

PROGRAMME UPDATE



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

LIBERIA

6 May 2005

The Federation's mission is to improve the lives of vulnerable people by mobilizing the power of humanity. It is the world's largest humanitarian organization and its millions of volunteers are active in over 181 countries.

For more information: www.ifrc.org

In Brief

Appeal No. 05AA022; Programme Update no. 1, Period covered: January to April, 2005; Appeal coverage: 17.7%; Outstanding needs: CHF 3,628,904 (USD 2,913,144 or EUR 2,350,326).
(Click here to go directly to the attached Contributions List (also available on the website).

Appeal target: CHF 4,408,413 (USD 3,501,500 or EUR 2,839,600)

Related Emergency or Annual Appeals: N/A

Programme Summary

The Liberian Red Cross Society's¹ revised management structure comprises of five directors, the Secretary General and the Assistant Secretary General and has been accepted at headquarters level. The health Services director resumed duties on 1 April and will also be responsible for the Liberian Red Cross clinics. The position of communication, information/dissemination and tracing director is still vacant. While no progress has been made on the management structure at the chapter level, inadequate funding has hindered field officers' training as well as chapter secretary/bookkeepers' recruitment.

Even so, the national society has set up a committee to review its statutes which lacked clear directions on chapter roles and responsibilities and are silent on branch issues. The Liberian Red Cross has thus begun consultations with the chapters and branches to produce a final draft for approval during the special General Assembly to be held in December.

In addition, the Liberian Red Cross has integrated its HIV/AIDS programme in the community based health programme (CBHP) which includes health and hygiene as well as WatSan components. The three components each have a coordinator and have been implemented in two counties and 12 communities.

The first child advocacy and rehabilitation centre opened in January 2005. A second centre planned for the southeast will not be opened this year until funding can be assured for both centres.

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

Operational developments

The Federation has maintained its functional approach as an integral part of the Liberian Red Cross as opposed to existing as a parallel structure. This has necessitated its entire dependence on the Liberian Red Cross for all logistic, administrative and other support. Meanwhile, the Africa regional finance unit (RFU) planned training for the Liberian Red Cross finance staff in May to enhance the eventual take over of the Federation financial reporting.

From 1 April, the Liberian Red Cross began sharing the finance development delegate with the Sierra Leone Red Cross. Although it is with the LRCS' accord, it will be regularly monitored to ensure continuity and eliminate negativity on the Liberian Red Cross finance staff and systems' development.

In March, the social welfare delegate completed her mission. Since the humanitarian values department needs the support of a social welfare delegate, it is hoped that the position will not remain vacant for long. Meanwhile, the Liberian Red Cross has recruited a health director whose presence has strengthened the CBH Programme with the continued support of a health delegate and strong staff team.

The Liberian Red Cross is yet to have a director of communication, information and dissemination, and tracing. This situation will be resolved in the next quarter. Furthermore, the upward review of the Liberian Red Cross staff salary scale in line with the average wages of similar positions in Liberia has made it easier to recruit and retain experienced and professional staff.

Health and care

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

Objective 1: Through effective Red Cross health promotion training and education of target groups, 60 selected communities in six chapters have increased their awareness and strategies to prevent illness in their families and communities.

Achievements:

- Provided active CBHP in two counties - Grand Bassa and Margibi. This will be extended to Montserrado and Bong in early May. Twelve communities (see table below) from which baseline information has been collected have been identified for inclusion in the programme.
- Developed a community based organization (CBO) in each community and selected community health volunteers (CHV) for training in both HIV/AIDS and health and hygiene promotion. The communities selected the CBO members to be trained.

Communities participating in the CBHP

Chapter - Margibi	Selected Communities	Population
	Kornemah	616
	Kwolakomah	512
	Bloquelleh	1,020
	Perkins	503
	Weamu	498
	Polata	436
Total		3,585
Chapter – Grand Bassa	Selected Communities	Population
	Noryou	368
	Zoe	388
	Gaye Peters	389
	Saturday Town	231
	Boeglay	374
	Gor	397
Total		2,147

- Commenced training of community health volunteers in nine of the 12 communities focusing mainly on malaria and diarrhoea as major sources of concern.

- Improved CBH programme has produced positive response towards environmental development amongst community members. One community has commenced the excavation of a well and a latrine which will be completed with volunteer assistance in May.
- Produced information education communication (IEC) materials, posters and training modules for HIV/AIDS, WatSan as well as health and hygiene promotion for both Red Cross and community volunteers. The Liberian Red Cross has consulted the ICRC and ministries of health and rural development for their input and approval.
- Developed a malaria fact sheet which the MoH adopted for distribution during the Africa Malaria Day celebrations on 25 April.
- Supported 13 of the 15 chapters in their programme implementation for Malaria Day.
- Received 2,500 mosquito nets support from the ministry of health which provided for distribution to pregnant women and children under five in the 12 communities. An additional 2,500 nets were also supplied to Liberian Red Cross to be used in the new CBHP communities.
- Increased coordination with the MoH resulting in an invitation to join the steering group for malaria control. Also held discussions with regards to becoming part of the Lassa Fever Action Group and member of the global fund relief programme planning committee.
- Participated in the polio eradication national immunization day (NID) programme. The first round held in February/March reached 2,458 under fives. The results of the second round held in April are still being tabulated.
- Appointed a health director who commenced work on 1 April and will cover both the CBHP and clinics.
- Planned expansion of the CBHP to include two additional counties: Montserrado and Bong County. A trainers' course is scheduled for the beginning of May.

Objective 2: Knowledge and understanding of HIV/AIDS/STIs among adolescent youth, adult men and influencing members (of various age groups) has increased and stigma and discrimination is reduced in 2005.

Achievements:

- Established community AIDS action committees (CAAC) in nine of the target communities and plans to organize training in May and June with special emphasis on the reduction of stigma and discrimination against PLWHA.
- Improved communities' HIV/AIDS awareness. Although most people had heard about the infection, there were large gaps in their information. One of the communities in Margibi had never heard of condoms.
- Conducted two HIV/AIDS workshops for youth officers and volunteers from 13 of the 15 chapters. The trainees are now designing training schedules for fellow Red Cross volunteers in their respective chapters and branches.
- Developed training modules for teachers and staff of the child advocacy and rehabilitation (CAR) centre. The teachers will go on to share the information with the centre's interns.
- Designed modules for a series of awareness training sessions for all the Red Cross staff and volunteers at the headquarters scheduled for May.
- Developing an HIV/AIDS policy in the workplace for Red Cross staff and volunteers. Steps to raise funds for the Massambo fund have begun in the 15 counties.

Objective 3: Through sustainable access to safe water supply and sanitation, the incidence of water and sanitation-related diseases has been reduced.

Achievement:

- Conducted recruitment and training of volunteers in four counties and is in the process of purchasing the equipment necessary to commence activities in Grand Bassa and Margibi.
- Committed to providing support to the existing ICRC water/rehabilitation programmes in Rivercess and Montserrado counties through setting up WatSan committees and equipping them to carry out maintenance and repairs.
- Developed WatSan training modules with the ICRC and rural development ministry's approval. Both assisted the Liberian Red Cross in conducting the training. The ministry and UNICEF have expressed a desire to support the WatSan programme.
- Appointed a WatSan assistant monitor in March to work with the WatSan coordinator.

- Planning a new strategy of combining the community-based approach to DM and CBH. The two departments will develop strategies for the various communities to mitigate, prepare and respond to disasters while also carrying out health and hygiene promotion as well as other health programmes.

Impact:

- The strengthened relationship with the health and the rural development ministries has led to a greater LRCS' involvement in the national strategies development and practical support from both ministries.
- Coordination with the ICRC has resulted in increased support to the CBHP especially in regard to the WatSan programme which includes volunteer training and provision of a vehicle and computer.
- The cooperation between the Liberian Red Cross and the ICRC has also resulted in the training of volunteers from Rivercess to work in the ICRC-implemented WatSan programme communities.
- The Liberian Red Cross has formed WatSan committees in beneficiary communities and given them maintenance training for the ICRC- installed hand pumps.
- The communities are eager to learn more about health and hygiene topics and have a very positive attitude towards the programme, identifying community members to be trained, providing accommodation for chapter and branch volunteers as well as initiating activities such as latrines and wells excavation for health improvement.

Constraints:

- Delayed funding hampered the WatSan component of the CBHP leading to a setback in implementation. Much of the work will now have to be done in the rainy season which is less than ideal.
- Lack of organizational development (OD) funding has hampered the training of field officers and bookkeepers at the various chapter offices. There has been a delay in appointing bookkeepers to the chapters.
- Lack of pick-up vehicles makes it difficult to transport materials to the counties. Two are however scheduled to arrive next month and one will be used to support the WatSan activities.
- Delay in appointing a CBHP director has hindered the programme's progress.
- The knowledge of the Red Cross volunteers selected to be trainers is very basic. This has meant more time spent on training and coaching.
- Report writing skills are weak.
- Lack of capacity within the logistics unit has negatively affected the programme. Assistance is required to develop the capacity within this unit.
- High cost of transportation and per diem costs for Red Cross trainers from the chapters to the communities as well as the volunteers' complaints that the USD 60 monthly incentive is too low.
- The training, though very comprehensive, is felt to be too short (six days). It is proposed to lengthen the course to ten days.

Lessons Learned:

- More attempts need to be made to locate Red Cross trainers from within the districts and communities to reduce costs and travel distances. Additional time needs to be spent to increase the basic knowledge of Red Cross volunteers in regards to health and hygiene matters, information gathering and reporting skills.

Disaster Management

Goal: The Disaster Management Department has reduced the number of vulnerable people affected by war and disasters through the extension and strengthening of services to all 15 chapters.

Objective: Through the effective training of chapter and branch volunteers and strengthening of the chapters' emergency response system, the Liberian Red Cross has increased its relief, food security and first aid response assistance as well as reduced the vulnerabilities in communities identified by the results of the VCA in line with the principles of providing DM assistance to communities.

Achievements:

- Developed collaboration between the DM and CBHP departments for the various communities to mitigate, prepare and respond to disasters while carrying out health and hygiene promotion. This has led to the recruitment of a programme officer and volunteers. Programme officers and volunteers will also be recruited and trained in Lofa, Grand Gedeh and Nimba counties. (See also Health and Care section).
- Developed training modules to provide disaster response training to volunteers.
- Approved budget for the DM activities which can now commence.

Impact:

- DM activities will only begin in May as a result of no funding for the first quarter.

Constraints:

- Lack of funding for the first quarter has resulted in no Federation-funded activities.

Lessons Learned:

- Lack of resources can hinder development.

Humanitarian Values

Goal: The Liberian Red Cross has increased the development and healing of youth, war-affected children and communities through rehabilitation, peace building and a youth development programme of the Liberian Red Cross.

Objective 1: Child advocacy and rehabilitation (CAR) - Some 150 children will have registered in the pilot CAR programme in Monrovia in 2005; the children will begin the trauma healing process and reintegration into society.

Achievements:

- Commenced the core curriculum and psycho-social components of the programme for the children on 17 January.
- Held a four-day accelerated learning programme (ALP) workshop for the CAR staff to enhance knowledge and teaching skills.
- Provided eight-day case management training to the CAR staff to develop skills in handling beneficiaries' cases using the rights of the child convention.
- Held the first meeting of the CAR parents resulting in the organization of an interim committee to lead the CAR Parents Association to elections in two months. Seventy-five parents attended the meeting.
- Held the first term exams with 34 children moving one level up in the ALP.
- Enhanced the skills of 51 older children, who had never attended school before to the point where they can now perform classroom activities at some level.
- Developed and commenced the use of various statistical forms to accumulate and maintain data in the programme's different components.
- Provided psychological support to interns through its family visits as in child abuse victims. Due to the centre officials' direct intervention, the parents and fiancées of beneficiaries have improved relationships and positive attitude to their children and mate.
- Participated in the child protection working group meetings held bi-monthly in the gender and development ministry.
- Initiated regional collaboration with national societies with similar problems

Impact:

- Knowledge of children's rights and exposure to the centre's teachings has created positive changes in the attitude and behaviour of beneficiaries' families towards their children.
- Willingness to collaborate at a regional level with other national societies result in regular contacts and mutual support.
- Through family visits, lead to better treatment of the CAR children's neighbours who are requesting that their children participate in the programme.

Constraints:

- Delay in receiving pledges made for the operation of the programme.
- Delay in the skills training component of the programme as a result of lack of funding. Some of the children are absenting themselves from classes on grounds that the programme is not offering the promised skills training.
- Reduced family/community visits to once from thrice weekly due to inadequate funds to purchase fuel. These visits are important as they allow the CAR activists to interact with the beneficiaries' communities and parents as well as advocate on the children's behalf.
- High cost of rent for the pilot project currently in a place which costs one-fifth of the total cost of the construction of a CAR compound.

Lessons learned:

- Working with the parents has the added advantage of promoting and developing the war-affected children.
- Shared information with children must be factual and dates met to develop their confidence in their leaders.
- Some children lose interest in the entire programme if one component is not on schedule, as in the delay in commencing the skills training.
- Proper training and preparedness is a stepping stone to providing quality education as reflected in the activists' ALP and case management training.

Objective 2: Youth programme- The Liberian Red Cross youth offices' units are reactivated with trained youth leadership; twenty-five school clubs are reactivated and established in Montserrado, Margibi and Grand Bassa counties. Youth have begun capacity building and skills programmes among volunteers and vulnerable youth and communities.

Achievements:

- Completed the first phase of the integrated early childhood development (IECD) programme which included the conduction of town hall meetings in 27 communities in Nimba, Bong and Montserrado counties, and community mobilization in targeted communities to send their children, especially the females to school.
- Revitalized and established fifteen school clubs leading to numerous requests from other schools in Monrovia and the suburbs to commence Red Cross activities in their respective schools.
- Held capacity building and HIV/AIDS awareness and prevention training of 12 youth officers and volunteers in Zwedru, Grand Gedeh County. The youth officers and volunteers were from the southeast chapters.
- Held a two-day capacity building session for four youth volunteers for the purpose of monitoring the school clubs in three of the 15 chapters.

Impact:

- Through the IECD programme, 27 communities in three counties have recorded an increase in school attendance.
- Positive behavioural changes in 21 of the 27 communities the IECD programme leading to sending their improved school attendance for the female wards.

Constraints:

- Lack of an approved budget for the youth component, in spite of its being the largest Liberian Red Cross group and the bedrock of the volunteer movement.
- Lack of salary or approved stipend for the national youth officer who performs regular tasks for the Liberian Red Cross.
- Absence of funds inhibit support to the school clubs and chapter youth offices with stationery.
- Logistic problems hinder the monitoring of chapter youth officers' activities and reports' presentation to headquarters.
- The schools are responding to the programmes and activities of the Red Cross, however, there is not much collaboration and communication sharing between CID and the youth component.

Lessons Learned:

- The absence of funding for a core unit within the institution has hindered the programme implementation.
- The time is right for the youth component to look into other areas for funding to enhance its out- reach and capacity to render service to the communities' most vulnerable.

Objective 3: Community Animation for Peace Building Support (CAPS) Programme- Through the implementation of a CAPS programme, the Liberian Red Cross has increased peace-building and development in 16 communities in two chapters.

Achievements:

- Participated in the regional peace-building planning session in Freetown, Sierra Leone.
- Completed the development of a strategy paper for guiding the peace building programme.

Constraints:

- Lack of response to funding requests to implement the peace-building component of the Humanitarian Values Department.
- Lack of funds has kept the Liberian Red Cross from maintaining open communication for networking purposes with sister societies.
- Absence of internet or wave mail at headquarters level hinders accessibility to broad base information.

Organizational Development

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

Objective 1: Through the strengthening of the headquarters' and chapters' capacities in programme management, coordination, representation and governance, Liberian Red Cross has improved its efficiency and effectiveness in addressing the needs of the most vulnerable in Liberia.

Achievements:

- Concluded the first in a series of governance workshops in two locations: Harper, Maryland County and Zwedru, Grand Gedeh County with the ICRC and Federation support. Fifty-two out of possible 60 chapter governance and management personnel participated in the workshops.
- Developed a project designed for the rehabilitation/construction of the Sinoe and Grand Kru chapters of the Liberian Red Cross and submitted it to the Spanish Red Cross bilateral office based in Sierra Leone.
- Updated the field officers' job description effective from February 2005, with the Federation's technical input. The current field officers are expected to undergo a two-week skills training workshop in leadership, planning, budgeting, supervision and financial management. A three-month trial period complete with a work plan and supervision from headquarters will follow. After evaluation, officers will be will either be confirmed in their position or replaced.
- Established a drafting committee on volunteers' recruitment, development and management policy. The first draft is expected early May.
- Established a review committee to revise the national society's statutes.
- Developed and submitted six new personnel policies to the national executive board for approval. This is the beginning of the development of a comprehensive Liberian Red Cross policy manual to be followed by a Liberian Red Cross procedures manual.

Impact:

- The governance training workshops, the first ever for chapter governance, has provided members and the management team an in-depth understanding of their respective roles and responsibilities.
- The revised job descriptions has provided chapter executive committees and headquarters the means to monitor, follow-up and evaluate field officers' performance

Constraints:

- Inadequate OD funding has negatively impacted on the implementation of a series of training events.
- Lack of funding has also held back the recruitment of the planned chapter secretary/bookkeeper positions.
- With the commencement of the rainy season, travelling to most parts of the country will be hampered by bad road conditions, which even in the dry season present an enormous challenge.
- The inclusion of some members of the statutes review committee from outside Monrovia created the problem of securing a quorum to commence the work.
- The lack of an office building is one key problem in relocating the Nimba chapter headquarters from Saclapea to the capital of the county, Sanniquellie.

Lessons Learned:

- The governance workshop participants greatly appreciate the knowledge gained. However, the participants called branch coordinators inclusion being integral members of chapter governing committees. They will be included on the next workshops.

Objective 2: Administrative and Human Resource Services: Through improved administrative service delivery, Liberian Red Cross has increased staff capacities to fulfil the requirements of their programmes in the delivery of services effectively and efficiently to the vulnerable.

Achievements:

- Developed and submitted six personnel policies comprising sick leave, bereavement leave, recruitment, vacation, emergency and maternity leave for the national board's approval.
- Developed a draft orientation package for new staff members. All departments have been asked to prepare their respective orientation for new staff which will form part of the complete package.
- Centralized and established procedures for departments to receive stationery supplies. A charge back system will be developed in May and implemented in June.
- Developed and circulated a training calendar for the first quarter to all departments.
- Revised and updated all job descriptions for the finance and administration staff which form part of the job description inventory.

Impact:

- The approved policies will enhance productivity and eliminate the guess work in decision making.
- The new staff members have a good organizational overview to ensure smoother integration thus providing a clearer understanding of responsibilities and interaction with other departments.
- The centralized stationery system will reduce expenditure.
- The training calendar avoids duplication and allows for better planning.

Constraints:

- Acute funding problem has delayed several activities' implementation such as the human resource management system development and the hiring of an experienced administration coordinator.

Lessons learned:

- Although the funding problem has had a negative impact on some of the administration unit activities, the Liberian Red Cross identified other activities which could commence without financing.

Objective 3: Logistics: Through improved logistic support, the Liberian Red Cross has increased its capacity to respond effectively and efficiently to the needs of the most vulnerable in the communities.

Achievements:

- Established a vehicle transport system for all the Liberian Red Cross and Federation vehicles.
- Developed and implemented a field trip planning system.
- Completed the construction of a warehouse for the Montserrado chapter in March and a MoU for its use is being prepared between the headquarters and the Montserrado chapter.
- Established a system for the regular supply of fuel to the chapters.

Impact:

- The field trip planning system and the vehicle transport system have increased coordination of field trips and reduced fuel and maintenance costs.
- The construction of the warehouse in the Montserrado chapter is in keeping with Liberian Red Cross headquarters decentralization approach. It also permits Liberian Red Cross to deploy relief supplies where and when needed.
- The fuel system for chapters will ensure that they have a regular supply of fuel.

Constraints:

- Lack of funding.
- The warehouse supervisor position needs to be filled on a permanent basis.
- The lack of a logistics coordinator leaves the staff without leadership and impedes professional development.

Lessons learned:

- Clear and tight procedures, especially is use of vehicles, can and will reduce costs and increase the life of the vehicle or any other piece of equipment.

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 programme goals, is increased through improving the efficiency, transparency and accountability of Liberian Red Cross' financial management system.

Achievements:

- Developed a monthly financial management report package and programme managers have been trained in its use.
- The 2004 accounts have been completed enabling an audit to take place.
- Developed a financial management procedures manual.
- Trained all managers in the development and use of the Gant Chart.

Impact:

- Increased capacity of senior management to effectively monitor and control programme/department budgets through the use of the monthly management report.
- The managers' planning skills are improved following the training in the development and use of a Gant Chart.
- The annual audit of the Liberian Red Cross finances has a positive effect on donors.

Constraints:

- The lack of funding has affected the training of chapter staff and volunteers in chapter financial management and delay in the hiring of chapter secretary/bookkeepers.

Objective 5: Management Information System (MIS): Through an effective MIS, the 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.

Achievement:

- Installed HF and VHF radios in two chapters, Grand Gedeh and Maryland.
- Conducted computer skills assessment for all Liberian Red Cross staff.
- Drafted a procedure manual in the use of radios in vehicles and base radios.
- Transferred the radio repeater from the Bushrod Island to the Mamba Point ICRC compound.

Impact:

- The results of the computer skills assessment has identified staff requiring training which will begin in May.
- Radios installed in the two chapters in the southeast has enhanced communication between the southeast and headquarters resulting in a more timely flow of information.

Constraints:

- Lack of funding means three chapters will not have VHF and HF radios installed this year.
- Lack of funding to hire an external trainer will hinder staff training in computer skills.

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

APPEAL No. 05AA022

PLEDGES RECEIVED

14/06/2005

CASH

REQUESTED IN APPEAL CHF ----->						TOTAL COVERAGE	
						4,408,413	17.7%
BRITISH - RC	30,000	GBP	65,430	14.01.05	COMMUNITY BASED HEALTH		
BRITISH - RC	40,000	GBP	87,240	08.03.05	SEEDS & TOOLS		
BRITISH - RC	35,000	GBP	76,335	03.06.05	CHILD ADVOCACY & REHABILITATION PROGRAM		
BRITISH - RC	20,000	GBP	43,620	03.06.05	FINANCE DEVELOPMENT ACTIVITIES		
DANISH - RC			3,000	10.05.05	PNS MEETING		
PARTHENON/BRITISH RC	20,968	GBP	45,731	11.04.05	COMMUNITY BASED HEALTH		
NETHERLANDS - GOVT	18,327	EUR	28,178	01.04.05	HEAD OF DELEGATION		
NORWEGIAN - GOVT/RC	950,000	NOK	179,550	01.04.05	ASSISTANCE TO RETURNEES & VULNERABLE COMMUNITIES		
SUB/TOTAL RECEIVED IN CASH						529,084	12.0%

KIND AND SERVICES (INCLUDING PERSONNEL)

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT
CANADA	DELEGATE(S)			73,000		
GREAT BRITAIN	DELEGATE(S)			41,000		
NORWEGIAN - GOVT/RC		703,223	NOK	136,425	25.05.05	GOODS
SUB/TOTAL RECEIVED IN KIND/SERVICES				250,425	CHF	5.7%

ADDITIONAL TO APPEAL BUDGET

DONOR	CATEGORY	QUANTITY	UNIT	VALUE CHF	DATE	COMMENT

Liberia

ANNEX 1

APPEAL No. 05AA022

PLEDGES RECEIVED

14/06/2005

SUB/TOTAL RECEIVED	0	CHF