of both the community based health program and other Liberian Red Cross programs such as CAR, CAPS, food security and disaster management, bringing about a greater impact to the most vulnerable communities and beneficiaries. The ICRC's operational program has been enhanced through partnership with the CBH program of the Liberian Red Cross, especially in the area of sustainability of their WatSan activities and distribution of ITN. This has led to an increased impact on the health of the beneficiaries in the targeted communities.
8. Effective monitoring and supervision of promotional health action have continued throughout the program.
9. Co-ordination with the Ministry of Health and the Ministry of Rural Development has been improved. This has led to a greater recognition of the Liberian Red Cross and an increased benefit to the target beneficiaries. Vaccination of measles and polio coverage has increased, leading to a reduction of these diseases in the target communities.
10. Red Cross headquarters' and chapter CBHP staff and volunteers have acquired new skills that have enabled them to deliver appropriate assistance to target beneficiaries.

*<Refer to the Logical Framework Planning Matrix:  
Liberia Health and Hygiene Promotion>*

*<[http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/logframes/africa/05AA022HC.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/logframes/africa/05AA022HC.pdf)>*

### **Objective 2: HIV/AIDS**

**Knowledge and understanding of HIV/AIDS/STI among adolescent youth, adult men and opinion leaders (of various age groups) has increased while stigma and discrimination is reduced during 2005.**

#### **Expected Results:**

1. Ten communities in each of six targeted counties (Bong, Montserrado, Margibi and Grand Bassa with the additional two to be identified in the South-eastern part of Liberia during 2005) are mobilized and knowledgeable on Liberian Red Cross' HIV/AIDS/STI peer education program.
2. Survey data obtained on knowledge, attitude, behavior and practice has helped in a realistic way to understand knowledge, attitudes and practices of beneficiaries on HIV/AIDS/STI in the targeted communities.
3. Each county has a team of four trainers who have conducted training and are providing support and supervision to peer educators in target communities.
4. Each of the ten communities in each of the counties has an active team of seven peer educators trained and equipped and they are providing information on the spread and prevention of HIV/AIDS/STI and safe sex practices in their communities.
5. Each of these chapters has one coach selected from among the peer educators to provide guidance, coordinate activities and provide support to the peer educators and Community Aids Action Committees in their communities.
6. Each community has an organized Community Aids Committee and is providing key information on HIV/AIDS/STI to community members and giving support to their peer educators and families affected by AIDS.
7. There is an increased knowledge and understanding of HIV/AIDS in the targeted communities. This has led to a reduction in stigma and discrimination which has in turn increased the level of acceptance and assistance given to people affected by HIV/AIDS.

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8. Liberian Red Cross has strengthened its capacity and scaled up its interventions in the prevention, control and mitigation of HIV/AIDS in communities.
9. Staff and volunteers of Liberian Red Cross are knowledgeable about HIV/AIDS and understand the modes of transmission and prevention.
10. Staffs working on the CAR and CAPS programs are conducting training on HIV/AIDS to the children at the CAR center and in the children's communities. This has increased the level of awareness on issues surrounding HIV/AIDS and a reduction in risky sexual behavior among the children.
11. Knowledge and understanding of the youth in Montserrado, Grand Bassa and Margibi counties, participating in the Liberian Red Cross school youth program, have increased on matters relating to HIV/AIDS.
12. Liberian Red Cross HIV/AIDS/STI awareness and intervention program has been successfully monitored and evaluated.

*<Refer to the Logical Framework Planning Matrix: Liberia HIV/AIDS>*

[http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/logframes/africa/05AA022HH.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/logframes/africa/05AA022HH.pdf)

### **Objective 3: Water and Sanitation**

**Access to safe water supply and sanitation is increased in four chapters – Margibi, Bong, Montserrado and Grand Bassa - thereby reducing the impact of water and sanitation related diseases on these communities in 2005.**

#### **Expected Results:**

1. There is a sustained access to safe drinking water, excreta disposal and improved sanitary measures which has reduced the incidence of WatSan related diseases among the targeted communities in four chapters, Grand Bassa, Margibi, Bong and Montserrado.
2. Each of the 15 Liberian Red Cross chapters has a map showing existing water facilities and pump and well apron repairs are carried out in the 15 chapters. Trained community members are able to repair both pump and well aprons effectively.
3. The capacity to prevent and respond effectively to cholera outbreaks is strengthened within the targeted communities.
4. Data obtained from baseline surveys is realistic and accurately reflects the targeted communities' knowledge, attitude, practice and behavior (KAP-B) in reference to health and hygiene.
5. The WatSan unit has collaborated with other Liberian Red Cross departments which have increased safe access to water supply and improved sanitation among CAR, CAPS, food security and disaster management beneficiaries.
6. The Liberian Red Cross WatSan unit has become technically competent and leads communities into long lasting WatSan solutions and provides useful and relevant inputs at the WatSan coordinating meetings.

*<Refer to the Logical Framework Planning Matrix: Liberia Water Sanitation>*

[http://www.ifrc.org/cgi/pdf\\_appeals.pl?annual05/logframes/africa/05AA022HW.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?annual05/logframes/africa/05AA022HW.pdf)

## **Disaster Management**

### **Background and Achievements**

The Liberian Red Cross has been and is still assisting victims of conflict and natural disasters such as fires and floods, in close cooperation with the ICRC and the Federation. During the first half of 2004, volunteers from the 15 chapters underwent a refresher training course in the different elements of emergency response. The training included revision in the areas of first aid, WatSan, relief, food security, tracing and communication. A total of 90 volunteers participated and also received emergency response equipment such as first aid kits and stretchers.

The emergency response teams (ERT) were initiated in late 2002 in response to the accelerated crisis in the country. The intent was that they would remain an intact group for a year when an evaluation would be undertaken. The 20 teams comprising six members in each group have been funded by the ICRC. The Liberian Red Cross is now studying what role the ERT members should play after the first year in operation while attempting to answer related questions such as: how to retain the teams in the absence of conflict; how to retain the teams when there is no emergency or any other assignment; what logistical support do they require (transport, radios); the need for access to relief supplies for minor emergencies when Red Cross assistance is required, etc.

A training plan for the long term and data base covering team members, which is in progress, would further contribute to making the teams more viable in their activities and enabling them to train other volunteers and community members in common disaster mitigation.

The team will also cover community based disaster preparedness initiatives which will support the community itself. The VCA, conducted by the Liberian Red Cross in 2002, may no longer be valid given the repeated fighting in 2003 and the displacement of hundreds of thousands of Liberians. With Liberia's valuable experience in conducting the VCA in 2002 and the VCA training in Spain recently attended by the Director of Disaster Management, a second VCA will be conducted in 2005.

Another focus of the disaster management department is the food security project. In 2003, about 1,000 farmers from Grand Bassa, Montserrado, Rivercess and Margibi counties received seeds, tools and training support in the application of fertilizer, planting and harvesting techniques. The project proved very successful but fighting reached all of these counties with the exception of Margibi as farmers were about to harvest their crops. Furthermore, during the 2004 farming season, 170 farmers were supplied with seeds and tools in the South-eastern chapters of Grand Gedeh, River Gee and Sinoe. The food security project, supported by the Federation and the agriculture project supported by the ICRC are complementary, with the ICRC sponsored aspect meeting emergency needs resulting from the conflict while the Federation project is a long term commitment to food security for Liberia.

The food security projects are ongoing in Grand Bassa, Rivercess, Margibi, Montserrado, Sinoe, Grand Gedeh and River Gee counties and in 2005 they will be expanded to include an additional five counties.

**Goal: The Liberian Red Cross has reduced the number of vulnerable people affected by war and disasters through the extension and strengthening of services to all 15 chapters.**

**Objective: Relief, food security and first aid response assistance has increased leading to reduced vulnerabilities in the communities identified through VCA.**

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### **Expected Results:**

1. The volunteers are skilled and knowledgeable in delivering relief, food security and first aid services. Activities are easily monitored and evaluated.
2. Through the provision of basic farming tools and technical services to volunteers and vulnerable farmers in the 15 counties, food insecurity and malnourished cases among lactating mothers, pregnant women, the elderly and children have been reduced.
3. Vulnerability data in each county has been established. The plight of the most vulnerable communities in the 15 counties is improved.
4. Residents of flood prone communities are making preparations to reduce the risks.
5. A mechanism for response to national disasters has been put in place.
6. A mechanism for response to regional disasters has been put in place.
7. Skilled and knowledgeable staff and volunteers are trained and available to provide first aid care. Communities are provided with efficient and effective ambulance service.
8. Skilled and equipped emergency response volunteers are in each constituency.

*<Refer to the Logical Framework Planning Matrix: Liberia Disaster Management>*  
[http://www.ifrc.org/cgi/pdf\\_appeals.pl/?annual05/logframes/africa/05AA022DM.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl/?annual05/logframes/africa/05AA022DM.pdf)

## **Humanitarian Values**

### **Background and Achievements**

With the suspension of the disarmament, demobilization, rehabilitation and re-integration (DDRR) process on 9 December 2003 as a result of rioting, looting and killing, the first quarter of 2004 was filled with uncertainties and continued fighting in many parts of the country. Arms were still in the hands of the fighting factions and the UN Mission in Liberia (UNMIL) was unable to deploy outside of Monrovia as the peacekeepers had not reached full strength. As the number of peace keepers increased and deployment took place, discussions to recommence the DDRR process included new elements such as the issue of child soldiers, women fighters, compensation for child fighters and distribution. With the delay of the completion of the DDR sites, interim care centers for ex-child soldiers were established.

The DDRR process finally resumed on 15 April 2004 and as of July 2004, approximately 70,000 ex-combatants from all three factions have been disarmed. Of the expected 50,000 to 55,000 ex-combatants to be disarmed, at least 50% were thought to be child soldiers. However, the percentage of child soldiers that have turned in their arms is far below that figure. It is believed that the children could be afraid to return to their communities for fear of reprisals or rejection. The need to provide support to these child soldiers and all children who have been traumatized by the war is urgent. They need to acquire education, develop a sense of identity, and receive protection from harassment as well as be reunited with their families and reintegrated in their communities.

The Liberian Red Cross, seeing these needs, requested the support of a Social Welfare Delegate to work with the national society in developing a child advocacy and rehabilitation program. All elements are to be in place by the end of 2004 so that the doors of the first of the two planned CAR centres can open on 1 January 2005. Next year will also see the development and implementation of a community animation and peace building program and increased emphasis on programs for the youth of Liberia.

The Liberian Red Cross will set up pilot programs in targeted areas of Liberia where children will enter into a process of trauma healing, skills building and education and will be reintegrated into the mainstream of family and community life. Communities experiencing the worse forms of

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discord will be led into their own peace and community development initiatives and youth will be trained and developed to foster the ideals of volunteerism and render humanitarian service to vulnerable people.

**Goal: The Liberian Red Cross has increased the psycho-social well being of youth, war affected children and communities through rehabilitation, peace building and youth development programs.**

### **Objective 1: Child Advocacy and Rehabilitation Program (CAR)**

**Reintegration, education and development opportunities have improved for the 300 war affected children, their families and communities in Montserrado County and in one county in the Southeast still to be identified.**

#### **Expected Results:**

1. The community of the second CAR center has welcomed and accepted the program and the first CAR communities have continued their cooperation.
2. The community and the Red Cross have a second center that can be used for multi-purpose activities.
3. Good coordination, collaboration and planning have continued between program units, governance, headquarters, chapters and branches in terms of program development and support.
4. All chapters and program units improved their knowledge of Liberian Red Cross child protection and youth development strategy.
5. The CAR program has committed qualified and enthusiastic staff in place at the first and second centers.
6. The orientation has adequately prepared staff to know Liberian Red Cross systems and procedures, their duties and the mandate and principles of Red Cross.
7. The staff training program has further equipped and increased the staff's knowledge and skills allowing them to carry out their roles and functions in a highly competent manner.
8. The holistic approach of the CAR program, addressing CAR beneficiaries' psycho-social welfare, educational, vocational, recreational and family and community support, has reduced the traumatic affects of war experiences and increased their sense of well being, belonging and worth.
9. The one-on-one counseling, family visits and community intervention have increased the CAR children's capacity and their families' to cope with their war-related experiences and move forward in their lives.
10. The skills training component has increased CAR youth's capacity to earn and contribute to the livelihood of themselves, their families and communities.
11. The advocacy and awareness raising on child rights within the CAR communities has improved development opportunities for CAR children and their peers.
12. The CAR program has produced informative, result-based reports due to good monitoring and supervisory practices.
13. The national societies in Mano River sub-region office, engaged in humanitarian values, have developed quality standards and decided on issues and action plans for advocacy for war affected children in the region.
14. The CAR centers are well managed through a monitoring, evaluation and staff appraisal system.

*<Refer to the Logical Framework Planning Matrix:  
Liberia Child Advocacy and Rehabilitation>*

[http://www.ifrc.org/cgi/pdf\\_appeals.pl?/annual05/logframes/africa/05AA022HV1.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?/annual05/logframes/africa/05AA022HV1.pdf)

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### **Objective 2: Youth Development**

**The Liberian Red Cross has reactivated twenty-five school clubs with trained youth leadership established in Montserrado, Margibi and Grand Bassa counties and capacity building and skills programs among volunteers and vulnerable youth have begun in targeted communities.**

#### **Expected Results:**

1. Liberian Red Cross has well-trained and committed youth leaders in the 15 chapters.
2. Liberian Red Cross youth have increased fellowship with vulnerable community youth through sports, community service and sharing of health and hygiene tips.
3. The Red Cross youth have increased young people's capacity to foster humanitarian and voluntary service through training and fellowships.
4. Twenty-five schools are knowledgeable and involved in Red Cross activities, leadership and voluntary service to communities in Montserrado, Grand Bassa and Margibi chapters.
5. The value of youth has increased in three local communities due to the dignified way they carried out humanitarian service.
6. The Liberian Red Cross youth program is well-managed in all the 15 chapters.

*<Refer to the Logical Framework Planning Matrix: Liberia Youth Development>*  
[http://www.ifrc.org/cgi/pdf\\_appeals.pl?/annual05/logframes/africa/05AA022HV2.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?/annual05/logframes/africa/05AA022HV2.pdf)

### **Objective 3: Community Animation and Peace Building Program (CAPS)**

**Through the implementation of a Community Animation and Peace Building support program (CAPS), Liberian Red Cross has helped to increase peace building and development in 16 communities in two chapters of Liberian Red Cross.**

#### **Expected Results:**

1. The selected chapters' governance and management have welcomed and accepted the CAPS concept and have been prepared to fulfill their roles in piloting the program.
2. The Liberian Red Cross has selected experienced and qualified CAPS staffs that are committed to facilitating peace building development initiatives.
3. The orientation program has adequately introduced the CAPS staff to Red Cross, their jobs and the CAPS framework.
4. The CAPS training program has prepared staff and chapter officers to facilitate report and assess their work in the CAPS communities.
5. The assessment process has been effective in selecting those communities more divided, most destroyed and most willing to address their conflict and move towards development.
6. The entry and exit strategies of the CAPS program into the communities have helped the communities to develop their peace building and developmental goals in a sustainable way.
7. Through the facilitation of the CAPS animators and the community peace and consolidation (CPCC), all community members, including those who had been in conflict or marginalized, have joined to cooperatively rebuild or create an infrastructure that improves the living conditions for the community.
8. The community health conditions have improved through effective health and hygiene practices, WatSan support and training in first aid.
9. Through the CPCC and the CAPS animator, animation activities such as focus group discussions and drama have allowed the communities to reduce their violent practices of conflict resolution and to increase mediation and negotiation approaches.

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10. Through the restoration of certain cultural traditions, practices and recreation, the CAPS program has increased opportunities for communities to come together, enjoy and celebrate what has not been available for years.
11. Through awareness raising sessions on topics from gender rights to good governance, the CAPS program has offered opportunities for community members to reflect and formulate new ways of thinking and behaving towards each other.
12. The CAPS communities have commemorated their progress in reducing conflict between each other and increasing collaboration by hosting peace events marking their collective progress.
13. Through skills training and revolving loans and entrepreneurial activities supported by CAPS, the communities have improved their livelihood circumstances and opportunities for development for their families and communities.
14. The success of the CAPS communities and CAPS program in making positive change has resulted in the communities, the Liberian Red Cross and the CAPS team becoming role models in peace building and community development.
15. The chapters, branches, headquarters and CAPS team have demonstrated collaboration, mutual support and positive conflict resolution in their relationships and coordination and have become role models in peace building.

*<Refer to the Logical Framework Planning Matrix:  
Liberia Community Animation and Peace Building Program (CAPS) >*  
[http://www.ifrc.org/cgi/pdf\\_appeals.pl?/annual05/logframes/africa/05AA022HV3.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?/annual05/logframes/africa/05AA022HV3.pdf)

## **Organizational Development**

### **Background and Achievements**

The Liberian Red Cross continues to play a key role in sustaining the lives of vulnerable people. Liberian Red Cross volunteers, working in communities and IDP camps across the country, have been active in providing life sustaining support (including WatSan, food security, family tracing and reunification, medical services and basic relief) for hundreds of thousands of people severely affected by the war, especially women, children and the elderly. As Liberia is currently in a state of transition from war to peace, the Liberian Red Cross is faced with the challenge of responding to the needs of the most vulnerable while at the same time, the national society and its volunteers, as well as its physical facilities and other assets, have also been vandalized, looted and incapacitated.

However, with the gradual improvement in the peace process, the Liberian Red Cross has embarked upon the crucial task of retraining its volunteers, restructuring its headquarters, revitalizing its chapters and decentralizing its program implementation from headquarters to chapters with the aim of assisting the most vulnerable effectively and efficiently. In line with the restructuring program, the national society, with the technical input of the Federation and the ICRC, has recruited six out of seven directors: finance, administration, disaster management, youth, tracing and communication, information and dissemination. An audit of the national society has also been completed in 2003. In June 2004, a financial consultant arrived in the country assisting the Liberian Red Cross to standardize and computerize its financial management system intended to enhance transparency and accountability of donor's funds entrusted to the Liberian Red Cross. Also, with assistance from ICRC and the Federation, the Liberian Red Cross headquarters building and 11 out of 15 chapter offices have been completed (five offices rehabilitated and six new constructions). The revitalization of the Liberian Red Cross chapters will also focus on the reorganization of their governance and management structures, which are

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critical to the successful holding of the chapters' annual meetings. As this year, 2004, is election year within the Liberian Red Cross, new chapter governance members are expected to be elected at national and chapter levels.

### **Major challenges:**

- Raising the support needed to complete the construction of four remaining Liberian Red Cross chapter offices in 2005.
- Lack of local income generating capacity at national and chapter Liberian Red Cross' levels to meet core costs.
- Lack of program vehicle to enhance headquarters' and chapters' coordination and to monitor activities has undermined headquarters' capacity to serve as a service-provider to the chapters.

### **Lessons learned:**

The renovation and construction of chapter facilities has enabled the Red Cross to restart its humanitarian assistance to those in need, especially in the vulnerable communities in rural Liberia where such aid has not been extended due to lack of access during the military crisis in 2003. This has encouraged the Liberian Red Cross displaced governance members, staff and volunteers to voluntarily return to their pre-war chapters and communities where they are now actively involved in Red Cross work providing services to the most vulnerable.

There is a general appreciation of the level of service the Red Cross is offering to the most vulnerable population. The national society's prominence with its principle stakeholders, including the government, collaborating partners and the larger beneficiary population, owes much to the Liberian Red Cross assistance to the vulnerable population during the war. Improvement in its leadership and senior management staff as well as the work of its committed volunteers, especially during the latest phase of the military crisis in the capital, Monrovia, and the appreciable level at which the ICRC and the Federation are providing support to the Liberian Red Cross' capacity building activities, are all reasons for the national society's positive and credible image throughout the country.

The integration of the Federation delegates in the structure of the national society has proven to be very useful in the direct transfer of experience and technical know-how to counterparts in the Liberian Red Cross. The approach has also helped to promote transparency and accountability within the national society and to prepare counterparts of the national society to continue the operation of their society in the future.

**Goal: The Liberian Red Cross Society is a well-functioning national society, working in an efficient and effective way to improve the well-being of the most vulnerable and further foster its institutional growth.**

### **Objective1: Governance/Management and Chapter Development**

**Through the strengthening of the headquarters' and chapter capacities in program management, coordination, representation and governance, Liberian Red Cross has improved its efficiency and effectiveness in addressing the needs of the most vulnerable in Liberia.**

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### **Expected Results:**

1. Through proper orientation and training, the national executive board (NEB) members' knowledge and capacities to govern have improved and their responsibility to management has been effective.
2. Liberian Red Cross has gained a positive profile and reputation as a well-managed and governed organization that delivers properly planned, coordinated and quality programs and services to the most vulnerable.
3. Through both internal and external training, workshops and seminars, Liberian Red Cross headquarters' senior managers and program heads' and coordinators' capacities have been strengthened and productivity and output maximized.
4. Liberian Red Cross has strengthened her way forward by developing a realistic funding plan, identifying her own fund-raising capacities and targets towards becoming self-reliant.
5. Liberian Red Cross has improved its Constitution and Statutes reflective of the new internal realities and it, therefore, becomes effective and relevant as a guiding instrument that is respected and adhered to by all stakeholders.
6. Through the revitalization and decentralization plan and the positioning of qualified and credible governance and management structures and the recruitment of strong and committed volunteers, each of the chapter/branch networks has increased its capacity to respond to the humanitarian needs of the most vulnerable.
7. The completion of the construction and refurbishment of the four remaining chapters of Grand Kru, Sinoe, Maryland and Nimba have improved and strengthened the chapters' capacities to deliver Red Cross assistance to the most vulnerable population.
8. The rehabilitation and refurbishment of Grand Bassa and Bomi chapters' guest house facilities, have improved the chapters' income generating capacity to be self-reliant.
9. Through the provision of needed logistical, communication and administrative support, Liberian Red Cross chapter management teams' capacities have improved and they are effective and efficient in reporting on program assistance and service delivery to the most vulnerable.
10. Chapter governance members and staff knowledge, skills, capacities and performance have improved through solid orientation and training and they are thus better equipped to be effective and efficient in providing assistance and services to target beneficiaries.
11. Liberian Red Cross has achieved a well-developed induction, placement and recognition system for all of its volunteers (young to old, rural to urban, etc.).

*<Refer to the Logical Framework Planning Matrix: Liberia OD-Governance>*  
[http://www.ifrc.org/cgi/pdf\\_appeals.pl?/annual05/logframes/africa/05AA022OD1.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?/annual05/logframes/africa/05AA022OD1.pdf)

### **Objective 2: Administrative and Human Resource Services**

**Through improved administrative service delivery, Liberian Red Cross has increased staff capacities to fulfill the requirements of their programs in the delivery of services effectively and efficiently to the vulnerable.**

### **Expected Results:**

1. The capacity of chapters and branches has been strengthened through the timely provision of quarterly logistical supplies based on their needs.
2. Liberian Red Cross is recognized nationwide for welcoming all visitors and donors with respect, dignity and helpfulness at headquarters, chapter and branch levels.

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3. Liberian Red Cross administration has increased its capacity to give timely, efficient and supportive services in making arrangements for travel inside or outside of the country for Liberian Red Cross staff and volunteers.
4. Liberian Red Cross has gained a positive image of having buildings, offices and clinics that are well-maintained and clean according to CBHP guidelines and Ministry of Health standards.
5. The expertise of clerical services of the administration department has improved the professional look and formatting of all Liberian Red Cross documents.
6. Liberian Red Cross has developed an effective orientation program that has increased staff readiness and preparation to work with the most vulnerable.
7. A human resource management system has been implemented at headquarters and chapter levels thereby increasing productivity and effectiveness of staff and volunteers.
8. The personnel management system has improved the capacity of Liberian Red Cross staff in good record keeping.

*<Refer to the Logical Framework Planning Matrix: Liberia OD-Administration>*  
[http://www.ifrc.org/cgi/pdf\\_appeals.pl?/annual05/logframes/africa/05AA022OD2.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?/annual05/logframes/africa/05AA022OD2.pdf)

### **Objective 3: Logistics**

**Through improved logistical support, Liberian Red Cross has increased its capacity to respond effectively and efficiently to the needs of the most vulnerable in the communities.**

#### **Expected Results:**

1. The logistics procurement system has implemented strict accountability and control measures with supplies and offices.
2. Supplies, goods, equipment and services are efficiently procured, repositioned and delivered on time for programs in the field.
3. Liberian Red Cross has developed an effective delivery system for goods and services for the field.
4. Liberian Red Cross logistic system and services to programs have improved through effective training.
5. Liberian Red Cross logistics team has developed a positive reputation and is valued for its logistical support to programs.
6. Liberian Red Cross warehousing procedures have improved the level of transparency and accountability on the movement of stock within the warehouse.
7. The handling of stocks in any Liberian Red Cross warehouse has been well-organized and follows all safety, health and hygiene standards.
8. Liberian Red Cross has delivered its stock to field destination points on time.
9. The implementation of the vehicle transport request system has increased coordination of field trips and reduced fuel costs.
10. Qualified, skilled and trained drivers of all types of vehicles have earned Liberian Red Cross a positive reputation of an organization that practices accident preparedness and prevention and road safety.
11. The lifespan of all types of Liberian Red Cross vehicles has increased due to the proper maintenance, care and repair system.
12. The effective orientation and training of all Liberian Red Cross staff and volunteers has increased safe and proper usage of all Liberian Red Cross vehicles.
13. Liberian Red Cross drivers have been adequately prepared to fulfill their driver and representative roles in Liberian Red Cross field work with the most vulnerable.

*<Refer to the Logical Framework Planning Matrix: Liberia OD-Logistics>*  
[http://www.ifrc.org/cgi/pdf\\_appeals.pl?/annual05/logframes/africa/05AA022OD3.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?/annual05/logframes/africa/05AA022OD3.pdf)

**Objective 4: Finance**

**The ability of Liberian Red Cross to attract donor funding, and the capacity of the finance department to effectively support its clients in their program goals, is increased through improving the efficiency, transparency and accountability of Liberian Red Cross' financial management system.**

**Expected Results:**

1. The credibility of Liberian Red Cross as a transparent and accountable organization has increased through an audit of 2004 accounts.
2. The capacity of Liberian Red Cross finance staff and senior management to effectively meet multiple donor reporting requirements as well as internal management requirements is improved through the use of an appropriate chart of accounts.
3. The capacity of senior management to effectively monitor and control program/department budgets is increased through an improved monthly and quarterly management reporting framework.
4. The capacity of Liberian Red Cross finance staff to make timely, efficient and reliable financial reports has increased through the installation of an appropriate computerized accounting system.
5. Chapters are more accountable to headquarters as a result of increased financial management capacity.
6. The financial planning capacity of Liberian Red Cross program managers for 2006 objectives is strengthened at headquarters.

*<Refer to the Logical Framework Planning Matrix: Liberia OD-Finance>*

*<[http://www.ifrc.org/cgi/pdf\\_appeals.pl?/annual05/logframes/africa/05AA022OD4.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?/annual05/logframes/africa/05AA022OD4.pdf)>*

**Objective 5: Management Information System (MIS)**

**Through an effective Management Information System, Liberian Red Cross has improved its responsiveness and coordination in 15 chapters and headquarters to respond to emerging needs in its programming with the most vulnerable.**

**Expected Results:**

1. Liberian Red Cross computer orientation and training program has increased staffs' capacity to produce documentation of their work with the most vulnerable more efficiently.
2. A nationwide radio network has improved information exchange and coordination between headquarters and chapters and between chapters in their work with the most vulnerable.
3. The life span of Liberian Red Cross property and equipment has increased due to proper maintenance, repair and care by Liberian Red Cross staff and volunteers.

*<Refer to the Logical Framework Planning Matrix: Liberia OD-MIS>*

*<[http://www.ifrc.org/cgi/pdf\\_appeals.pl?/annual05/logframes/africa/05AA022OD5.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?/annual05/logframes/africa/05AA022OD5.pdf)>*

## **Coordination, Cooperation and Strategic Partnerships**

### **Background and Achievements**

The arrival of a Federation Representative in 2003 initiated a shift in the Federation's country presence from a parallel to an integrated structure enabling 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 did not limit the cooperation between the Federation and the Liberian Red Cross but rather ensured that no parallel structure could replace the national society in the driver's seat. At the same time, the Federation has kept its regional and country delegations and sub-regional offices which now have redefined roles and responsibilities supporting the West African 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) works closely with the Liberia representative in providing support to the Liberian Red Cross. The sub-regional office in Abidjan has established an integrated regional coordination mechanism in HIV/AIDS, disaster planning, and logistics and is working towards the same for health, humanitarian values, reporting, information, finance and administration. This has and will facilitate knowledge sharing between national societies in the region through regional seminars and workshops in collaboration with the ICRC.

The Federation Representative is assisting the national society in 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 September-October of 2004 and will be the key tool in the Federation's efforts to coordinate the programming of various partners. Success depends on the strength and robustness of the Liberian Red Cross' "Plan 2007" (which will be revised prior to the development of the CAS and will then become "Plan 2008"), and on its PNS 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 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 a prerequisite of Liberia 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 organizational development and is also providing administrative support.

A partnership meeting was held in November 2003 and another is planned to be held in January, 2005 in order to review and receive input on the CAS project.

**Goal: Liberian Red Cross and its partners work together effectively through program co-operation, long term partnerships and more active advocacy. The Federation provides guidance to the partners in activities pertaining to the capacity building of the Liberian Red Cross and oversees the establishment of the common operational framework for the partners, coordinating closely with ICRC.**

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

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### **Expected Results:**

1. The CAS is used as the planning and working document of the Liberian Red Cross.
2. The Liberian Red Cross has gained knowledge and experience through exchange visits with other national societies in the region.
3. Through regional planning meetings and trainings, program staff has increased their knowledge and capacity in their respective areas and this is reflected in quality service to the beneficiaries.

*<Refer to the Logical Framework Planning Matrix: Liberia Coordination>*  
[http://www.ifrc.org/cgi/pdf\\_appeals.pl?/annual05/logframes/africa/05AA022CC.pdf](http://www.ifrc.org/cgi/pdf_appeals.pl?/annual05/logframes/africa/05AA022CC.pdf)

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*[<Appeal budget below – Click here to go to title page>](#)*

# BUDGET 2005

## PROGRAMME BUDGETS SUMMARY

Appeal no.: 05AA022

Name: LIBERIA

**PROGRAMME:**

	Health & Care	Disaster Management	Humanitarian Values	Organisational Development	Coordination & Implementation	Emergency	Total
	CHF	CHF	CHF	CHF	CHF	CHF	CHF
Shelter & construction	6,904	68,400	0	9,589	0	0	84,892
Clothing & textiles	39,045	180,963	0	2,557	0	0	222,565
Food	0	20,072	0	8,950	0	0	29,021
Seeds & plants	28,638	93,024	0	6,393	0	0	128,054
Water & Sanitation	277,390	22,693	0	0	0	0	300,083
Medical & first aid	3,836	50,944	0	0	0	0	54,779
Teaching materials	138,462	198,168	0	84,381	0	0	421,010
Utensils & tools	639	144,419	0	1,279	0	0	146,337
Other relief supplies	57,533	8,630	0	0	0	0	66,162
<b>SUPPLIES</b>	<b>552,447</b>	<b>787,313</b>	<b>0</b>	<b>113,149</b>	<b>0</b>	<b>0</b>	<b>1,452,907</b>
Land & Buildings	0	234,797	0	25,570	0	0	260,366
Vehicles	111,230	81,313	0	25,754	0	0	218,296
Computers & telecom	15,342	21,261	0	107,976	0	0	144,579
Medical equipment	0	0	0	0	0	0	0
Other capital exp.	0	0	0	0	0	0	0
<b>CAPITAL EXPENSES</b>	<b>126,572</b>	<b>337,371</b>	<b>0</b>	<b>159,300</b>	<b>0</b>	<b>0</b>	<b>623,242</b>
Warehouse & Distribution	1,381	0	0	0	0	0	1,380
Transport & Vehicules	88,870	132,049	0	12,376	0	0	233,295
<b>TRANSPORT &amp; STORAGE</b>	<b>90,251</b>	<b>132,049</b>	<b>0</b>	<b>12,376</b>	<b>0</b>	<b>0</b>	<b>234,675</b>
Programme Support	104,033	117,058	0	65,456	0	0	286,546
<b>PROGRAMME SUPPORT</b>	<b>104,033</b>	<b>117,058</b>	<b>0</b>	<b>65,456</b>	<b>0</b>	<b>0</b>	<b>286,546</b>
Personnel-delegates	159,397	39,031	0	286,032	0	0	484,460
Personnel-national staff	212,199	177,605	0	129,545	0	0	519,350
Consultants	1,279	0	0	14,703	0	0	15,981
<b>PERSONNEL</b>	<b>372,875</b>	<b>216,636</b>	<b>0</b>	<b>430,280</b>	<b>0</b>	<b>0</b>	<b>1,019,792</b>
W/shops & Training	160,947	103,703	0	47,409	0	0	312,059
<b>WORKSHOPS &amp; TRAINING</b>	<b>160,947</b>	<b>103,703</b>	<b>0</b>	<b>47,409</b>	<b>0</b>	<b>0</b>	<b>312,059</b>
Travel & related expenses	45,852	31,342	0	58,369	0	0	135,563
Information	106,541	35,798	0	26,209	0	0	168,548
Other General costs	40,989	39,626	0	94,463	0	0	175,077
<b>GENERAL EXPENSES</b>	<b>193,382</b>	<b>106,766</b>	<b>0</b>	<b>179,041</b>	<b>0</b>	<b>0</b>	<b>479,189</b>
<b>TOTAL BUDGET:</b>	<b>1,600,507</b>	<b>1,800,896</b>	<b>0</b>	<b>1,007,011</b>	<b>0</b>	<b>0</b>	<b>4,408,413</b>